SAN DIEGO COUNTY
REGIONAL AIRPORT AUTHORITY

STAFF REPORT

Item No. 16

Meeting Date: **OCTOBER 6, 2011**

Subject:

Award and Authorize the President/CEO to Execute an Agreement for Parking Management Services and Consideration of the Best and Final Offers as Directed by the Board

Recommendation:

Adopt Resolution No. 2011-0103R, awarding and authorizing the President/CEO to execute an agreement with Standard Parking Corporation for parking management services for five (5) years in an amount not to exceed thirty-two million one hundred thousand dollars ($32,100,000).

Background/Justification:

Parking management services for San Diego International Airport (SDIA) is a revenue-generating enterprise. Management of SDIA public and employee parking lots and supervision of the commercial ground transportation system are provided through an agreement with a private company. The agreement with the current service provider, Lindbergh Parking, Inc. (LPi), expired in February 2009 and has since continued on a month-to-month basis.

Parking management responsibilities at SDIA cover a variety of services, including:

- Public parking facilities at SDIA (currently totaling 6,100 spaces);
- The SAN Park Valet operation at Terminal 1 and Terminal 2;
- Employee parking (for all airport employees) in Authority-owned/operated lots on Harbor Island, near the Commuter Terminal and at other ancillary lots (currently totaling 1,340 spaces);
- Taxicab and shuttle-for-hire hold lots and transportation islands at Terminal 1, Terminal 2 and the Commuter Terminal, including vehicle dispatch and customer service representative (CSR) functions; and
- Other services supporting the Airport's roadway access system, signage and emergency response operations.

Over 2.2 million vehicles per year park in Authority owned/operated lots and generate an estimated $32 million in annual gross income, which amounts to 44 percent of the airport's non-aviation revenue. The annual cost for parking management services is approximately $7.1 million, which includes all labor, overhead, equipment outlays and management fees.

The term of the proposed agreement is five years. The agreement is structured with control checks in place that allow the Authority close supervision of the contractor's daily operations and fiscal processes. The agreement is based on payment of a base management fee and reimbursement of reasonable expenses incurred as specified in the agreement. The Authority coordinates and approves all capital outlays and any non-personnel expenses over $2,500 (for a single purchase). The Authority controls staffing levels so that any unexpected needs may be met. This type of agreement allows flexibility to quickly adjust staffing levels and procure necessary equipment to meet rapidly changing situations while maintaining the Authority's overall control of expenses. For these reasons, it is the model used by the Authority and most large hub commercial airports in the U.S.

Parking Management Services Company Selection Process

The Authority issued a Request for Proposals (RFP) for parking management services on April 27, 2011. The Authority received four responses from companies in the parking management industry. The respondents included a local company (Ace Parking Management, Inc.) one company from Orange County, California (Parking Concepts, Inc.) and two national companies (Standard Parking Corporation, headquartered in Chicago, Illinois, and a joint venture between LAZ Parking and PPM Parking, headquartered in Hartford, Connecticut).

On May 13, 2011, the Authority hosted a pre-submittal meeting, open to all interested parties, to review the proposal requirements, take questions specific to the RFP process and parking management operations and review the specifics of the proposed agreement.

On May 20, 2011, the evaluation panel for the Parking Management Services RFP met to discuss the evaluation criteria. The panel members included two vice presidents, three directors and one manager.

The panel met prior to the proposal submittal date to review the evaluation criteria as published in the RFP and discussed the appropriate point values to be awarded for each of the criteria. The panel decided Experience/Qualifications should be allocated points as indicated in the evaluation criteria shown below because this component allowed the panel to evaluate a potential operator and rank their experience in parking operations. In managing a multi-million dollar parking enterprise, experience in operating other similar facilities is a critical factor.

In addition, the proposer's plan of operations (transition plan, steps necessary to operate the parking facilities, new concepts) was deemed vital to the panel because it gave the group the ability to rate proposers based on innovative thought and sound operational strategy, as well as potential to increase parking revenues. Because of the greater relative importance of revenue-generation compared to fees/costs the panel collectively decided, with the assistance of the Procurement personnel, that the Plan of Operation was the most important criteria and allocated the points as follows:

- Experience and Qualifications – relevant experience operating large parking facilities (**25 Points**);
- Plan of Operation – the means and methods by which the proposer intends to manage the operations (**35 Points**);
- Financial Viability – ability to finance the cash flow needed for parking operations (**20 Points**);
- Proposed Fees/Cost to Airport – the amount of the proposed fees (**15 Points**);
- Small Business Preference – allotted if respondent is qualified as a small business under Authority Policy 5.12 (**5 Points**); and,
- Worker Retention Program – additional points allotted if respondent exceeds the standards of the Authority's worker retention program (**2 Points**).

On July 22, 2011, all of the respondents presented detailed submittals and comprehensive presentations. The evaluation panel concluded that Standard Parking Corporation (Standard Parking) is the most qualified company. The panel recommended that Standard Parking be awarded the agreement for parking management services at SDIA.

The evaluation panel's final scores for each respondent are listed in *Table 1* below:

Evaluation Criteria	Experience & Qualifications	Plan of Operation	Financial Viability	Proposed Fees/Cost to Airport	Small Bus.	Sub-Total	Worker Retention Program	Max Total
Maximum Pts►	**25**	**35**	**20**	**15**	**5**	**100**	**2**	**102**
ACE Parking	22	32	20	15	0	89	**0**	**89**
LAZ/PPM	19	25	20	10	0	74	**0**	**74**
Parking Concepts	17	23	20	10	0	70	**0**	**70**
Standard Parking	24	34	20	15	0	93	**2**	**95**

Table 1

The final scores and top-scoring/recommended proposer were announced to the respondents on July 26, 2011.

Protest and Appeal Process

On August 2, 2011 the Authority received a letter (Attachment 1) from Ace Parking Management (Ace) formally protesting the staff's recommendation to award an agreement for parking management services to Standard Parking.

Upon review by the Procurement Director, all assertions in Ace's protest were denied and a letter was sent to Ace on August 3, 2011. The Board moved to continue the item from the August 4, 2011, meeting to the September 1, 2011, meeting in order to allow the appeal process to be completed.

On August 10, 2011, the Authority received a letter (Attachment 2) from Ace formally appealing the Procurement Director's denial of its protest.

Upon review of Ace's appeal by the Vice President of Administration as the designated appeal officer, all assertions in Ace's appeal were denied and a letter was sent to Ace on August 25, 2011.

Best and Final Offer (BAFO) Process

At its September 1, 2011, meeting, the Board further considered the award of the parking management services agreement. The Board determined that it required additional information and clarification prior to making its decision. The Board further determined that two companies (Ace and Standard Parking) were the most responsive proposers of the four companies submitting proposals. The Board invited the two finalist companies to each submit a "best and final offer" (BAFO) to the Authority pursuant to the RFP and that the item would be continued to the Board's October 6, 2011, meeting.

On September 19, 2011, the Authority issued letters to Ace and Standard Parking requesting a BAFO response to the Parking Management Services RFP. The BAFO process is an optional step in the evaluation and selection process that the Board instructed be used as additional evaluation criteria to include clarification of: (1) Proposed Fees and Cost (Airport Parking 5 Year Pro-Forma) [15 pts]; (2) Experience & Qualifications [25 pts]; (3) Plan of Operation [35 pts]; and, (4) Worker Retention [up to 2 pts]. The deadline to submit BAFO responses was 12:00pm on September 29, 2011.

On September 30, 2011, the same panel that evaluated the proposals submitted in response to the RFP reviewed the detailed submittals for the BAFO response. The panel concluded that Standard Parking is the most qualified company. The panel recommends that Standard Parking be awarded the agreement for parking management services at SDIA.

The panel's final scores for each respondent are listed in *Table 2* below:

Evaluation Criteria▶	Experience & Qualifications	Plan of Operation	Proposed Fees/Cost	Worker Retention Program	BAFO Sub-Total	RFP Initial Evaluation Total	Final Total
Maximum Pts▶	25	35	15	2	77	102	179
ACE Parking▶	18	30	15	2	65	89	154
Standard Parking▶	23	33	13	2	71	95	166

Table 2

Parking Services Enhancements from BAFO

Both Ace and Standard Parking have included enhancements in their BAFO responses that provide goods and services aimed at revenue enhancement or expense reductions if awarded the parking agreement. Details of each respondent's BAFO response are listed in *Table 3* and *Table 4*, below.

Ace Parking Services Enhancements

In its BAFO response, Ace expanded its proposed operating enhancements. The first three enhancements listed are included in Ace's management fee and the financial benefits from implementing them are included in Ace's proposed BAFO operating budget.

Enhancement	Benefit
Taxi Staging & Hold Lot Monitoring System	**$37,000 cost** – Ace Parking providing $90,000 in annual payroll savings
Mobile License Plate Recognition Inventory System	**$100,000 cost** – Ace Parking providing **$50,000** in annual payroll savings
Web PARCS Software Upgrade	**$25,000 cost** – Ace Parking providing online reporting software
Restriping T1 lot Adds 130 spaces	**$1,000,000 plus** in additional parking income & enhance customer service
Credit Card Express Exit all facilities	**$450,000** in annual payroll savings
Installation of Solar Energy Canopies & Premium Priced Covered Parking T1 & T2	**$400,000** in additional parking
Valet Concierge Services	**$12,000** in income to Airport & increased customer services
Airport Marketing Plan & VIP Parker Program	**$750,000** in additional revenues
New ZEAG System San Park Pacific	**$80,000** annual payroll savings starting in 2013 to 2014
Overhead lighted message sign San Park Pacific Hwy Lot	**$110,000** + increased parking revenues annually

Table 3

Standard Parking Services Enhancements

In its BAFO response, Standard Parking commits to provide, at no cost to the Authority, the following:

- $150,000 in capital for purchase of mobile License Plate Recognition system and video monitoring system for the Ground Transportation operation.
- Comprehensive review and analysis of all parking facility layouts/configurations, including the T1 Lot, and provide recommendations for improvements that will benefit the Authority through increased revenues.

- Complete evaluation of the existing Parking Revenue Control System along with recommendations for upgrades and enhancements through Standard Parking's Advanced Parking Technologies division. Further, Standard Parking offers to prepare a comprehensive specification for the replacement of part or all of the current revenue control system and serve as the liaison and project manager from RFP process through final testing and acceptance.
- Comprehensive review of all interior signage (including rate signs, row markers, pedestrian way-finding and other ingress/egress signs) and detailed recommendations for improvements.
- Thorough market share analysis and comprehensive plan to recapture revenues from off-airport competitors.
- Creative ideas for branding each of the SAN parking facilities through Standard Parking's strategic marketing partnership with R-Solutions.
- Automated biometric workforce management system to accurately track time and attendance resulting in reduced labor-related operating costs.
- Access to ClientView, Standard Parking's on-line reporting system that will allow Authority staff to view real-time revenue and expense history of the SAN facilities throughout each month and provide a variety of reports and analysis that serves as useful tools in forecasting, budgeting and planning.

Enhancement	Investment/Value	Bottom Line Impact
Equipment/Capital Investment	$150,000	$50,000 - $75,000
Facility Layout Analysis	$30,000	$500,000 - $2,500,000
Evaluation of PARCs System	$10,000	$150,000 - $300,000
Equipment Specs and Project Management Services	$50,000	$150,00 - $300,00
Market Share Analysis / Marketing Plan	$10,000	$1,000,000 - $2,500,000
Signage Review	$15,000	$25,000 - $50,000
Workforce Management System	$15,000	$25,000 - $50,000
ClientView Financial Reporting	Time Efficiency	Green Initiative

Table 4

Why Standard Parking?

Standard Parking's Airport Division serves some of the nation's premier airports including Denver, Chicago O'Hare, Dallas-Fort Worth and Hartsfield-Jackson Atlanta International Airports. In 1951, Standard Parking was the first U.S. company to introduce the concept of paid airport parking at Cleveland-Hopkins International Airport. Its current Airport Division management has over 120 years of combined parking experience and successfully manages properties at many airports.

In many airports, Standard Parking has a proven track record. Its submittal included options for future revenue enhancement opportunities, customer service improvements and better facility utilization. Given the importance of this operation to SDIA and its passengers, it is critical that the Authority select the most qualified contractor who is best able to enhance and strengthen the parking management operation's, cash handling and revenue control procedures and customer service. The proposed agreement with Standard Parking will allow SDIA to reach higher levels of parking management service for our customers and stakeholders and explore every available revenue enhancement opportunity.

In addition, Standard Parking is involved in a joint-venture with DAJA for the curbside management of commercial ground transportation operators. This company's expertise will assist the Authority in providing exemplary customer service to SDIA passengers on the transportation islands. DAJA is a Disadvantaged Business Enterprise (DBE). While there was no DBE requirement for this solicitation, Standard Parking's inclusion of DAJA in its operation will be applied to the Authority's overall ACDBE goal (see Equal Opportunity Program Section below).

Fiscal Impact:

It is anticipated that parking revenues will generate approximately thirty-two million dollars ($32,000,000) annually. Funding for the agreement is included in the fiscal year 2012 budget of the Ground Transportation Department for contractual services.

Authority Strategies:

This item supports one or more of the Authority Strategies, as follows:

☐ Community Strategy ☐ Customer Strategy ☐ Employee Strategy ☒ Financial Strategy ☒ Operations Strategy

Environmental Review:

A. CEQA: This Board action, as an administrative action, is not a project that would have a significant effect on the environment as defined by the California Environmental Quality Act ("CEQA"), as amended. 14 Cal. Code Regs. §15378. This Board action is not a "project" subject to CEQA. Cal. Pub. Res. Code §21065.

B. California Coastal Act Review: This Board action is not a "development" as defined by the California Coastal Act. Cal. Pub. Res. Code 30106.

Equal Opportunity Program:

The Authority's small business program promotes the utilization of small, local, disadvantaged, and other business enterprises, on all contracts, to provide equal opportunity for qualified companies. By providing education programs, making resources available, and communicating through effective outreach, the Authority strives for diversity in all contracting opportunities.

The Authority has an Airport Concession Disadvantaged Business Enterprise ("ACDBE") Plan as required by the Department of Transportation, 49 CFR Part 23. The ACDBE Plan calls for the Authority to submit a triennial overall goal for ACDBE participation on all concession projects.

This solicitation is an airport concession opportunity; therefore, it will be applied toward the Authority's overall ACDBE goal. Standard Parking is proposing 13% ACDBE participation on this project.

Prepared by:

VERNON D. EVANS
VICE PRESIDENT, FINANCE/TREASURER

Attachment 1

AUG 02 2011

SDCRAA - Executive Offices

Rcd 4:15

PETERSON & PRICE
A PROFESSIONAL CORPORATION
LAWYERS

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PAUL A. PETERSON
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SOL PRICE
1916 - 2009

August 2, 2011

File No. 4893.063

President/Chief Executive Officer
Thella F. Bowen
Airport Procurement Department (Protest)
3225 North Harbor Dr.
San Diego, CA 92101

Via Certified U.S. Mail, E-mail and Hand Delivered

Re: Letter of Protest
Parking Management Services RFP

Dear President and CEO Bowen:

We represent Ace Parking Management Inc with regards to the above referenced matter. On Tuesday July 26th, our Client's were informed that they are not being recommended by staff for the Parking Management Service Contract (The Contract).

First, we have discovered that Standard Parking ("Standard") did not meet the Minimum Staffing requirements pursuant to the RFP (See Attached Tab 1 Spreadsheet, San Cashier Schedule and San RFP Document). As a result, their

projected expenses and costs are not accurate (somewhere between $300,000 to $400,000 per year off) and, as such, Standard should be disqualified. (See Discussion Below)

Second, we do not understand how staff could be recommending an out-of-state Chicago based firm (with no experience at San Diego International Airport) whose bid will result in significantly less revenue to the SDRAA over the term of The Contract.

Staff has done a superb job over the years. However, on this particular Parking Management Services RFP we think that the Staff may have "missed the mark".

Standard Parking did not meet the Minimum Bid Specifications and Should be Disqualified.

In reviewing the proposal presented by Standard Parking and their staffing schedule and operating budget, we found that their staffing budget did not meet the minimum staffing requirements spelled out in the B1 of the Airport Parking 5 – Year Pro Forma. The B-1 5 Year Pro Forma clearly states twice in this document the minimum cashier staffing hours required by each proposer.

When you review their proposed SAN Cashier Schedule that was in their proposal you will see they are 7 cashier shifts short of the minimum requirements.

Page 60 – Exhibit E – Budget - For the purposes of this solicitation process the documents identified in "Schedule B" to this RFP. Schedule B-1 must be completed and submitted with Respondent's proposal. Standard clearly did not complete it correctly.

On page 34 of the Contract that was part of this RFP states that the initial term of this Agreement are set forth in "Exhibit E" ("Budget") attached hereto.

Because Standard's Bid did not meet the minimum Staffing requirements of the RFP, Standard must be disqualified.

Fiduciary Duty and Legal Obligation to Maximize Revenues

As the Authority is aware The Contract is a Labor Reimbursement Contract between the Authority and the provider of parking services. In this situation the Authority keeps all the revenue generated by parking fees and the contractor gets only a monthly management fee.

Public Utilities Code Section 170064 (c) states in part **"to the extent practicable the Authority shall endeavor to maximize the revenues generated from enterprises located on the property of the Authority".** By law, the SDRAA has a legal obligation to maximize revenues for the public benefit. The RFP also directed bidders to create "more revenue" for the SDRAA. Page 14 of the RFP item L stated, "Illustrate any creative costs savings or management programs you would implement" and further on page 15 part 2 section (a) that the RFP indicates that it is a Competitive Solicitation Process (purportedly to maximize revenues). Finally in the Evaluation Criteria item D4 on page 17, 1 of the 7 criteria to be evaluated was Proposed Fees and Costs to the Airport.

Cost Savings, Management Programs and Recommended Enhancements

In reviewing the Bids, our Client's proposal is $2.712 Million less in costs and expenses over the five year contract as compared to the Standard Parking ("Standard") Bid. If you add to that Standard's Staffing error that number increases to $4.2 Million. Additionally Ace proposed capital enhancements at their cost of $147,000 for new technology and other items to reduce expenses and costs, thereby increasing revenues to the Authority. These technology enhancements would save and generate to the Authority an additional $1 Million in cost savings over the five year contract term. Combining the above (and not

taking into the additional recommended enhancements as summarized below or Standard's Staffing error), Ace's proposal is nearly $3,874,475 better financially to the Authority compared to the Staff's recommended Standard Parking Bid. (See attached Tab 2 Summary of Protest and Tab 3 Spreadsheet which compares Ace to Standard's proposal over the five year term.)

Ace Recommended Enhancements

In addition to the significant costs savings to the Authority, our Client also proposed other Enhancements based upon its many years of operating at the Airport. These Enhancements alone have the potential to increase revenues to the Authority to the tune of $1.85 Million per year (or a total of $9.25 Million in additional revenue over the 5 year term). Ace's proposal presented nearly a dozen Cost Savings Measures, Management Programs and Recommended Enhancements. Standard's Bid contains only generic "cut sheets" with no site specific proposals or recommended Enhancements.

Over the term of The Contract Ace's bid will result in cost savings and revenue of $13,124,475 - $17,324,475 (based upon the Standard Staffing error) more than Standard's Bid and yet Staff gave Ace and Standard the same points for the Proposed Fees and Costs to Airport category. We contest that ranking.

Operations Manager

The RFP on page 14 item M asks for a description of the quality of management performance that can be expected from respondent's operation manager and his/her technical ability to structure and manage operations to achieve high performance. Ace's operation manager Mike DeGraffenreid, has eleven (11) years of parking experience, nine (9) of which has been at Phoenix and San Diego International airport. Standard's Bid referenced a manager with only 1.5 years of experience. We are not sure what that level of experience is as their response was vague. Ace was given 22 points and Standard was given 24 points. We contest that ranking.

Worker Retention

On page 16 of the RFP in the section dealing with worker retention section (a) part 2, our Client's proposal is the only Bid that assured the maximum amount of worker retention as set forth in the RFP. Ace promised that the current workforce will remain in place (100% retention) and at the same rates and benefits. Staff for whatever reason awarded Standard 2 points "for exceeding the minimum", and yet Standard did not promise to exceed the minimum. Standard Parking should not have received the 2 points and Ace should have been awarded the 2 points. We contest that ranking.

SDRAA Policy 5.13 re: LBE Preference and Goals

On page 18 part 4 section (f), the RFP states that the RFP is subject to the Authority's Small and Local Business Enterprise (LBE) preference policy. The RFP indicate that Attachment D would need to be filled out in order to gain the preference for meeting the criteria. Ace filled out Attachment D in order to qualify for additional consideration as an LBE and yet in the evaluation criteria Ace was not awarded any points as an LBE. This is inconsistent with SDRAA's policy regarding retention of LBEs. Further Ace utilizes many local businesses in the performance of its duties in managing the Airport parking. We believe that staff should have given bonus LBE points to Ace pursuant to policy 5.13. Ace, an LBE and 35 year incumbent would significantly (if not totally) meet the Airport Authority Local Business Enterprise Goal and should have been given a 2% bonus (or 2 points).

Other Important Factors

Ace has incorporated the following into its Bid:

1. SDCRAA Ground Transportation Plan ("GTP") being incorporated into Ace operations plan. No proposal by Standard concerning the GTP.
2. AB32 plan to cut carbon emissions is part of Ace's operation plan. As you know SDCRAA is under a state mandate to cut emissions. No proposal by Standard concerning AB32.
3. Ace has an operations plan during Airport construction. No proposal by Standard on how to accommodate ongoing Airport construction.

4. Ace with its Corporate Head Quarters and Human Resources Division here in San Diego and within 3 miles of the Airport has the ability to provide significant personnel at a moment's notice, such as valets, when the Airport has special events that call for last minute staffing. Standard's bid did not include this component.

Conclusion

Standard did not comply with the minimum Staffing requirements as set forth in the RFP. This error resulted in a $300,000 to $400,000 per year understatement of their expenses and costs. As a result Standard must be disqualified from this RFP.

Ace has been operating at the San Diego International Airport for 35 years now and has been routinely told by staff that they are doing an excellent job. Any issues which were raised over the years were immediately taken care of. We are not aware of any unresolved complaints by Staff.

Based upon the fact that: 1) our Client's proposal would generate well over $9 Million more the Airport Authority over the five year term; 2) Ace will exceed the SDRAA worker retention goals; 3) Ace would fulfill the Authority's LBE goal; and 4) this 35 year incumbent knows the business and will keep costs to an

absolute minimum, we would respectfully request that the Staff review Ace's proposal again and recommend Ace for The Contract.

Thank you for your careful consideration of this protest.

Sincerely,

PETERSON & PRICE
A Professional Corporation

Matthew A. Peterson

cc: (all with Attachments)
Chairman Robert H. Gleason and Members of the Board of the San Diego County Regional Airport Authority
Ace Parking Management
Breton Lobner – Office of the General Counsel SDCRAA
Standard Parking – Attn. Jack Ricchiuto (via mail and email)
Vernon D. Evans – Vice President, Finance/Treasurer
Larry Rodriguez – Senior Procurement Analyst

C00119.16

Standard Cashier staffing does not meet RFP requirements

Shift #	Time of Shift	Lot	HOURS Sat	Sun	Mon	Tues	Wed	Thu	Fri	Hours
1	0700-1530	Terminal 1	8	8	8	8	8	8	8	56
2	0700-1530	Terminal 1	8	8	8	8	8	8	8	56
3	0600-1430	Terminal 1	8	8	8	8	8	8	8	56
4	0700-1530	Terminal 2	8	8	8	8	8	8	8	56
5	0700-1530	Terminal 2	8	8	8	8	8	8	8	56
6	0600-1430	Terminal 2	8	8	8	8	8	8	8	56
7	0700-1530	NTC1	8	8	8	8	8	8	8	56
8	0700-1530	NTC2	8	8	8	8	8	8	8	56
9	0700-1530	Harbor	8	8	8	8	8	8	8	56
10	0700-1530	Pac Hwy	8	8	8	8	8	8	8	56
11	0700-1530	Pac Hwy	8	8	8	8	8	8	8	56
12	1500-2330	Terminal 1	8	8	8	8	8	8	8	56
13	1500-2330	Terminal 1	8	8	8	8	8	8	8	56
14	1500-2330	Terminal 2	8	8	8	8	8	8	8	56
15	1500-2330	Terminal 2	8	8	8	8	8	8	8	56
16	1500-2330	NTC 1	8	8	8	8	8	8	8	56
17	1500-2330	NTC 2	8	8	8	8	8	8	8	56
18	1500-2330	Harbor	8	8	8	8	8	8	8	56
19	1500-2330	Pac Hwy	8	8	8	8	8	8	8	56
20	1500-2330	Pac Hwy	8	8	8	8	8	8	8	56
21	2300-0730	Terminal 1	8	8	8	8	8	8	8	56
22	2300-0730	Terminal 2	8	8	8	8	8	8	8	56
23	2300-0730	NTC 1	8	8	8	8	8	8	8	56
24	2300-0730	NTC 2	8	8	8	8	8	8	8	56
25	2300-0730	Harbor	8	8	8	8	8	8	8	56
26	2300-0730	Pac Hwy	8	8	8	8	8	8	8	56
		Total Cashier Hours	208	208	208	208	208	208	208	1456

Difference Chart

Standard Parking Cashier Totals:	Minimum Requirements per Exhibit E on page 60 of the original RFP which then references to Schedule B, Budget which was on page 116 of orginal RFP.	staff shortfall
Day Shift Total: 11	12	-1
Evening Shift Total: 9	13	-4
Graveyard Shift: 6	7	-1
TOTAL: 26	32	-6

SAN CASHIER SCHEDULE

Shift #	Time of Shift	Lot	HOURS Sat	Sun	Mon	Tue	Wed	Thu	Fri	Hours
1	0700-1530	Terminal 1	8	8	8	8	8	8	8	56
2	0700-1530	Terminal 1	8	8	8	8	8	8	8	56
3	0600-1430	Terminal 1	8	8	8	8	8	8	8	56
4	0700-1530	Terminal 2	8	8	8	8	8	8	8	56
5	0700-1530	Terminal 2	8	8	8	8	8	8	8	56
6	0600-1430	Terminal 2	8	8	8	8	8	8	8	56
7	0700-1530	NTC 1	8	8	8	8	8	8	8	56
8	0700-1530	NTC 2	8	8	8	8	8	8	8	56
9	0700-1530	Harbor	8	8	8	8	8	8	8	56
10	0700-1530	Pac Hwy	8	8	8	8	8	8	8	56
11	0700-1530	Pac Hwy	8	8	8	8	8	8	8	56
12	1500-2330	Terminal 1	8	8	8	8	8	8	8	56
13	1500-2330	Terminal 1	8	8	8	8	8	8	8	56
14	1500-2330	Terminal 2	8	8	8	8	8	8	8	56
15	1500-2330	Terminal 2	8	8	8	8	8	8	8	56
16	1500-2330	NTC 1	8	8	8	8	8	8	8	56
17	1500-2330	NTC 2	8	8	8	8	8	8	8	56
18	1500-2330	Harbor	8	8	8	8	8	8	8	56
19	1500-2330	Pac Hwy	8	8	8	8	8	8	8	56
20	1500-2330	Pac Hwy	8	8	8	8	8	8	8	56
21	2300-0730	Terminal 1	8	8	8	8	8	8	8	56
22	2300-0730	Terminal 2	8	8	8	8	8	8	8	56
23	2300-0730	NTC 1	8	8	8	8	8	8	8	56
24	2300-0730	NTC 2	8	8	8	8	8	8	8	56
25	2300-0730	Harbor	8	8	8	8	8	8	8	56
26	2300-0730	Pac Hwy	8	8	8	8	8	8	8	56
		Total Cashier Hours	208	208	208	208	208	208	208	1456

SAN DIEGO INTERNATIONAL AIRPORT
AIRPORT PARKING 5-Year Pro Forma

	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
	Estimated Annual Revenues					
Transient						
Employee Parking						

	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
PAYROLL	(Modify to fit your organizational chart)					
	Minimum daily cashier service levels for all parking facilities					
	Day Shift 12 Cashiers					
	Evening Shift 13 Cashiers					
	Graveyard Shift 7 Cashiers					
Management						
General Manager						
Asst General Manager						
Operations Manager						
Valet Manager						
CSR Manager						
Pacific Hwy Manager						
HR Manager						
Ops Supervisors						
CSR Supervisors						
Valet Supervisors						
Staff						
Audit						
Office Coord						
Cashiers						
Lot Checkers						
Traffic Directors						
Maintenance						
CS Reps						
Valet						
HR Clerk						
Admin Asst						
Other						
Vacation						
Holiday						

	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
Overhead	(Modify to fit your organization)					
Payroll Overhead						
Workers Comp						
Health Insurance						
Armored Transport						
Business License						
Car Damages						
Computer Expense						
Janitorial Supplies						
Liability Insurance						
Misc Expense						
Office Supplies						
Professional Security						
Shopping Tests						
Stagns						
Surface Repairs						
Telephone						
Tickets & Decals						
Trash Removal						
Uniforms						
Equipment Maint						
Postage						
Truck Expenses						
Fuel						
Base Management Fee						
Telephone and Pager						
Water and Sewer						
Liability Insurance						
Car Damages						
Business License and Taxes						
Base Management Fee						
Vehicle Repairs						
Special Projects						

Minimum cashier service levels for all parking facilities
Day Shift 12 Cashiers
Evening Shift 13 Cashiers
Graveyard Shift 7 Cashiers

C00119.19

Summary of Protest -- Staff's Evaluation & Scoring Chart Errors

Standard did not meet the Minimum Bid requirements re: Staffing and as a result their expenses are off by nearly $300,000 to $400,000 per year. Standard must be disqualified. Ace has over 35 years experience at San Diego International Airport ("SDIA"). No other bidder can match this experience at SDIA. Ace operates the parking at Phoenix, Tucson and Palm Springs International Airports. Its manager at the SDIA has 11 years experience, while Standard's proposed manager has only 1.5 years experience. Ace management & employees are already well versed in airport parking operations Ace will retain all of its employees (100%... well above the RFP criteria).. Ace should have been awarded many more based on its bid. Standard should have points deducted for costs, lack of site specific management experience, less revenue & no proposed site specific cost saving enhancements.

Scoring Chart:

Categories	Standard	Ace	Observations & Comments
Experience & Qualifications	**24**	**22**	Ace should have received 24 points based upon its extensive management & employee experience at SDIA and at other major airports.
Plan of Operations	**34**	**32**	Standard did <u>not</u> meet minimum Staffing requirements and should be disqualified. Ace should have received significantly more points for plan of operation, revenue enhancement & expense control & reductions. Over the 5 year term, Ace's proposal is worth nearly $2,000,000 more per year than Standard's proposal in improved NOI. Combined with the enhancements the coast savings to the Authority will top $13.124M for the 5 year term. (See Attached Spreadsheet for a detailed breakdown). Ace should have received 34 points and Standard Should have received much less than 30 points.
Financial Viability	**20**	**20**	
Proposed Fees/Costs	**15**	**15**	Standard should <u>not</u> have received any points as they did not meet minimum Staffing requirements. Standard should be disqualified. If they had not violated the RFP they should have only received 10 points. Over the 5 year term, they are more than $4 million more expensive than Ace <u>and</u> $650,000 higher than Parking Concepts who was awarded 10 points.
Small Business/LBE	**0**	**0**	No points or recognition for Ace being LBE – It is part of Airport's policy 5.13. Ace Should have received 2 points as an LBE

Worker Retention	**2**	**0**	**Ace should have received all these points. Ace exceeded the requirements of the RFP – keeping everyone including management and employees and keeping all pay rates and benefits in place. Standard did not promise to exceed the minimum required and should not have been awarded the 2 points.**
Total	**95**	**89**	**Ace should have received 97-100 points and Standard should have received 70-80 points**

Discussion

Standard did not meet minimum Staffing requirements and should be disqualified.

Points for Fees/Costs – How could Standard score identically to Ace with 15 points with such a higher cost basis? (See attached Spreadsheet of anticipated Airport revenues)

Company Name	5 Year Total Fees & Operating costs	Points Awarded	
Ace Parking	$29,400,198	15	
Parking Concepts	$31,545,845	10	Why would Parking concepts get less points than Standard for this?
Standard	$32,112,673	15	Why would standard get same points as Ace for this?
LAZ	$33,461,207	10	

Worker Retention – No Points were awarded to Ace. Why ?

Ace's proposal Worker retention was addressed 2 times at a minimum. The first time is on page 7 thru 10, with a Teamsters letter of recommendation on page 11.

It was covered again in our proposal on pages 75 thru 79.

In our interview on 7/22 Steve Burton made a point to tell the review panel that we were the only company exceeding the worker retention plan. We will be retaining 100% of the employees including all management and support positions as well as all employees even those with less than 12 months tenure.

Operating Plan - Standard was awarded 34 points & Ace was awarded only 32 points.

Plan of operation items K & L, Page 14 of RFP – Revenue enhancements & creative cost saving programs

Ace's cover letter included a chart of San Diego Airport revenue enhancements totaling a potential for $1,850,000 in new annual revenues. We elaborated in additional detail on these enhancements in our proposal on pages 125 thru page 138. **Standard provided no site specific revenue enhancements in their proposal and no projected revenues in the response.**

Ace's cover letter included a chart of San Diego Airport cost saving enhancements totaling a potential for $1,050,000 in annual expense savings over 5 years. Ace also provided $150,000 of its own $ for capital improvements to purchase equipment that allows s for the payroll savings. Ace elaborated in additional detail on these enhancements in our proposal on pages 125 thru page 138. **Standard provided no site specific cost saving enhancements in their proposal.**

Summary of Ace recommended & proposed Enhancements

Revenue Enhancement	Benefit
Restriping T1 lot Adds 130 spaces	$1,000,000 plus in additional parking income & enhance customer service
Installation of Solar Energy Canopies & Premium Priced Covered Parking T1 & T2 Lots	• $400,000 in additional parking revenue • Sustainability thru clean energy
New ZEAG System San Park Pacific	Improved reporting, PCI compliance, ties into rest of Airport's parking system
Valet Concierge Services	$12,000 in income to Airport & increased customer service
Overhead lighted message sign San Park Pacific Hwy	• $110,000 increased revenues annually • Communicate Parking Availability – reduce vehicle circling
Airport Marketing Plan & VIP Parker Program	$600,000 - $750,000 in additional revenues
Cost Savings Enhancement	**Benefit**
Taxi Staging & Hold Lot Monitoring System	$37,000 cost – Ace Parking to pay for as part of our proposal and $87,600 in savings
Mobile License Plate Recognition Inventory System	$115,000 in annual payroll savings
Credit Card Express Out Lanes all facilities	$450,000 in annual payroll savings

Item M on Page 14 – Quality of Operations Manager – Ace's manager has 11 years parking experience of which 9 of those years has been managing the San Diego & Phoenix Airports – Standards manager has been in parking only 1.5 years – Ace's entire management team has over 70 years of San Diego onsite experience. Ace's manager and his team are included in cover letter page 4, then again on page 31 thru 34 and again on pages 84 thru 98. Standard listed one manager with 1.5 years, and all others provided are out of San Diego area.

Ace - Standar[illegible]et Comparison - Utilizing submitted Bid Packages. Note: Standard Parking did not me[illegible] minimum Staffing Requirements of the RFP and as such should be disqualified.

	Ace Year 1	Standard Year 1	Ace Cost Benefit	Ace 5 Year Total	Standard 5 Year Total	Ace Cost Benefit	
Operating Budget							
Operating Expenses	$5,129,698	$5,623,303	$493,605	$26,894,198	$29,730,198	$2,836,000	
Management Fee	$399,000	$448,750	$49,750	$2,506,000	$2,382,475	($123,525)	
Total Expenses	$5,528,698	$6,072,053	$543,355	$29,400,198	$32,112,673	$2,712,475	Better than Standard over 5 years
Capital Improvements							
At Operator's Cost		none			none		
Taxi Staging & Lot							
Monitorin System	$37,000			$37,000			
LPR Inventory System	$110,000			$110,000			
	$147,000	$0	$147,000	$147,000	$0	$147,000	Only Ace made offer to do enhancements
Labor Savings from Capital Improvements	$203,000	$0	$203,000	$1,015,000	$0	$1,015,000	Additional $1 million better than Standard
Total Cost Benefit to Airport	$5,178,698	$6,072,053	$893,355	$28,238,198	$32,112,673	$3,874,475	Combined $3.8 million better than Standard

Other Enhancements Presented in Proposal	Ace	Standard	5 year total		
Restriping T1 Lot	$1,000,000/yr	none	$5,000,000	Better than Standard	No site specific recommendations
Furture In Lane Credit Card Automatizion	$450,000/yr	none	$2,250,000	Better than Standard	No site specific recommendations
"Green Programs"	yes	no			
Electronic Charging Station VIP Program	yes	no			
Install Solar Energy Canopies creating covered stalls at premium rate	$400,000/yr	none	$2,000,000	Better than Standard	No site specific recommendations
Offer Advance Booking and Reservation Systems	yes	yes			
Corporate Parking Program	yes	yes			
Discount / Coupons	yes	yes			
Frequent Parker Card Access Program	yes	yes			
Comment Card Program	yes	yes			
Secret Shoppers	yes	yes			
Driver Assistance Programs	yes	yes			
Valet Amenities Programs	yes	yes			
Total Additional Financial Enhancements	$1,850,000	$0	$9,250,000	Better than Standard over 5 years	
Total Potential Value of Deal Better than Standard			$13,124,475	Better than Standard over 5 years	

C001119.23.

Company Name	5 Year Total Fees & Operating costs	Points Awarded	
Ace Parking	$29,400,198	15	
Parking Concepts	$31,545,845	10	Why would Parking concepts get less points than Standard for this?
Standard	$32,112,673	15	Why would standard get same points as Ace for this?
LAZ	$33,461,207	10	

Attachment 2

PETERSON & PRICE
A PROFESSIONAL CORPORATION
LAWYERS

EDWARD F. WHITTLER
MARSHAL A. SCARR
MATTHEW A. PETERSON
AMY M. STRIDER

530 B. Street, Suite 1800
San Diego, CA 92101-4476
Telephone (619) 234-0361
Fax (619) 234-4786
www.petersonprice.com

PAUL A. PETERSON
Retired

SOL PRICE
1916 – 2009

August 10, 2011

File No. 4893.063

Jana Vargas, Director of Procurement
San Diego County Regional Airport Authority
3225 North Harbor Dr., 3rd Floor
Commuter Terminal
San Diego, CA 92101

Hand Delivered

Re: Ace Parking Management Inc.
Appeal of Written Decision

Dear Ms. Vargas:

First let us start off by saying we think Staff did an excellent job in preparing and distributing the RFP. It was comprehensive and thorough. In our opinion it clearly set forth the minimum Proposal requirements and put everybody on the same playing field to prepare and present their best Proposal. We are not challenging the RFP or the process by which the RFP was issued. Further, we are not challenging the various Proposals submitted. We are, however asking Staff to re-evaluate the top 2 Proposals in light of the Protest and this Appeal and determine whether or not the weighting of the various criteria and the scoring was appropriate.

Standard Parking did not meet the minimum cashier/staffing requirements as specified in the RFP. Their Plan of Operation is deficient and their Proposed fees/costs to the Airport are understated

The only "minimum" staffing levels established in the RFP was for "cashiers" as noted in two different places on the budget template on page 116 of the RFP. (See top

and bottom of page 116 in RFP and copy within Tab 1 of our protest.) The budget template included within the RFP set forth in detail (and in fact shaded/highlighted) the minimum daily cashier requirements. This minimum was required because staffing for cashiers was going to be in a state of flux due to ongoing construction, and the opening and closing of lots. Staff was smart to include the minimum cashiering/staff schedule requirement within the RFP so that Staff could evaluate the various Proposals utilizing an apple to apples comparison.

Standard's cashier/staffing schedule in their proposal did not meet the RFP minimum requirements. (See Tab 1 of our Protest -- attached copy of the San Cashier Schedule which specified Standard's proposed staffing for cashiers.) Standard's Proposal did not meet the minimum cashier/staffing levels by 6 shifts per day. (See chart within Tab 1 of the Protest.)

It was also clearly stated in the RFP that the only way any requirement within the RFP could be changed was through an official addendum. There was only one addendum for the RFP and it said nothing about changing staffing/cashier levels.

Upon additional review of Standard's proposed cashier/staffing schedule we discovered that Standard did not schedule any cashiers for the Commuter Terminal Parking Lots. That oversight equates to 3 shifts per day, every day of the year for 5 years.

Staff's response at the hearing to the lack of adequate staffing was that Standard had "flex schedules" for cashiers, and break cashiers and had extra shift supervisors to cover the short fall. However, if you look at Standard's staffing plan and schedules there is no break or floater cashiers listed at all.

Between the parking lots and office, Standard assigned approximately 11 supervisors to oversee everything except valet & CSRs. To handle breaks and Standard's missed cashier/staffing will require, at a minimum, 6 supervisors doing nothing but cashiering. This would leave only 5 supervisors to oversee the entire parking operation from Pacific Hwy, Harbor Drive and all Terminals and NTC. The Standard Proposal does not provide enough additional supervision to deal with the shortfall and at the same time adequately oversee the Airport parking operations. We do not understand why Staff would recommend a Proposal that utilizes higher paid supervisors to serve as lower paid cashiers.

There is nothing in the Standard Proposal that could be interpreted to suggest that Supervisors and/or Break Cashiers would be able to cover Terminal 2 (once it reopens) and the Commuter Terminal Parking Lots and at the same time adequately supervise all other parking operations. The Ace Proposal included 10 fully dedicated Supervisors to oversee Airport Parking Operations that will not have to serve as cashiers. Ace also proposed break cashiers in it staffing schedule.

Fiduciary and Legal Obligation to Maximize Revenues

After having listened to the Staff presentation on Thursday August 4th we now understand that the Selection Panel and Staff decided, at some point after all the Proposals were submitted to assign only a 15% value to the fees/costs component of the Contract. We believe that the Panel and Staff should have assigned a higher value to the economics of the various Proposals and that the points assigned did not match the values of the submitted Proposals.

Weighting System

We think that we now understand Staff's explanation on the "Proposed Fees" scoring calculation. However, utilizing Staff's method does not support the scores for all of the Proposals (See Tab 1 "Unexplained Scores Assigned for LAZ and PCI). Based on Staff's method, LAZ should have received 13 points and PCI 11 points versus the 10 points each received on the scoring chart. It appears that staff arbitrarily gave what they considered the top two proposers the full 15 points and the next two Proposers 10 points. As explained below Ace should have received more points than Standard concerning proposed fees/costs to the Airport Authority.

As Supervisor Cox pointed out, Staff's weighting for "Proposed Fees" is arbitrary when compared to the Shuttle RFP. The parking contract has more economic impact to the Airport than the shuttle contract, yet the economics of the Parking Contract were weighted considerably less points in the evaluation process. Based on the financial significance of the parking contract, Staff should have given the "Proposed Fees" at least the same weighting as they did for the shuttle contract and many of the other concessions. Enclosed is a revised scoring chart based on the weighting used in the Shuttle RFP that increases the points for "Proposed Fees" from 15 to 35 while reducing the points for "Plan of Operations" from 35 to 15 points. If the same criteria was used for the Parking Contract as the Shuttle Contract, Ace would have outscored Standard by 3 points (93 to 90). (See Tab 2 Scoring/Points Summary)

The 3 Buckets Concept

At the Board meeting staff represented that they separated the proposed operating expenses into three buckets –

Bucket 1	Management Fee
Bucket 2	Direct Payroll Costs
Bucket 3	Maintenance and Repairs

In determining the value of each company's "Proposed Fee" Staff only considered Buckets 1 and 2 under the reasoning that Bucket 3 contained "unknown costs like maintenance and repair". Enclosed is a chart titled "3 Buckets" that lists all of the items included in Bucket 3 (See Tab 3). As you can see, the majority of line items include normal operating expenses for things like payroll taxes, employee benefits, payroll processing, tickets, supplies, employee incentives, etc. In fact, there were only two line items that dealt with maintenance and repair ("Equipment Repairs & Maintenance" and "Surface Repairs"). The RFP package provided actual costs for these, as well as all of the expenses for all three buckets, over the last three years (2008 through 2010). Any parking operator should have known how to budget for these items.

For these reasons we believe that Staff should base their scoring and recommendation on the entire operating budgets (buckets 1, 2 and 3).

Standard Understaffing – Economic Impact to the Authority

Standard did not meet the requirements of the RFP. Not only did they not meet the minimum cashier/staffing requirements from the RFP, they failed to make up the required cashier coverage in other areas as suggested by Staff. The shortfall in cashiers results in approximately $243,000 per year, or $1,218,421 over 5 years in additional payroll related dollars. This increased payroll (cost) was not included in the Standard Proposal.

Page 25 of the RFP, Item B sets forth Respondents Representation of Due Diligence. Clearly Standard did not conduct proper due diligence when investigating the Airport Parking Operation, the RFP, the questions and responses, and in putting together its budget and staffing plan. Standard did not even include cashiers/staffing for the Commuter Terminal parking facility!

It appears that all other Proposers submitted their Proposals based upon the Cashier/Staffing requirements as clearly specified on page 116 of the RFP. For whatever reason the Standard Proposal was the only Proposal that submitted inadequate Staffing of cashiers. The Standard Proposal did not meet the minimum requirements set forth on page 116 of the RFP.

As Staff is aware, there is no ability to "modify the form" as Staff indicated in its written response to our Protest. There is also no way to modify or reduce the minimum staffing requirements as set forth in the RFP without an Addendum to the RFP. A modification to the minimum cashier/staffing requirements of the RFP would be a material change. No such Addendum to the minimum cashier/staffing requirements on page 116 of the RFP was processed.

Staff has concluded that Standard Parking's proposed staffing "substantially" meets the requirements of the RFP. This conclusion begs the question. Only a proposer that met 100% of the minimum requirements as set forth in the RFP should have been considered. Standard Parking should be disqualified from this RFP as non-responsive, or should have been, at a minimum, granted significantly less points for its Plan of Operation (lack of adequate staffing) and its Proposed fees/costs to Airport (which were substantially understated based upon inadequate cashier/staffing). (See attached Tab 2)

Direct Enhancements Paid for by Ace

It appears that the Panel and/or Staff did not understand the written and oral (interview) commitments made by Ace and the resulting cost savings to the Authority. The Direct enhancement stated below does not require Board review and approval.

Ace offered to purchase a Taxi/CSR camera system and automated dispatch system to better enhance the curbside experience and to automate and speed up the sending of cabs & shuttles from the hold lot in compliance with SDCRAA Ground Transportation Plan. The cost of this system to be paid by Ace is $37,000.

This system allows cost savings at the taxi/shuttle hold lot 365 days per year for an annual payroll savings of $87,600 (or a 5 year reduction in Ace's proposed operating budget of approximately $438,000).

This was addressed in Ace's cover letter, as well as on page 128 of the Ace suggested enhancements section in the proposal. It was also presented in Ace's power point presentation on July 22nd.

In Ace's presentation on July 22nd, Ace also provided information on an enhancement for a mobile license plate recognition system at a cost of $100,000. This was also addressed in Ace's cover letter as well as on page 128 of Ace's suggested enhancements section in the proposal. It was also presented in Ace's power point presentation on July 22nd. This $100,000 is part of Ace's proposed management fee, with no cost to the Airport Authority.

This enhancement allows cost savings of approximately 22 hours per day in lot checking payroll. On an annual basis this reduces the operating budget by $115,000 per year, or $575,000 over the 5 year term.

The total capital outlay by Ace totals $137,000. The total 5 year cost reduction in Ace's proposed operating budget will save the Authority over $1,000,000. Staff gave Ace no points or credit for these enhancements. (See attached Tab 2 Second Sheet)

Other Recommended Enhancements Paid for by the Authority

As set forth in our Written Protest, there were also other Ace recommended enhancements which were not given any credit or bonus (points) for the Plan of Operation or Proposed Fees/Costs to the Airport categories. With Board approval and minimal Authority investment these other recommended enhancements have the potential to increase revenues to the Authority to the tune of $1.85 Million per year (or a total of $9.25 Million in additional revenue over the five year term).

The Standard Proposal did not contain any recommended enhancements, no Environmental Plan, and it understated cashiers (including no cashiers for the Commuter Terminal Parking Lots). Yet Standard still received 34 points for its Plan of Operation and Ace received only 32 points for its Plan of Operation. Further, there is no way that the Ace Proposal and the Standard Parking Proposal should have been granted equal points as it relates to Proposed Fees/Costs to the Airport Authority. Clearly the Standard Proposal was going to be significantly more costly to the Authority and Standard should have received less points and Ace should have received more.

Airport Authority Staff has a fiduciary duty and legal obligation to maximize revenues for the Authority for Airport operations. A parking operator that will cost the

Authority at least $5 Million more over the term of the Contract should not have been recommended for approval.

Ace Parking has the most experience in successfully operating the San Diego International Airport Parking

Although Standard Parking has airport experience and an Airport Management Division, Ace Parking clearly has the **most** experience operating at San Diego International Airport. In this case the incumbent was not given any "favor or unfair advantage" on any of the criteria or categories evaluated by Staff.

With Ace there will not be any change orders because of a staffing shortage, no downtime, no transition and no gearing up or education of a changed workforce and changed managers. We believe Ace should have received the same score as Standard for Experience and Qualifications based upon its extensive experience at San Diego International Airport.

Worker Retention

Both Standard and Ace answered the question the same and committed to meet the minimum worker retention standard. Standard in its response committed to hiring employees who had been on the job one year or longer, but specifically excluded management from any retention commitment.

At the close of the interview and presentation to your Staff and the Selection Panel on July 22nd, 2011, Staff asked if there was anything else that Ace would like to clarify as part of its Proposal. In response, Ace committed to hire all of the existing employees and all existing management positions (even if they were employed for less

than a year) at existing rates and benefits. Lorena Gonzalez confirmed this commitment at the Board Hearing. Unlike Standard, Ace had no exclusions or qualifications concerning this commitment. Our Client should have been granted the 2 Bonus points for Worker Retention.

Local Business Enterprise

Based upon the FAA rules we do not challenge the Staff response to the LBE issue

Conclusion

Our Client has been doing an excellent job and has committed to retain all of its employees (including management and other staff employed less than year). The Ace Parking Proposal met all of the RFP requirements (including required cashiers) and will save the Authority over $5 Million over the term of this Contract. We would ask Staff to re-evaluate the various categories in light of our Protest, this appeal, and our presentation to the Board and revise the point scoring summary accordingly.

Thank you for your courtesy and hard work.

Sincerely,

PETERSON & PRICE
A Professional Corporation

Matthew A. Peterson

cc: Chairman Robert H. Gleason and Members of the Board of the San Diego County Regional Airport Authority

Thella F. Bowen – President and CEO
Ace Parking Management
Breton Lobner – Office of the General Counsel SDCRAA
Vernon D. Evans – Vice President, Finance/Treasurer

Unexplained Scores Assigned for LAZ and PCI

Buckets 1 & 2 - Mgmt Fee + Payroll

	5 Year Total	% of Low	2-%	X 15	Score (Rounded)	Score Actual
Ace	**20,816,622**	100.00%	100.00%	15.00	**15**	**15**
Standard	**21,333,390**	102.48%	97.52%	14.63	**15**	**15**
LAZ	**23,315,661**	112.01%	87.99%	13.20	**13**	**10**
PCI	**26,701,386**	128.27%	71.73%	10.76	**11**	**10**

Calculating the scores for LAZ and PCI results in scores of 13 and 11, respectively. The staff assigned both companies scores of 10. This differential is unexplained.

Scoring/Points Comparision

Actual Per Staff Report	Experience & Quals	Plan of Operations	Financial Viability	Proposed Fees	Small Business	Sub-Total	Worker Retention	Max Total
Max Points	25	35	20	15	5	100	2	102
Ace	22	32	20	15	0	89	0	89
Standard	24	34	20	15	0	93	2	95

Points Adjusted Based on these Cost Comparisons:
(See Attached Chart for Details)

Ace 5 Year Expenses with Cost Savings from Enhancements	$28,387,198
Standard's 5 Year Expenses Including Additional Payroll Hours to Bring Up to Specification	($33,331,095)
Difference	($4,943,896)

Weighting - Utilizing Staff Priorities

Max Points	25	35	20	15	5	100	2	102
Ace	22	32	20	15	0	89	2	91
Standard	24	34	20	12	0	90	2	92

Weighting - Utilizing Shuttle Priorities

Max Points	25	15	20	35	5	100	2	102
Ace	22	14	20	35	0	91	2	93
Standard	24	15	20	29	0	88	2	90

3 Bucket Scoring Summary & Points Assigned

Support for Points Under Both Weighting Systems
All Expenses + Ace Protest Issues (~$1 Million Ace Savings & ~$1,200,000 Standard Wages/Taxes/Benefits)

Ace	Bucket 1 Mgmt Fee	Bucket 2 Payroll	Bucket 3 Normal Oper. Expenses	Payroll Savings Enhancement	Total	% of Low	2-%	X 15	Airport Weight Score	Shuttle Weight X 35
Year 1	399,000	3,448,889	1,681,079	(190,784)	5,338,185					
Year 2	463,000	3,552,356	1,698,423	(196,507)	5,517,272					
Year 3	474,000	3,658,927	1,716,291	(202,402)	5,646,816					
Year 4	550,000	3,768,695	1,734,556	(208,474)	5,844,777					
Year 5	620,000	3,881,755	1,753,227	(214,833)	6,040,149					
	2,506,000	18,310,622	8,583,576	(1,013,000)	28,387,198	100.00%	100.00%	15.00	15	35.00

Standard	Mgmt Fee	Payroll	Normal Oper. Expenses		Payroll Understaffing	Total				
Year 1	448,750	3,605,352	2,017,951		229,996	6,302,049				
Year 2	462,213	3,695,486	2,073,387		236,520	6,467,606				
Year 3	476,079	3,787,873	2,149,133		243,528	6,656,613				
Year 4	490,361	3,882,570	2,228,164		250,634	6,851,729				
Year 5	505,072	3,979,634	2,310,649		257,744	7,053,099				
	2,382,475	18,950,915	10,779,284	0	1,218,421	33,331,095	117.42%	82.58%	12.39	12	28.90

Ace proposed total savings to Airport Authority is nearly $5 million.

C00119.38

3 Buckets
(No Enhancements as Proposed by Ace)

	Year 1			5 Years		
	Ace	Standard	Diff.	Ace	Standard	Diff.
Bucket 1						
Mgmt. Fee	399,000	448,750	(49,750)	2,506,000	2,382,475	123,525
Bucket 2						
Payroll	3,448,889	3,605,352	(156,463)	18,310,622	18,950,915	(640,293)
Subtotal	3,847,889	4,054,102	(206,213)	20,816,622	21,333,390	(516,768)
Bucket 3						
See Below	1,681,079	2,017,951	(336,872)	8,583,576	10,779,284	(2,195,708)
Total	5,528,968	6,072,053	(543,085)	29,400,198	32,112,674	(2,712,476)

Bucket 3

Normal Operating Expenses (not just maintenance and repairs) including:

- Payroll Overhead
- Health Benefits
- Recruiting
- Payroll Processing
- Employee Incentives
- Shopping Tests
- Armored Transport
- Professional Security
- Supplies
- Uniforms
- Tickets & Decals
- Signs
- Vehicle Fuel and Maintenance
- Lockouts
- Equipment Rental
- Janitorial Supplies
- Office Supplies
- Equipment Repairs & Maintenance
- Surface Repairs
- Telephone
- Water and Sewer
- Electricity
- Business License and Taxes
- Customer Service

ITEM 16

Correspondence Received from the Public

City of Hope

1055 Wilshire Blvd
Los Angeles, CA 90017
Phone 213-202-5735
www.cityofhope.org

October 4, 2011

Mr. Robert Gleason, Chairman
San Diego County Regional Airport Authority
Commuter Terminal - 3rd Floor
3225 North Harbor Drive
San Diego, CA 92101

Re: Standard Parking Corporation - Parking Management Services

Dear Mr. Gleason:

It is with pleasure that I highly recommend Standard Parking as a vendor who has participated in community outreach and fundraising on our behalf. Standard Parking initiated membership to one of our fundraising boards (Real Estate and Construction Division) over 12 years ago and have participated both their time and money in that endeavor to this day. To that end, Standard Parking has "stepped up" to be a valuable part of our community.

We recommend Standard Parking and endorse the Evaluation Panel's recommendation for award of the Parking Management Services contract to Standard Parking.

Sincerely,

Beth Ida Stern
Senior Director of Development
City of Hope
1055 Wilshire Boulevard
Los Angeles, California 90017
Office: 213.241.7192

cc: Members of the Board of the SDCRAA
Thella F. Bowen, President & CEO
Breton Lobner, General Counsel SDCRAA
Vernon D. Evans, Treasurer & Vice President, Finance
Larry Rodriguez, Senior Procurement Analyst
Jana Vargas, Director of Procurement

Mission: To enhance the region's economy and quality of life by providing efficient cargo and air passenger access to national and global markets.



October 5, 2011

Robert Gleason, Chairman
San Diego County Regional Airport Authority
Commuter Terminal – 3rd Floor
3225 North Harbor Drive
San Diego, CA 92101

Re: **Standard Parking Corporation – Parking Management Services**

Dear Mr. Gleason:

Standard Parking has been a proven, valued partner with the Port of Portland since being awarded the Parking Management Agreement in June of 2006. The Port also approved the first of two, two-year extensions of the Agreement. It is my pleasure to write this letter of recommendation for Standard Parking.

Each fiscal year, Standard works closely with the Port to minimize operating costs and provide appropriate staffing levels to maximize operational efficiency, while maintaining the highest level of customer service. Standard's commitment to excellent customer service is reflected at all levels of their organization and is part of the reason that the Portland International Airport continues to be one of the best airports in the nation based on customer surveys.

On behalf of the Port, please accept this letter of recommendation for Standard Parking's experience and ability to provide professional parking management services.

Please don't hesitate to contact me if you would like more information.

Best regards,

Steven H. Schreiber
Director of Aviation

c: Thella Bowen, President & CEO
Vernon Evans, Treasurer & Vice President, Finance
Breton Lobner, General Counsel SDCRAA
Larry Rodriguez, Senior Procurement Analyst
Jana Vargas, Director of Procurement

7200 NE Airport Way Portland OR 97218
Box 3529 Portland OR 97208
503 415 6000

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PAUL A. PETERSON
Retired

SOL PRICE
1916 – 2009

October 5, 2011

File No. 4893.063

Chairman Robert H. Gleason and
Members of the San Diego County
Regional Airport Authority
3225 North Harbor Dr.
Commuter Terminal
San Diego, CA 92101

Sent via Email and
Hand Delivered

Re: Ace Parking Management Inc.
October 6th, 2011
Agenda Item No. 16 - BAFO

Dear Chairman Gleason and Members of the Board:

We represent Ace Parking Management with regard to the above reference matter. Our Client appreciates the opportunity to present to you its Best And Final Offer (BAFO). We are very pleased to inform you that our Client was able to identify even more significant cost savings for the Airport Authority through this process.

Last Board Meeting

At the last Board Meeting, Mr. Lobner clarified that "the Board can establish whether the point allocations were proper". Mr. Lobner also stated that "the Board has the ability to clarify these areas of evaluation" and that "the Board can go back and reevaluate the experience and qualifications". Board member Robinson stated that he is requesting that "both proposers show how they would guarantee the proposed cost savings". Board member Desmond requested "Ace and Standard submit a Best and Final Offer which the Board will use to make its final decision". Board members Boland

and Robinson stated that they wanted the proposers to clarify their costs and savings only. Board member Smisek "expressed concern with the evaluation criteria". Board member Smisek also stated "there should be more emphasis on the financial component of the proposals". (Staff did not modify its original scoring system or the subjective ranking.) Board member Cox stated, "he wants to get the best possible deal for the Authority". Unfortunately Staff, in its new report and recommendation did not follow the Board's specific recommendations or direction.

This letter will be presented to you in two parts: A) a brief summary of our Client's BAFO and B) the Operating Budget (Bucket 3).

BAFO

Attached as Tab 1 is a copy of our Client's cover letter and a few key components of its BAFO. Please take a moment to read pages 1-4 of Tab 1.

As you can see, our Client has been able to further reduce the Operating Expenses by approximately $2,100,000 and now also proposes to lower their management fee by a total of $330,000 over the five year term. Combined this represents an **additional** savings of $2,430,000 to the Airport Authority as compared to our Client's first Proposal. This is more than $5,000,000 less than Standard's original Proposal and now $2,227,349 less than Standard's BAFO.

BAFO Summary

	Standard BAFO	Ace BAFO	Difference	(Savings to the Authority with Ace)
5-Year Operating Budget	$26,860,514	$24,775,321	$2,085,193	
5-Year Management Fee	$ 2,317,156	$ 2,175,000	$ 142,151	
5-Year Total Cost	$29,177,670	$26,950,321	$2,227,349	

On a side note, Standard in its BAFO has now matched the original Ace Proposal operating budget even though they said it was "outlandish and unrealistic"

Again, Ace Parking guarantees the Budget. **Standard could not even come close to matching this financial commitment or guarantee.**

Our Client also provided additional information to your Staff in its BAFO about its extensive experience (see pages 10-14 of Tab 1). As part of its BAFO, Ace has agreed to fund $165,000 in Capital Improvements which includes a $25,000 software upgrade for the Airport for real time online reporting of parking inventory and revenues. **The Standard Proposal does not accomplish real time web based reporting.**

There are also additional Ace recommended enhancements as spelled out in its Marketing and Enhancement Plan. These enhancements will provide $Millions more revenue and cost savings for the Airport Authority.

The BAFO contains a summary of Ace's extensive customer service and training program, the ACDBE Vendors that Ace utilizes, and its stellar Worker Retention Program.

Ace again guarantees retention of all employees (even those that may be displaced by new technologies). Such employees will be retained within Ace's current workforce at any one of its 100 other Ace owned and/or managed parking facilities located throughout San Diego. **Standard cannot come close to this level of worker retention.**

Validation of Operating Budget (Bucket 3) (Independent Audit)

As you may recall at the last Board Meeting there were questions raised by Staff and Standard about how Ace could have proposed an Operating Budget which was less than the past few years. Staff concluded that, "it is unrealistic that the Operating Costs, based on the current service levels, would drop that significantly".

Staff asserted that Ace's Operating Budget for 2011 for Airport Parking Management Services should have been $2,409,140 (see page 4 of 6 of the Revised Staff Report dated 8/30/11 and Staff Power Point). Our Client's original Proposal set an Operating Budget of $1,681,079 for FY 2011.

The Standard representative publically testified that Ace was making "outlandish assertions and unrealistic projections", and that there is no way that Ace could operate at that low of a budget. Standard also said that Ace's revenue projections were exaggerated and unrealistic.

With regard to the projected higher revenues that Standard questioned, it is obvious that when T-2 re-opens with more gates, more stalls and with higher rates, that the revenues will go up significantly. Standard did not conduct adequate due diligence before submitting its first proposal. **Even in its BAFO, Standard's inflated operating budget and non-competitive management fee still reflect these and other oversights.**

As previously explained, certain historical budget expenses will no longer be a part of the Airport Parking Management Service Contract Operating Budget. Specifically, the current parking RFP excludes all shuttle expenses that are now covered under a separate Shuttle Management Contract. These eliminated expenses include, but are not limited to, Liability Insurance, Vehicle Insurance, Workers Compensation Insurance, Damage Claims, License Fees, Property Taxes and other types of expenses. In addition, technology and automated payment systems will result in significant additional savings to the Authority.

In order to validate our Client's proposed Operating Budget as set forth in Ace's first Proposal, our Client retained Deloitte Financial Advisory Services LLP to do a complete and independent audit of the Operating Expenses for FY 2011. Attached as

Tab 2 is a copy of that report dated 9/30/2011. **The Deloitte Audit confirms that the Bucket 3 expenses for fiscal year 2011 for the Parking Management Services was $1,742,200, not the $2,409,140 referred to by Staff.**

The Deloitte Audit verified our Client's Operating Budget numbers (only $61,000 more than our Client's original Proposal operating budget of $1,681,079). This minor difference would have been easily achievable. **Our Client's original Proposal was realistic, valid, and has now been independently verified.**

Conclusion

Ace will continue to do an excellent job for you at San Diego International Airport and at the same time; 1) save the Airport Authority millions of dollars over the term of this Contract, 2) assure the highest level of expertise, and 3) implement the best worker retention program possible.

Despite the subjective criteria and the unusual ranking system utilized in the Staff Report, we respectfully request that the Board utilize its independent discretion and sound business judgment and select Ace Parking Management to serve you. Thank you for your consideration of this request.

Sincerely,

PETERSON & PRICE
A Professional Corporation

Matthew A. Peterson

cc: Thella F. Bowen – President and CEO
Breton Lobner – Office of the General Counsel SDCRAA
Vernon D. Evans – Vice President, Finance/Treasurer

Jana Vargas – Director of Procurement
Ace Parking Management

TAB 1

our mission

By valuing our employees, listening to our clients, and operating under the ideals of moral integrity, quality, and accountability, we will lead the parking industry in service and financial results for our clients.

Scott A Jones
Chairman

John Baumgardner
Vice Chairman & CEO

Steve Burton
President

Keith B Jones
Managing Principal

Founding Member of the
National Parking Association

September 29, 2011

Mr. Larry Rodriguez
Sr. Procurement Analyst
San Diego County Regional Airport Authority
Commuter Terminal, 3rd Floor
3225 North Harbor Drive
San Diego, CA 92101

Via Email and
Messenger Delivery

Re: Parking Management Services – RFP – BAFO Response
Dear Mr. Rodriguez,

Introduction
The Parking Services Contract is a revenue generating contract which, in our opinion should be of great importance to the Board. Ace Parking has demonstrated in our BAFO proposal and plan of operation our ability to generate significantly more revenue than Standard Parking through improved superior technology, and by operating with a lower **guaranteed budget** and management fee. We can achieve this because of greater experience at the Airport and efficiencies, thereby improving the traveling public's experience. We lead the industry with enhanced customer service and the ability to tailor the operation to the Authority's need. Even though we are a local San Diego based company, we are a worldwide leader in parking management.

We have thoroughly explained and in some cases enhanced our plan of operation to improve the financial reporting capabilities to the Authority, provide innovative and measurable customer service enhancements, and to improve and maximize revenues for the SDCRAA.

The highlights of this BAFO proposal and the reasons we believe we can provide the best Parking Management Services for the San Diego International Airport are as follows. A more detailed BAFO is attached for your review. Please consider this BAFO as a supplement and enhancement to our original Proposal and the commitments that we have made to Staff and to the Board at the last Hearing. Anything in original Proposal that is not addressed in this BAFO is hereby incorporated by reference and should be considered a part of this BAFO.

BAFO Management Fee and Operating Budgets
Ace Parking appreciates the opportunity to fine tune our original operating budget and management fees thru this process. We found several areas where we could further reduce our already low proposed operating budget. We were also able to lower our proposed management fee based on the fact that Ace Parking has already been awarded the Shuttle Contract. We indicated to Staff in our original proposal that if we were successful in getting both contracts we would reduce our management fees for the Parking Management service. As such, we propose to lower our management fee by a total of $330,000 over the 5 year period. We have also been able to reduce

operating expenses by $2,100,000 over the same 5 year period. **Ace Parking hereby guarantees this operating budget.**

Experience

Experience is extremely important. While Standard Parking may have in its portfolio more airports, this should not have resulted in Standard gaining more points for Airport parking experience. As was seen by Standard's original Proposal they were not able to determine proper staffing, did not staff the Commuter Terminal, and could not put together a competitive Budget.

Ace Parking has had experience at many airports that are the same or larger size and scope as the San Diego International Airport. Because Ace has managed the parking at the San Diego International Airport for many, many years, we were able to establish the lowest budget and management fee. Further because of our wealth of knowledge at Lindbergh, we were able to offer significant Enhancements that will generate even more revenue for the SDCRAA. We are the only company that proposed to integrate the San Diego County Regional Airport Authority's own Ground Transportation Plan. We are the only company that proposed a plan of operation that moves forward in the direction that plan mandates. Ace Parking also has experience and a plan to lower green house gasses, a requirement of AB 32 and objective of the Ground Transportation Plan.

Technology and On-Line Financial Reporting

Ace Parking has all of the technological and online reporting capabilities of any parking company in the country. This includes allowing the Airport access to real time data, reporting and financial information through our **MyAce Client Portal**. Kronos, our biometric time keeping system, will provide payroll auditing and management controls, time keeping and online reporting. Additionally, as part our proposal, Ace Parking will purchase the Web PARC/s management software package, on behalf of the Airport, that is necessary for bringing the current parking revenue and statistical reporting system online and in real time.

This software system upgrade will enable Ace Parking to put the entire parking operation online and allow the Airport access to real time reporting and statistical data. This system will also allow the SDCRAA to implement a public sign messaging system and smart phone applications to provide to your parking customers with real time parking space availability and location information. Additionally, Ace Parking will offer online booking, the ability to make parking reservations, and a frequent parker program that will promote additional parking business/revenues to the Airport Authority.

This proposed technology is critical to the ability to generate more revenue for the Airport Authority.

Ace Parking's Proposed Marketing and Enhancement Plan

Within the BAFO response, we expanded on our proposed operating enhancements. The first 3 enhancements are included in our management fee and the financial benefits from implementing them are included in our proposed BAFO operating budget. The chart listed below shows a summary of the key enhancements proposed:

Taxi Staging and Hold Lot Monitoring System	**$ 40,000**
Mobile License Plate Recognition Inventory System	**$ 100,000**
Web PARCS Software Upgrade	**$ 25,000**
Total Enhancements Paid by Ace Parking	**$ 165,000**

Enhancement	Benefit
Taxi Staging & Hold Lot Monitoring System	**$37,000 cost** – Ace Parking providing $90,000 in annual payroll savings
Mobile License Plate Recognition Inventory System	**$100,000 cost** – Ace Parking providing **$50,000** in annual payroll savings
Web PARCS Software Upgrade	**$25,000 cost** – Ace Parking providing online reporting software
Restriping T1 lot Adds 130 spaces	**$1,000,000 plus** in additional parking income & enhance customer service
Credit Card Express Exit all facilities	**$450,000** in annual payroll savings
Installation of Solar Energy Canopies & Premium Priced Covered Parking T1 & T2	**$400,000** in additional parking
Valet Concierge Services	**$12,000** in income to Airport & increased customer services
Airport Marketing Plan & VIP Parker Program	**$750,000** in additional revenues
New ZEAG System San Park Pacific	**$80,000** annual payroll savings starting in 2013 to 2014
Overhead lighted message sign San Park Pacific Hwy Lot	**$110,000** + increased parking revenues annually

Customer Service and Training Program

Ace Parking is known in the industry for our outstanding customer service. Ace Parking's formal training program, **Ace Academy™**, is a valuable system that allows us to thoroughly train and retrain all of our employees throughout the company and most importantly at the San Diego International Airport. Ace Parking has received many awards and recognitions for this customer service training program. Through our Ace Academy™ Curriculum, we use the **EXCEED! Customer Service** training program to ensure our team members can deliver the highest levels of customer service. We do not just deliver extraordinary customer service, we strive to exceed it. Each of our team members know they must take the "extra step" to exceed our customers' expectations and we reinforce this notion by re-energizing them with the required skills for excellent customer service. We currently offer six (6) customer service modules to enhance the customer service experience and four (4) customer service modules for managers. The courses are revised annually.

ACDBE Vendors - $457,000 on an annual basis
Even though ACDBE vendor utilization was not a weighted consideration for the original RFP and it is also not a part of the consideration for the BAFO proposal response, Ace Parking takes this responsibility very seriously. Ace Parking has long been a part of the business community supporting qualified ACDBE service vendors and suppliers. At SDIA, we currently utilize 13 companies that are ACDBE certified. These companies represent approximately $457,000 of annual expenditures from our annual operating costs.

Worker Retention
Ace Parking will meet and exceed the minimum requirements of the Airport's Worker Retention Program in all aspects. We will retain 100% of employees with 1 year of tenure or more at their current rates of pay or higher plus current benefits and seniority. They will not have a 90 day probation period. We have no qualifications to this and no subjective and "unstated" company criteria.

We will also exceed the Airport's Worker Retention Program by retaining all employees that have less than 12 months tenure as well as all employees that are not covered by the plan. These employees, including all management, will be retained at current or higher salaries and continue with all benefits and seniority.

Finally, we are the only company that can commit to retaining any employee that may lose their position due to labor force reductions (as a result of introduction of proposed equipment and efficiencies). These employees will be transferred to one of our other 100+ Ace Parking owned and/or managed parking facility locations within the San Diego, so that those employees will not lose their jobs.

As you review our BAFO Proposal, we are hopeful that the Board will agree that Ace Parking is uniquely positioned to provide the operational expertise, the technological innovation, the local executive support, and the community commitment that will fulfill the SDCRAA's high expectations.

We appreciate your time and consideration of our BAFO. We look forward to continuing to provide Parking Service Management Services to the SDCRAA at San Diego International Airport.

Sincerely,

Steve Burton
President

Keith Jones
Principal

cc: Jana Vargas via email and messenger

1. AIRPORT PARKING 5 YEAR PRO FORMA

Airport Parking 5 Year Pro Forma: *(15 points). Complete "Attachment A" – Airport Parking 5 Year Pro Forma. "Attachment A" is intended to be a summary of the Annual Base Management Fees, Payroll Expenses and Operating Expenses by category and subcategory, as listed on the form. The summaries shall include all items to be expensed under in the Parking Management Services contract. Respondents are requested to provide their best price for the Base Management Fees. Payroll Expenses and Operating Expenses.*

The original RFP process stated that the proposed operating budget will be binding. We submitted our budget with this understanding and will guarantee our BAFO expense budget as required per the RFP and presented in our proposal.

BAFO Budget –In an effort to give the SDCRAA the most competitive and attractive bid, we have further lowered our operational budget. This is a testament to our commitment to continue as the Parking Management partner for the San Diego International Airport. We have attached our BAFO budget for your review and consideration.

The table listed below shows our 5 year BAFO Budget in comparison to our original proposal budget. It also reflects the Standard Parking original Proposal.

Budget Year	Standard's Original	Ace Parking's Original	Ace Parking's BAFO
2012	$5,623,303	$5,129,968	$4,833,450
2013	5,768,873	5,250,799	4,956,077
2014	5,937,006	5,375,218	4,870,647
2015	6,110.733	5,503,250	4,994.015
2016	6,290,283	5,634,983	5,121,134
5 Year Total	**$29,730,198**	**$26,894,218**	**$24,775,323**

Our proposed BAFO operating budget, shown in Attachment A, is over **$2,100,000 less** than our original proposal budget and nearly **$5,000,000 less** than Standard's original operating budget. The largest savings are a result of payroll and payroll related savings from the implementation of enhancements **paid for by Ace Parking** that will reduce staffing and staffing related operating costs even further. Additional, payroll savings will come when the parking equipment in T1 and T2 parking facilities is replaced towards the end of FY 2013. This equipment will allow for additional automation of the cashiering lanes.

Attachment A- Airport Parking 5-Year Pro Forma

Income	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
	Terminal 2 is scheduled to reopen in December of 2013. This should drive revenues up by approximately 10% during the 2nd half of FY2013. FY2014 should see an increase of an additional 30% due to having a full year with T2 revenue. T2 will be larger by 1000 spaces as well.	31,115,184	34,139,054	44,067,867	44,949,225	45,848,209

Instructions: Attachment A is intended to summarize Annual Base Management Fees, Payroll Expenses and Operating Expenses by category. The summaries shall include all items to be expensed under in the Parking Management Services contract. Respondents are requested to provide their best price for the Base Management Fees and to be prepared to substantiate all expenses and costs.

EXPENSES - PAYROLL	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
Management	GM, AGM, OPS Mgr, Valet/CSR Mgr, Pac Highway Mgr, HR Mgr, Ops Supervisors, CSR Supervisors, Valet Supervisors	856,073	881,755	908,208	935,454	963,517
Staff	Audit, Office Coordinators, Cashiers, Lot Checkers, Maintenance, CSRs, Valet, Clerical	2,291,874	2,361,155	2,248,937	2,316,405	2,385,897
Payroll Burden	PROH, H&W Benefits, Payroll Processing	666,485	688,259	689,788	712,411	735,822
Other	Vacation Pay, Recruiting	139,118	142,982	139,618	143,473	147,440
Sub-Total Payroll Expenses		**3,953,550**	**4,074,151**	**3,986,551**	**4,107,743**	**4,232,676**

Operating Expenses	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
Utilities and Trash Removal	Telephone, Water & Sewer, Electricity, Janitorial Supplies	119,700	120,000	120,299	120,601	120,901
Maintenance, Repairs and supplies	Supplies, Uniforms, Tickets & Decals, Signs, Lockouts, Equipment Rental, Equipment	543,600	544,821	546,181	547,547	548,915
Vehicle and Fuel Expenses	Vehicle Fuel and Maintenance	31,200	31,278	31,356	31,435	31,513
Office Expenses	Office Supplies	38,100	38,195	38,291	38,386	38,482
Security services expenses	Armored Transport, Professional Security	95,700	95,925	96,152	96,378	96,607
Special projects	Employee Incentives, Shopping Tests, Surface Repairs, Misc. Expense	51,600	51,710	51,817	51,926	52,034
Sub-Total Payroll Expenses		**879,900**	**881,929**	**884,096**	**886,273**	**888,452**

TOTAL EXPENSES BEFORE BASE MANAGEMENT FEE	**4,833,450**	**4,956,080**	**4,870,647**	**4,994,016**	**5,121,128**
Base Management Fee	**320,000**	**440,000**	**455,000**	**465,000**	**495,000**
TOTAL EXPENSES	**5,153,450**	**5,396,080**	**5,325,647**	**5,459,016**	**5,616,128**

INCOME	DETAIL	FY2012	FY2013	FY2014	FY2015	FY2016
	Estimated Annual Revenues					
Transient		30,720,000	33,792,000	43,929,600	44,808,192	45,704,356
Employee Parking		1,095,600	1,117,512	1,139,862	1,162,659	1,185,913
Credit Card Fees		(700,416)	(770,458)	(1,001,595)	(1,021,627)	(1,042,059)
TOTAL INCOME		31,115,184	34,139,054	44,067,867	44,949,225	45,848,209

EXPENSES	DETAIL	FY2012	FY2013	FY2014	FY2015	FY2016
PAYROLL						
Management						
General Manager		93,000	95,790	98,664	101,624	104,672
Asst. General Manager		60,000	61,800	63,654	65,564	67,531
Operations Manager		50,000	51,500	53,045	54,636	56,275
Valet/CSR Manager		52,000	53,560	55,167	56,822	58,526
Pacific Hwy Manager		45,000	46,350	47,741	49,173	50,648
HR Manager		47,000	48,410	49,862	51,358	52,899
Ops Supervisors		329,201	339,077	349,249	359,727	370,518
CSR Supervisors		90,520	93,236	96,033	98,914	101,881
Valet Supervisors		89,352	92,033	94,794	97,637	100,566
Management Sub-Total		856,073	881,755	908,208	935,454	963,517
Staff						
Audit		103,981	107,101	110,314	113,623	117,032
Office Coordinators		65,083	67,036	69,047	71,118	73,252
Cashiers		857,147	883,386	726,835	748,640	771,099
Lot Checkers		60,152	61,957	63,815	65,730	67,702
Maintenance		106,872	110,078	113,381	116,782	120,285
CS Reps		474,208	488,434	503,087	518,180	533,725
Valet		560,366	577,177	594,493	612,327	630,697
Clerical		64,064	65,986	67,965	70,004	72,105
		2,291,874	2,361,155	2,248,937	2,316,405	2,385,897
Other						
Vacation		125,918	129,716	126,286	130,074	133,977
Sub-Total Payroll Expenses		3,273,865	3,372,626	3,283,430	3,381,933	3,483,391

OPERATING EXPENSES	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
Overhead						
Payroll Overhead		360,125	370,989	361,177	372,013	383,173
Health Insurance		267,960	278,678	289,826	301,419	313,475
Recruiting, Testing & Training		13,200	13,266	13,332	13,399	13,466
Payroll Processing		38,400	38,592	38,785	38,979	39,174
Employee Incentives		10,200	10,226	10,251	10,277	10,302
Shopping Tests		13,800	13,814	13,828	13,841	13,855
Armored Transport		32,400	32,562	32,725	32,888	33,053
Professional Security		63,300	63,363	63,427	63,490	63,554
Supplies		88,800	89,022	89,245	89,468	89,691
Uniforms		69,600	69,635	69,809	69,983	70,158
Tickets & Decals		70,800	70,977	71,154	71,332	71,511
Signs		8,400	8,421	8,442	8,463	8,484
Vehicle Fuel and Maintenance		31,200	31,278	31,356	31,435	31,513
Lockouts		1,200	1,203	1,206	1,209	1,212
Equipment Rental		77,400	77,594	77,787	77,982	78,177
Janitorial Supplies		53,700	53,834	53,969	54,104	54,239
Office Supplies		38,100	38,195	38,291	38,386	38,482
Equipment Repairs & Maint.		219,000	219,548	220,096	220,647	221,198
Surface Repairs		9,000	9,023	9,045	9,068	9,090
Telephone		33,000	33,083	33,165	33,248	33,331
Water and Sewer		3,000	3,008	3,015	3,023	3,030
Electricity		30,000	30,075	30,150	30,226	30,301
Misc. Expense		18,600	18,647	18,693	18,740	18,787
Customer Service		8,400	8,421	8,442	8,463	8,484
Sub-Total Operating Expenses		1,559,585	1,583,451	1,587,216	1,612,082	1,637,743
Total Expenses		4,833,450	4,956,077	4,870,647	4,994,015	5,121,134
NET OPERATING INCOME		26,281,734	29,182,977	39,197,221	39,955,210	40,727,076

2. EXPERIENCE & QUALIFICATIONS

Experience & Qualifications: *(25 points). Describe Respondent's relevant experience demonstrating a capable, working knowledge of performing the services requested in this RFP. Provide information related to employee training, revenue enhancement, cost containment, financial/audit reports, and other relevant programs and methodologies implemented and included in your base operations for Parking Management. Describe three similar agreements with similar management responsibilities (parking management services, ground transportation services and valet services) performed by Respondent during the past five (5) years.*

Six Decades of Parking Experience
For over 61 years, Ace Parking's only business has been the operation of parking facilities. Currently, we operate every conceivable type of parking application including Airports and off airport parking, shuttle bus operations, regional and downtown office complexes, hotels, hospitals, shopping and entertainment centers, stadiums and arenas. Ace Parking operates over 450 locations and services nearly 250,000 customers per day across the United States.

As your Parking Operator for 36 years, Ace Parking has introduced automated systems, valet, off airport parking and many other programs that improve the service and revenues of the Airport. For the past four years, Mike DeGraffenreid has been instrumental in every aspect of the parking operations at SDIA. He is extremely knowledgeable and experienced in every facet of the Airport's current parking operations as well as the near future during the construction phase. His qualifications go beyond four years at SDIA and include six years at Phoenix Sky Harbor Airport.

With Ace Parking's long history and relationship with the Airport, our experienced and qualified site manager and our local corporate support, Ace Parking is the most experienced operator for San Diego International Airport.

Airport Division
Ace Parking has had a separate airport division since 1991. It was started by Steve Burton, our President. We recognized early on that if we were going to manage airport and airport related parking and transportation operations we would need to concentrate our efforts to meet their unique challenges.

We understand that Airport parking is a very large operation with many different facets and, in order to perform our end of the partnership, we have to remain focused on each airport as though they were the only one. **The focus of our Airport Division is not to be the biggest, but to deliver the best quality parking management services possible.** To do this, we **MUST** bring innovative revenue enhancement ideas, cost containment strategies and have our executives accessible for our clients. Our long term and personal approach to Airport Parking Management has proved successful. Over the last 12 months, three of our current Airport clients, Phoenix, Tucson and Palm Springs have **all** chosen to renew their contracts with us. We believe this is a true testament that our operational philosophy and commitment to personalized service to our client is the most effective in the industry.

This division is still overseen by Steve Burton, a parking executive with over 27 years of nationwide parking experience. Over the last 20 years, Ace Parking has managed 7 Airports and over 30 off-airport parking, transportation, valet and customer service facilities and operations for a total of 40 airport related projects.

In the division's history, we have managed nearly 100,000 airport parking spaces over the years and have generated and collected approximately $200,000,000 in parking revenues on an annual basis from these facilities. Our Airport division has over 1,500 employees working and includes nearly 100 shuttle buses of various sizes in our fleet. Our employees in this division have a singular focus of servicing the traveling public with their parking, valet, shuttle and customer service needs.

A Partial Listing of Airport Parking, Valet, CSRs & Transportation Experience are listed below:

Facility	Number of Stalls	Valet/CSRs/Shuttles	Years Operated	Number of Employees	Gross Revenues
San Diego International Airport	7,400	Valet CSRs Shuttles	36	180	$32MM
Tucson International Airport Economy Shuttles	8,400	CSRs Shuttles	16+	40	$6MM
Phoenix Sky Harbor Airport	25,000	Valet (within 12 months) CSRs	11	250	$75MM
Palm Springs International Airport	1,500	Valet (starts 11/1) CSRs Shuttles	6	20	$2.2MM
Portland International Airport	13,000	CSRs	15	150	$36MM
Bob Hope International Airport	3,250	Valet CSRs Shuttles	5	50	$12MM
QuickPark LAX	5,000	Valet Shuttles	10	47	$8.2MM
Seattle Int'l Airport SeaTac Park and Fly	1,170	Valet Shuttles	6	24	Confidential
LAX Airport Car Barn Airport Parking	2,600	Valet Shuttles	4	35	$6MM
Los Angeles QuikPark Airport Express	800	Valet Shuttles	5	30	$1.5MM
Oakland QuikPark Airport Express	526	Valet Shuttles	12	12	$1MM
IAH AirPark Park and Fly	1,150	Valet Shuttles	5	39	$3MM

Partial Listing of On-line Parking System Experience are below:

Facility	Type of System	Installed/Implemented System
San Diego International Airport	Zeag/CTR	Yes – every aspect of installation and all upgrades
Tucson International Airport	Scheidt & Bachmann	Yes – every aspect of installation and all upgrades
Phoenix Sky Harbor Airport	Scheidt & Bachmann	Not initial install; but all upgrades since 1996
Portland International Airport	Scheidt & Bachmann	Yes – every aspect of installation and upgrades up until 2007
Palm Springs International Airport	Amano McGann	Yes – every aspect of installation and all current upgrades
Irvine Companies (32 locations)	Amano McGann	Yes – every aspect of installation and all upgrades
Horton Plaza	Amano McGann	Yes – every aspect of installation and all upgrades

Ace Parking has been an integral partner with each of these airports and distinctive clients in the implementation and upgrading of fully automated parking operations over the years. This ongoing experience is valuable to SDIA as we continue to upgrade the Zeag/CTR systems through the current green build project.

Zeag/CTR Parking System Expert
Ace Parking is considered an expert in the implementation and operation of Zeag/CTR parking systems. For the past 20+ years, Ace Parking has worked with San Diego International Airport to ensure the revenue control system provides the controls and reporting capabilities to meet all your needs.



San Diego International Airport Experience
Ace Parking has extensive experience in revenue control systems planning, design, and operations specific to multiple site parking operations, especially at San Diego International Airport. For 36 years, we have created a strong partnership and a proven track record of successful management of all airport parking operations at SDIA. Ace Parking's seasoned leadership at SDIA managed the entire process of the purchase and installation of San Diego International Airport's last two revenue control systems. We know Zeag/CTR revenue control systems better than most of our competitors. To date, we have been working with their systems for over 20 years.

Ace Parking has been a partner with SDCRAA on all of the transportation related aspects of your Ground Transportation Plan, Master Plan and Green Build Project. No other company has this local expertise and experience as well as the only parking company to integrate the San Diego County Regional Airport Authority's own Ground Transportation

Plan into its daily operation of both the parking and shuttle operations. We are also the only parking company that has proposed a parking plan of operations that moves forward in the direction this plan mandates. Ace Parking also has experience and a plan to lower greenhouse gases and to partner with SDCRAA in helping to meet the requirements mandated in AB 32. Partial listings of programs we have instituted or propose to institute are listed below:

- Shuttle fleet is 100% compliant with 2015 alternative fuel mandate
- Solar powered parking equipment
- Ace Parking Employee "Go Green" recycling program
- Utilization of environmentally friendly cleaning and maintenance products
- Green car wash service
- Utilize recycled paper products for forms, tickets and other printed materials
- Document recycling program
- Solar Trees covered parking canopies

Distinct Difference
Ace Parking's ability to find creative solutions for today's growing parking challenges while maximizing the revenue for clients has and always will be our distinct differentiating factor. Our methodology puts emphasis on providing a positive and efficient parking experience for our client's customers all while maintaining service levels and maximizing revenue for our clients. This thought process is a part of each Ace Parking Team Member's DNA.

Unique Advantage – Local, Home Office Support & Local Relationship
Ace Parking Management has the unique advantage of being headquartered and based in San Diego. As such, you will have direct access to ownership and all corporate officers at any time allowing us to **immediately respond to your needs in person** if necessary. This is something that **Standard Parking cannot offer** at an Airport located in San Diego. Parking is a customer service oriented and a human to human business. No matter how large a parking company is and no matter how much online technology and training they have to offer they cannot utilize it to be more operationally advantageous than Ace Parking with its executives living in and its corporate headquarters located in San Diego.

Ace Parking utilizes the latest technologies in the parking industry. The biggest difference between Ace Parking and Standard is our local availability to address any issues at the Airport or with Staff without having to get on an airplane. When you have a partner who is headquartered in your market, you have access to **Instant human interaction, instant client and customer satisfaction and instant ability to solve problems.**

Ace Parking's Executive Team that **lives and works in San Diego** has **over 200 years** of **parking experience** for the Airport to draw upon. Each and every one of them can and has been involved with SDIA over the years. This level of local involvement is an unsurpassed value that the Airport has the ability to capitalize on.

Ace Parking's Management Team		
Name	**Title**	**Years of Experience**
Steve Burton	President & Airport Division	27
Scott Jones	Chairman & Owner	40
Keith Jones	Managing Principal	8
John Baumgardner	CEO & Vice Chairman	25
Brian Gansert	President, Operations	15
Jon Gjerset	Chief Information Officer	20
Ross Seibert	Chief Financial Officer	25
Mike Tweeten	Senior VP Operations	20
Tracy Hicks	Senior Audit Manager	15
Michelle Dente	VP Human Resources	21
Total Years	**Executives in San Diego**	**216 years**

Employee Training, Learning & Development

Ace Parking's number one asset is our people. We invest a significant amount of time and resources to recruiting team members and then strive to further nurture and develop each employee. Training doesn't end at the conclusion of new hire orientation, it continues throughout the employee's entire career. Our dedicated Training, Learning and Development department travels to each Ace Parking location to give onsite, personalized training, as well as online modules as needed. Please see our dedicated Training, Learning & Development Program **in Section 3. Plan of Operation, d. Training Programs,** which that exemplifies how we strive to nurture our number one asset, our people.

Revenue Enhancement

Ace Parking was the only company to provide detailed site specific enhancement programs for the Airport's parking operations in our original proposal. These enhancements included several programs that would be financed at no cost to the airport out of our proposed management fees. Specifically Ace Parking will pay for the following enhancements:

Taxi Staging and Hold Lot Monitoring System	$ 40,000
Mobile License Plate Recognition Inventory System	$100,000
Web PARCS Software Upgrade	$ 25,000
Total Enhancements Paid by Ace Parking	**$165,000**

Ace Parking's Key Site Specific Enhancements

Enhancement	Benefit
Taxi Staging & Hold Lot Monitoring System	**$37,000 cost** – Ace Parking Providing - $90,000 in annual payroll savings
Mobile License Plate Recognition Inventory System	**$100,000 cost** – Ace Parking Providing - **$50,000** in annual payroll savings
Web PARCS Software Upgrade	**$25,000 cost** – Ace Parking Providing – on-line reporting software

Restriping T1 lot Adds 130 spaces	**$1,000,000 plus** in additional parking income & enhance customer service
Credit Card Express Exit all facilities	**$450,000** in annual payroll savings in last 3 years of contract
Installation of Solar Energy Canopies & Premium Priced Covered Parking T1 & T2	**$400,000** in additional parking
Valet Concierge Services	**$12,000** in income to Airport & increased customer services
Overhead lighted message sign San Park Pacific hwy	**$110,000** + increased revenues annually - Increased visibility
Airport Marketing Plan & VIP Parker Program	**$750,000** in additional revenues

For detailed descriptions of our Revenue Enhancement proposed programs, please see **3. Plan of Operation, letter g.**

GREEN PARKING INITIATIVES

We want to help you meet the goals that have been outlined in AB32 and the Airport's Sustainability Program. Ace Parking has made efforts to follow some of the tips and strategies presented by environmental groups to help airport professionals make going green a priority every day. We continually bring new concepts and ideas forward to clients. Just as SDCRAA is dedicated to "greening" the Airport industry, Ace Parking has started 'GREEN PARKING INITIATIVES'.



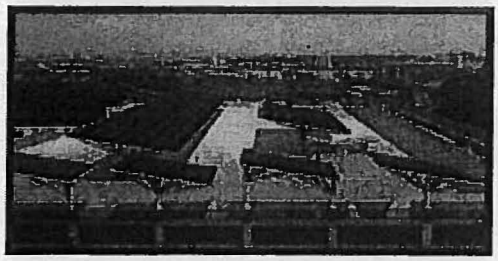
GREEN **Ideas for Parking**

- Regularly inspect all equipment
- Install occupancy sensors
- Convert inefficient lamps and ballasts to T8, T12 and T5 lamps
- Use recycled material in restroom paper products
- Harvest rainwater for landscaping
- Add composting to landscape maintenance plan
- Institute a tenant Energy Awareness program
- Hold an e–waste day and collect old printers, computers and electronics for recycling
- Use low–VOC paints, sealants and adhesives for improvements
- Work with vendors who have recycling programs



Solar Trees

Ace Parking is following in the footsteps of The University of California in San Diego (UCSD), who in Sept. 2008 started an unusual forestry project on the



TAB 2

Deloitte.

Deloitte Financial Advisory Services LLP
350 South Grand Avenue
Los Angeles, CA 90071
USA

Tel: 213-688-0800
Fax: 213-688-0100
www.deloitte.com

September 30, 2011

Mr. John Baumgardner
Vice Chairman/Chief Executive Officer
Ace Parking Management, Inc.
645 Ash Street
San Diego, CA 92101

Re: Analysis of FY2011 Operating Expenses at San Diego International Airport

Dear Mr. Baumgardner:

Deloitte Financial Advisory Services LLP ("Deloitte FAS") was retained via signed letter of engagement in September 2011 with Ace Parking Management, Inc. ("Ace") to analyse and assess Ace's Operating Expenses at San Diego International Airport for the fiscal year from July 1, 2010 through June 30, 2011 ("FY2011"). To do this, we relied upon the following information provided to us by Ace:

- Income Statements, General Ledger Detail, and Invoices at Lots 200, 201, 202, 8820, 8822, and 8823 for the period July 1, 2010 through June 30, 2011 as recorded and reported by Lindbergh Parking, Inc.[1];
- "Request for Proposal for Parking Management Services" issued by the San Diego County Regional Airport Authority ("the Airport"), dated April 27, 2011; and
- Questions and Answers Document No. 1 issued by the Airport, dated May 25, 2011.

Our procedures entailed the following:

1) Analysis of Ace's total reported operating expenses of approximately $7.1 million

2) Assessment of whether these expenses were correctly identified and allocated accordingly.

Discussion:
Ace's operating expenses were distributed among 53 separate cost categories at each of the six parking lots. We analysed Ace's general ledger of reported expenses for each of the cost categories at the six lots from July 2010 through June 2011, and determined that these costs summed to approximately $7.1 million.

[1] Lindbergh Parking, Inc. is a sister entity to Ace Parking Management, Inc., both of which are owned by Scott A. Jones.

Member of
Deloitte Touche Tohmatsu Limited

Next, we performed a separate analysis of Ace's reported costs that had been allocated at each lot according to Shuttle and Parking operations. Our analysis summed to approximately $7.1 million. Accordingly, our independent analysis conformed to Ace's total reported operating expenses.

3) Assessment of whether the reported expenses were incurred by Ace, and for Airport-related operations

4) Assessment of whether these expenses were invoiced to the Airport

Discussion:
Our testing was designed to 1) provide reasonable verification that Ace/Lindbergh's invoiced expenses were directly related to Airport activities, and 2) assess whether said invoices had been rationally compiled, organized, and calculated.

We selectively sampled, tested, and analysed a series of Airport-related invoices dated between July 2010 and June 2011. These invoices described incurred expenses at each of the six parking lots and were distributed among 13, or 25%, of Ace's 53 cost categories. In total, these invoices represented $4.5 million, or 63.5%, of Ace's reported total expenses of $7.1 million.

Based on our procedures, we believe that Ace's invoices were reasonably accurate representations of shuttle- and parking-related activities and expenses at the Airport that were incurred from July 2010 through June 2011.

5) Analysis of certain expense adjustments

Discussion:
As part of our procedures, we developed a working understanding of Ace's operations at the Airport. We reviewed and analysed each of the 53 cost categories that were described by Ace, their associated expenses; and also interviewed key personnel who were involved with Ace's day-to-day shuttle and parking activities.

Based on this analysis, we noted two minor numerical adjustments to Ace's reported costs for Shuttle Permits and Vehicle Cleaning. First, Ace had allocated $120 in Shuttle Permits (of $15,042) to Parking which instead were incurred for Shuttle Operations. Similarly, Ace had allocated $1,313 in Vehicle Cleaning expense (of $43,988) to Parking that should instead have been allocated to the Shuttle. We also determined that of Ace's total reported expenses of $7.1 million, approximately:

- $4.5 million, or 63% of the total operating expenses, was related to shuttle operations and not to parking;
- $138,000, or 2% of the total operating expenses, were direct pass-through expenses from other vendors, and were therefore not incurred by Ace;
- $740,000, or 10% of the total operating expenses, was related to various fees, expenses, and insurance costs that were acceptable for reimbursement from the Airport in FY

2011, but that had been specifically excluded in its Request for Proposal dated April 27, 2011.[2]

Summary Finding:

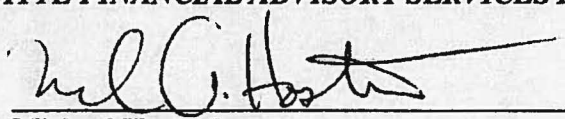
Based on our analysis and interpretation of the documents that were furnished, we found that Ace's total reported operating expenses for parking management services in FY 2011 at the Airport was $1,742,200. The supporting details of our findings are located in Attachment "A".

Deloitte FAS performed this engagement in accordance with the Standards for Consulting Services established by the American Institute of Certified Public Accountants. Accordingly, Deloitte FAS provides no opinion, attestation or other form of assurance with respect to our work or the information upon which our work is based. This report is intended solely for use by the management of Ace, and is not to be used, disclosed, quoted or referenced, in whole or in part, to any other person or entity ("third party") other than those third parties that are associated with the Request for Proposal for parking management services issued by the San Diego International Airport, dated April 27, 2011.

If you have any questions, please call me at (213) 553-1444 or Wayne Kalayjian at (213) 593-4548.

Very truly yours,

DELOITTE FINANCIAL ADVISORY SERVICES LLP

By: 

Michael Hostettler

Encl.

[2] See Answers to Questions 4, 19 and 25 of the Airport's Questions and Answers Document No. 1, dated May 25, 2011.

Attachment A

Lindbergh Parking, Inc.
Analysis of Operating Expenses
FY 2011 (July 2010 - June 2011)

CONSOLIDATED EXPENSES FOR SHUTTLE AND PARKING	FY 2011 Actual	%	Expense Adjustments			Parking-related Expenses
			RFP Exclusions	Pass-throughs	Shuttle-related	
Payroll Overhead	$ 651,270	9.2%	$ -	$ -	$ (279,277)	$ 371,993
Employee H&W Contributions	$ (35,452)	-0.5%	-	-	-	(35,452)
Health and Welfare	$ 415,960	5.9%		-	(107,000)	308,960
Workers Compensation	$ 275,148	3.9%	(275,148)	-	-	-
Recruiting, Testing, Training	$ 26,320	0.4%	-	-	(3,666)	22,654
Payroll Processing Fees	$ 17,993	0.3%	-	-	(5,545)	12,448
Employee Tips	$ 93,337	1.3%	-	(93,337)	-	-
Employee Incentives	$ 2,724	0.0%	-	-	-	2,724
Shopping Tests	$ 32,808	0.5%	-	-	-	32,808
Armored Car Service	$ 30,264	0.4%	-	-	-	30,264
Professional Security	$ 85,262	1.2%	-	-	-	85,262
Supplies	$ 84,263	1.2%	-	-	(1,824)	82,439
Auto Detail	$ 16,405	0.2%	-	(16,405)	-	-
Uniforms	$ 120,812	1.7%	-	-	(21,023)	99,789
Tickets and Decals	$ 117,045	1.6%	-	-	-	117,045
Signage	$ 24,901	0.4%	-	-	(93)	24,808
Vans - Gas and Oil	$ 383,969	5.4%	-	-	(370,365)	13,604
Keys and Locks	$ 2,666	0.0%	-	-	(8)	2,658
Equipment Rental	$ 112,567	1.6%	-	-	-	112,567
Janitorial	$ 48,724	0.7%	-	-	-	48,724
Pest Control	$ 2,719	0.0%	-	-	-	2,719
Office Supplies	$ 35,237	0.5%	-	-	(2,097)	33,140
Xerox and Printing	$ 7,808	0.1%	-	-	(119)	7,689
Postage	$ 2,744	0.0%	-	-	-	2,744
Computer Expense	$ 4,058	0.1%	-	-	-	4,058
Equipment Repairs	$ 247,475	3.5%	-	-	-	247,475
Surface Repairs	$ 13,620	0.2%	-	-	-	13,620
Paint and Décor	$ -	--	-	-	-	-
Electrical/ Lamping	$ 1,641	0.0%	-	-	-	1,641
Telephone	$ 43,422	0.6%	-	-	(1,676)	41,746
Water and Sewer	$ 2,243	0.0%	-	-	-	2,243
Electricity	$ 28,660	0.4%	-	-	-	28,660
Insurance - Liability	$ 141,120	2.0%	(141,120)	-	-	-
Insurance - Vehicles	$ 138,662	2.0%	(138,662)	-	-	-
Car Damages	$ 30,236	0.4%	(30,236)	-	-	-
Business License and Taxes	$ 2,424	0.0%	(2,424)	-	-	-
Property Taxes	$ 63	0.0%	(63)	-	-	-
Depreciation	$ 493	0.0%	-	-	-	493
Bank Service Charge	$ 802	0.0%	-	-	-	802
Base Management Fee	$ 110,116	1.6%	(110,116)	-	-	-
Incentive Fee	$ 42,453	0.6%	(42,453)	-	-	-
Mileage	$ -	--	-	-	-	-
Miscellaneous Expense	$ 11,500	0.2%	-	-	(1,597)	9,903
Employee Shuttle	$ 1,401,112	19.7%	-	-	(1,401,112)	-
Red Bus Shuttle	$ 1,300,711	18.3%	-	-	(1,300,711)	-
Vehicle - Leases	$ 731,889	10.3%	-	-	(731,889)	-
Vehicle - Repairs	$ 117,306	1.7%	-	-	(117,306)	-
Shuttle Permits	$ 15,042	0.2%	-	-	(15,042)	-
Vehicle - Tax and License	$ 10,163	0.1%	-	-	(10,163)	-
Vehicle - Miscellaneous	$ 65,104	0.9%	-	-	(65,104)	-
Vehicle - Cleaning	$ 43,988	0.6%	-	-	(43,988)	-
Promotion and Advertising	$ 40,976	0.6%	-	(29,098)	-	11,878
Customer Service	$ 94	0.0%	-	-	-	94
TOTAL OPERATING EXPENSES	$ 7,100,867	100.0%	$ (740,222)	$ (138,840)	$ (4,479,605)	$ 1,742,200

SAN DIEGO COUNTY
REGIONAL AIRPORT AUTHORITY

Draft Memo-to-File

Date: October 3, 2011

To: FILE

By: Larry Rodriguez, Senior Procurement Analyst

From: Evaluation Panel: Vernon Evans; Jim Myhers; George Condon; Angela Shafer-Payne; Keith Wilschetz; David Boenitz

Copy: Thella Bowens, President/CEO; Jeffrey Woodson, Vice President – Administration, Jana Vargas, Director – Procurement

Subject: **Parking Management Services RFP – Best and Final Offer Evaluation**

Background: On September 1, 2011 the Authority Board directed Staff to request a Best and Final Offer ("BAFO") from the two highest ranked Respondents: Ace Parking Management, Inc. and Standard Parking Corporation. On September 19, 2011 BAFO letters were sent via e-mail to Ace Parking Management, Inc. and Standard Parking Corporation. The BAFO letters outlined the procedure for the Respondents to follow, the criteria (and assigned maximum possible points) for which the Panel sought clarification, and identified a deadline of 12:00 p.m. September 29, 2011 for submission of the BAFO.

Submission of Responses: On September 28, 2011 the Authority received a BAFO response from Standard Parking. On September 29, 2011 the Authority received a BAFO response from ACE Parking.

Evaluation of BAFOs: On September 30, 2011 the Evaluation Panel collectively reviewed and discussed the BAFO responses. Following is the Panel's final scoring matrix:

Evaluation Criteria►	Experience & Qualifications	Plan of Operation	Proposed Fees/Cost	Worker Retention Program	BAFO Sub-Total	RFP Initial Evaluation Total	Final Total
Maximum Pts►	25	35	15	2	77	102	179
ACE Parking►	18	30	15	2	65	89	154
Standard Parking►	23	33	13	2	71	95	166

Recommendation: Award an agreement to Standard Parking Corporation for a five year term and an amount not to exceed Thirty-five Million Five Hundred Thousand Dollars ($35,500,000) over the entire of the Agreement.

SECTIONS

1 **Best and Final Offer**
- Ace Parking

2 **Best and Final Offer**
- Standard Parking

3 **Best and Final Offer**
- Authority Request
- Questions & Answers

4 **RFP Evaluation Matrix**
RFP Response
- Ace Parking

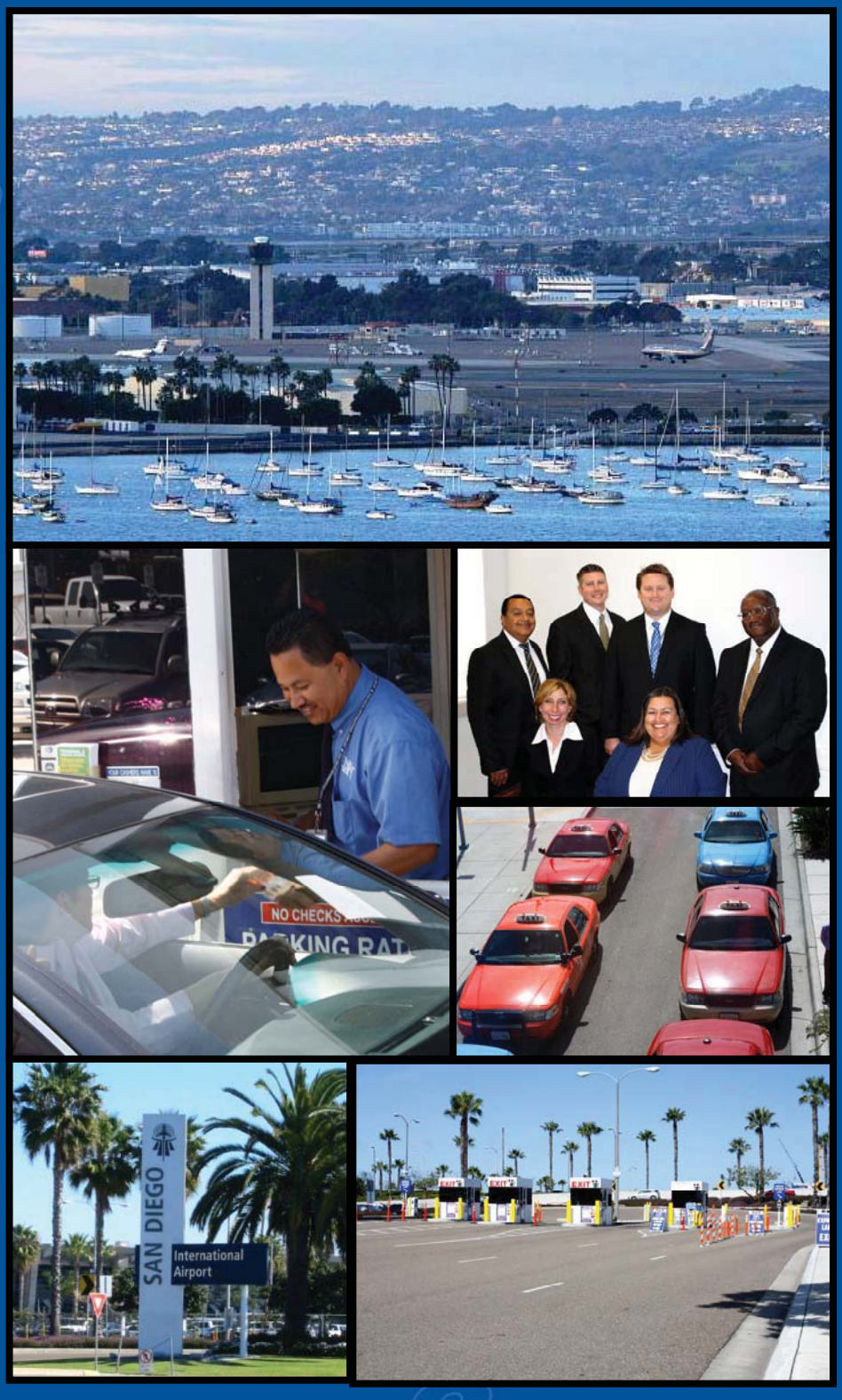
5 **RFP Response**
- Standard Parking

AVERY® READY INDEX® 600083

Section 1 of 5

BEST AND FINAL OFFER

PARKING MANAGEMENT SERVICES
For San Diego International Airport



SUBMITTED BY:

ace parking

our mission

By valuing our employees, listening to our clients, and operating under the ideals of moral integrity, quality, and accountability, we will lead the parking industry in service and financial results for our clients.

Scott A Jones
Chairman

John Baumgardner
Vice Chairman & CEO

Steve Burton
President

Keith B Jones
Managing Principal

Founding Member of the
National Parking Association

September 29, 2011

Mr. Larry Rodriguez
Sr. Procurement Analyst
San Diego County Regional Airport Authority
Commuter Terminal, 3rd Floor
3225 North Harbor Drive
San Diego, CA 92101

Via Email and
Messenger Delivery

Re: Parking Management Services – RFP – BAFO Response
Dear Mr. Rodriguez,

Introduction

The Parking Services Contract is a revenue generating contract which, in our opinion should be of great importance to the Board. Ace Parking has demonstrated in our BAFO proposal and plan of operation our ability to generate significantly more revenue than Standard Parking through improved superior technology, and by operating with a lower **guaranteed budget** and management fee. We can achieve this because of greater experience at the Airport and efficiencies, thereby improving the traveling public's experience. We lead the industry with enhanced customer service and the ability to tailor the operation to the Authority's need. Even though we are a local San Diego based company, we are a worldwide leader in parking management.

We have thoroughly explained and in some cases enhanced our plan of operation to improve the financial reporting capabilities to the Authority, provide innovative and measurable customer service enhancements, and to improve and maximize revenues for the SDCRAA.

The highlights of this BAFO proposal and the reasons we believe we can provide the best Parking Management Services for the San Diego International Airport are as follows. A more detailed BAFO is attached for your review. Please consider this BAFO as a supplement and enhancement to our original Proposal and the commitments that we have made to Staff and to the Board at the last Hearing. Anything in original Proposal that is not addressed in this BAFO is hereby incorporated by reference and should be considered a part of this BAFO.

BAFO Management Fee and Operating Budgets

Ace Parking appreciates the opportunity to fine tune our original operating budget and management fees thru this process. We found several areas where we could further reduce our already low proposed operating budget. We were also able to lower our proposed management fee based on the fact that Ace Parking has already been awarded the Shuttle Contract. We indicated to Staff in our original proposal that if we were successful in getting both contracts we would reduce our management fees for the Parking Management service. As such, we propose to lower our management fee by a total of $330,000 over the 5 year period. We have also been able to reduce

operating expenses by $2,100,000 over the same 5 year period. **Ace Parking hereby guarantees this operating budget.**

Experience

Experience is extremely important. While Standard Parking may have in its portfolio more airports, this should not have resulted in Standard gaining more points for Airport parking experience. As was seen by Standard's original Proposal they were not able to determine proper staffing, did not staff the Commuter Terminal, and could not put together a competitive Budget.

Ace Parking has had experience at many airports that are the same or larger size and scope as the San Diego International Airport. Because Ace has managed the parking at the San Diego International Airport for many, many years, we were able to establish the lowest budget and management fee. Further because of our wealth of knowledge at Lindbergh, we were able to offer significant Enhancements that will generate even more revenue for the SDCRAA. We are the only company that proposed to integrate the San Diego County Regional Airport Authority's own Ground Transportation Plan. We are the only company that proposed a plan of operation that moves forward in the direction that plan mandates. Ace Parking also has experience and a plan to lower green house gasses, a requirement of AB 32 and objective of the Ground Transportation Plan.

Technology and On-Line Financial Reporting

Ace Parking has all of the technological and online reporting capabilities of any parking company in the country. This includes allowing the Airport access to real time data, reporting and financial information through our **MyAce Client Portal**. Kronos, our biometric time keeping system, will provide payroll auditing and management controls, time keeping and online reporting. Additionally, as part our proposal, Ace Parking will purchase the Web PARC/s management software package, on behalf of the Airport, that is necessary for bringing the current parking revenue and statistical reporting system online and in real time.

This software system upgrade will enable Ace Parking to put the entire parking operation online and allow the Airport access to real time reporting and statistical data. This system will also allow the SDCRAA to implement a public sign messaging system and smart phone applications to provide to your parking customers with real time parking space availability and location information. Additionally, Ace Parking will offer online booking, the ability to make parking reservations, and a frequent parker program that will promote additional parking business/revenues to the Airport Authority.

This proposed technology is critical to the ability to generate more revenue for the Airport Authority.

Ace Parking's Proposed Marketing and Enhancement Plan

Within the BAFO response, we expanded on our proposed operating enhancements. The first 3 enhancements are included in our management fee and the financial benefits from implementing them are included in our proposed BAFO operating budget. The chart listed below shows a summary of the key enhancements proposed:

Taxi Staging and Hold Lot Monitoring System	**$ 40,000**
Mobile License Plate Recognition Inventory System	**$ 100,000**
Web PARCS Software Upgrade	**$ 25,000**
Total Enhancements Paid by Ace Parking	**$ 165,000**

Enhancement	Benefit
Taxi Staging & Hold Lot Monitoring System	**$37,000 cost –** Ace Parking providing $90,000 in annual payroll savings
Mobile License Plate Recognition Inventory System	**$100,000 cost –** Ace Parking providing **$50,000** in annual payroll savings
Web PARCS Software Upgrade	**$25,000 cost –** Ace Parking providing online reporting software
Restriping T1 lot Adds 130 spaces	**$1,000,000 plus** in additional parking income & enhance customer service
Credit Card Express Exit all facilities	**$450,000** in annual payroll savings
Installation of Solar Energy Canopies & Premium Priced Covered Parking T1 & T2	**$400,000** in additional parking
Valet Concierge Services	**$12,000** in income to Airport & increased customer services
Airport Marketing Plan & VIP Parker Program	**$750,000** in additional revenues
New ZEAG System San Park Pacific	**$80,000** annual payroll savings starting in 2013 to 2014
Overhead lighted message sign San Park Pacific Hwy Lot	**$110,000** + increased parking revenues annually

Customer Service and Training Program

Ace Parking is known in the industry for our outstanding customer service. Ace Parking's formal training program, **Ace Academy™**, is a valuable system that allows us to thoroughly train and retrain all of our employees throughout the company and most importantly at the San Diego International Airport. Ace Parking has received many awards and recognitions for this customer service training program. Through our Ace Academy™ Curriculum, we use the **EXCEED! Customer Service** training program to ensure our team members can deliver the highest levels of customer service. We do not just deliver extraordinary customer service, we strive to exceed it. Each of our team members know they must take the "extra step" to exceed our customers' expectations and we reinforce this notion by re-energizing them with the required skills for excellent customer service. We currently offer six (6) customer service modules to enhance the customer service experience and four (4) customer service modules for managers. The courses are revised annually.

ACDBE Vendors - $457,000 on an annual basis

Even though ACDBE vendor utilization was not a weighted consideration for the original RFP and it is also not a part of the consideration for the BAFO proposal response, Ace Parking takes this responsibility very seriously. Ace Parking has long been a part of the business community supporting qualified ACDBE service vendors and suppliers. At SDIA, we currently utilize 13 companies that are ACDBE certified. These companies represent approximately $457,000 of annual expenditures from our annual operating costs.

Worker Retention

Ace Parking will meet and exceed the minimum requirements of the Airport's Worker Retention Program in all aspects. We will retain 100% of employees with 1 year of tenure or more at their current rates of pay or higher plus current benefits and seniority. They will not have a 90 day probation period. We have no qualifications to this and no subjective and "unstated" company criteria.

We will also exceed the Airport's Worker Retention Program by retaining all employees that have less than 12 months tenure as well as all employees that are not covered by the plan. These employees, including all management, will be retained at current or higher salaries and continue with all benefits and seniority.

Finally, we are the only company that can commit to retaining any employee that may lose their position due to labor force reductions (as a result of introduction of proposed equipment and efficiencies). These employees will be transferred to one of our other 100+ Ace Parking owned and/or managed parking facility locations within the San Diego, so that those employees will not lose their jobs.

As you review our BAFO Proposal, we are hopeful that the Board will agree that Ace Parking is uniquely positioned to provide the operational expertise, the technological innovation, the local executive support, and the community commitment that will fulfill the SDCRAA's high expectations.

We appreciate your time and consideration of our BAFO. We look forward to continuing to provide Parking Service Management Services to the SDCRAA at San Diego International Airport.

Sincerely,

Steve Burton
President

Keith Jones
Principal

cc: Jana Vargas via email and messenger

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1. AIRPORT PARKING 5 YEAR PRO FORMA

***Airport Parking 5 Year Pro Forma**: (15 points). Complete "Attachment A" – Airport Parking 5 Year Pro Forma. "Attachment A" is intended to be a summary of the Annual Base Management Fees, Payroll Expenses and Operating Expenses by category and subcategory, as listed on the form. The summaries shall include all items to be expensed under in the Parking Management Services contract. Respondents are requested to provide their best price for the Base Management Fees. Payroll Expenses and Operating Expenses.*

The original RFP process stated that the proposed operating budget will be binding. We submitted our budget with this understanding and will guarantee our BAFO expense budget as required per the RFP and presented in our proposal.

BAFO Budget –In an effort to give the SDCRAA the most competitive and attractive bid, we have further lowered our operational budget. This is a testament to our commitment to continue as the Parking Management partner for the San Diego International Airport. We have attached our BAFO budget for your review and consideration.

The table listed below shows our 5 year BAFO Budget in comparison to our original proposal budget. It also reflects the Standard Parking original Proposal.

Budget Year	Standard's Original	Ace Parking's Original	Ace Parking's BAFO
2012	$5,623,303	$5,129,968	$4,833,450
2013	5,768,873	5,250,799	4,956,077
2014	5,937,006	5,375,218	4,870,647
2015	6,110.733	5,503,250	4,994.015
2016	6,290,283	5,634,983	5,121,134
5 Year Total	**$29,730,198**	**$26,894,218**	**$24,775,323**

Our proposed BAFO operating budget, shown in Attachment A, is over **$2,100,000 less** than our original proposal budget and nearly **$5,000,000 less** than Standard's original operating budget. The largest savings are a result of payroll and payroll related savings from the implementation of enhancements **paid for by Ace Parking** that will reduce staffing and staffing related operating costs even further. Additional, payroll savings will come when the parking equipment in T1 and T2 parking facilities is replaced towards the end of FY 2013. This equipment will allow for additional automation of the cashiering lanes.

Attachment A- Airport Parking 5-Year Pro Forma

Income	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
	Terminal 2 is scheduled to reopen in December of 2013. This should drive revenues up by approximately 10% during the 2nd half of FY2013. FY2014 should see an increase of an additional 30% due to having a full year with T2 revenue. T2 will be larger by 1000 spaces as well.	31,115,184	34,139,054	44,067,867	44,949,225	45,848,209

Instructions: Attachment A is intended to summarize Annual Base Management Fees, Payroll Expenses and Operating Expenses by category. The summaries shall include all items to be expensed under in the Parking Management Services contract. Respondents are requested to provide their best price for the Base Management Fees and to be prepared to substantiate all expenses and costs.

EXPENSES - PAYROLL	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
Management	GM, AGM, OPS Mgr, Valet/CSR Mgr, Pac Highway Mgr, HR Mgr, Ops Supervisors, CSR Supervisors, Valet Supervisors	856,073	881,755	908,208	935,454	963,517
Staff	Audit, Office Coordinators, Cashiers, Lot Checkers, Maintenance, CSRs, Valet, Clerical	2,291,874	2,361,155	2,248,937	2,316,405	2,385,897
Payroll Burden	PROH, H&W Benefits, Payroll Processing	666,485	688,259	689,788	712,411	735,822
Other	Vacation Pay, Recruiting	139,118	142,982	139,618	143,473	147,440
Sub-Total Payroll Expenses		**3,953,550**	**4,074,151**	**3,986,551**	**4,107,743**	**4,232,676**

Operating Expenses	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
Utilities and Trash Removal	Telephone, Water & Sewer, Electricity, Janitorial Supplies	119,700	120,000	120,299	120,601	120,901
Maintenance, Repairs and supplies	Supplies, Uniforms, Tickets & Decals, Signs, Lockouts, Equipment Rental, Equipment	543,600	544,821	546,181	547,547	548,915
Vehicle and Fuel Expenses	Vehicle Fuel and Maintenance	31,200	31,278	31,356	31,435	31,513
Office Expenses	Office Supplies	38,100	38,195	38,291	38,386	38,482
Security services expenses	Armored Transport, Professional Security	95,700	95,925	96,152	96,378	96,607
Special projects	Employee Incentives, Shopping Tests, Surface Repairs, Misc. Expense	51,600	51,710	51,817	51,926	52,034
Sub-Total Payroll Expenses		**879,900**	**881,929**	**884,096**	**886,273**	**888,452**

TOTAL EXPENSES BEFORE BASE MANAGEMENT FEE	**4,833,450**	**4,956,080**	**4,870,647**	**4,994,016**	**5,121,128**
Base Management Fee	**320,000**	**440,000**	**455,000**	**465,000**	**495,000**
TOTAL EXPENSES	**5,153,450**	**5,396,080**	**5,325,647**	**5,459,016**	**5,616,128**

INCOME	DETAIL	FY2012	FY2013	FY2014	FY2015	FY2016
	Estimated Annual Revenues					
Transient		30,720,000	33,792,000	43,929,600	44,808,192	45,704,356
Employee Parking		1,095,600	1,117,512	1,139,862	1,162,659	1,185,913
Credit Card Fees		(700,416)	(770,458)	(1,001,595)	(1,021,627)	(1,042,059)
TOTAL INCOME		31,115,184	34,139,054	44,067,867	44,949,225	45,848,209
EXPENSES	DETAIL	FY2012	FY2013	FY2014	FY2015	FY2016
PAYROLL						
Management						
General Manager		93,000	95,790	98,664	101,624	104,672
Asst. General Manager		60,000	61,800	63,654	65,564	67,531
Operations Manager		50,000	51,500	53,045	54,636	56,275
Valet/CSR Manager		52,000	53,560	55,167	56,822	58,526
Pacific Hwy Manager		45,000	46,350	47,741	49,173	50,648
HR Manager		47,000	48,410	49,862	51,358	52,899
Ops Supervisors		329,201	339,077	349,249	359,727	370,518
CSR Supervisors		90,520	93,236	96,033	98,914	101,881
Valet Supervisors		89,352	92,033	94,794	97,637	100,566
Management Sub-Total		856,073	881,755	908,208	935,454	963,517
Staff						
Audit		103,981	107,101	110,314	113,623	117,032
Office Coordinators		65,083	67,036	69,047	71,118	73,252
Cashiers		857,147	883,386	726,835	748,640	771,099
Lot Checkers		60,152	61,957	63,815	65,730	67,702
Maintenance		106,872	110,078	113,381	116,782	120,285
CS Reps		474,208	488,434	503,087	518,180	533,725
Valet		560,366	577,177	594,493	612,327	630,697
Clerical		64,064	65,986	67,965	70,004	72,105
		2,291,874	2,361,155	2,248,937	2,316,405	2,385,897
Other						
Vacation		125,918	129,716	126,286	130,074	133,977
Sub-Total Payroll Expenses		3,273,865	3,372,626	3,283,430	3,381,933	3,483,391

OPERATING EXPENSES	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
Overhead						
Payroll Overhead		360,125	370,989	361,177	372,013	383,173
Health Insurance		267,960	278,678	289,826	301,419	313,475
Recruiting, Testing & Training		13,200	13,266	13,332	13,399	13,466
Payroll Processing		38,400	38,592	38,785	38,979	39,174
Employee Incentives		10,200	10,226	10,251	10,277	10,302
Shopping Tests		13,800	13,814	13,828	13,841	13,855
Armored Transport		32,400	32,562	32,725	32,888	33,053
Professional Security		63,300	63,363	63,427	63,490	63,554
Supplies		88,800	89,022	89,245	89,468	89,691
Uniforms		69,600	69,635	69,809	69,983	70,158
Tickets & Decals		70,800	70,977	71,154	71,332	71,511
Signs		8,400	8,421	8,442	8,463	8,484
Vehicle Fuel and Maintenance		31,200	31,278	31,356	31,435	31,513
Lockouts		1,200	1,203	1,206	1,209	1,212
Equipment Rental		77,400	77,594	77,787	77,982	78,177
Janitorial Supplies		53,700	53,834	53,969	54,104	54,239
Office Supplies		38,100	38,195	38,291	38,386	38,482
Equipment Repairs & Maint.		219,000	219,548	220,096	220,647	221,198
Surface Repairs		9,000	9,023	9,045	9,068	9,090
Telephone		33,000	33,083	33,165	33,248	33,331
Water and Sewer		3,000	3,008	3,015	3,023	3,030
Electricity		30,000	30,075	30,150	30,226	30,301
Misc. Expense		18,600	18,647	18,693	18,740	18,787
Customer Service		8,400	8,421	8,442	8,463	8,484
Sub-Total Operating Expenses		1,559,585	1,583,451	1,587,216	1,612,082	1,637,743
Total Expenses		4,833,450	4,956,077	4,870,647	4,994,015	5,121,134
NET OPERATING INCOME		26,281,734	29,182,977	39,197,221	39,955,210	40,727,076

2. EXPERIENCE & QUALIFICATIONS

Experience & Qualifications: *(25 points). Describe Respondent's relevant experience demonstrating a capable, working knowledge of performing the services requested in this RFP. Provide information related to employee training, revenue enhancement, cost containment, financial/audit reports, and other relevant programs and methodologies implemented and included in your base operations for Parking Management. Describe three similar agreements with similar management responsibilities (parking management services, ground transportation services and valet services) performed by Respondent during the past five (5) years.*

Six Decades of Parking Experience

For over 61 years, Ace Parking's only business has been the operation of parking facilities. Currently, we operate every conceivable type of parking application including Airports and off airport parking, shuttle bus operations, regional and downtown office complexes, hotels, hospitals, shopping and entertainment centers, stadiums and arenas. Ace Parking operates over 450 locations and services nearly 250,000 customers per day across the United States.

As your Parking Operator for 36 years, Ace Parking has introduced automated systems, valet, off airport parking and many other programs that improve the service and revenues of the Airport. For the past four years, Mike DeGraffenreid has been instrumental in every aspect of the parking operations at SDIA. He is extremely knowledgeable and experienced in every facet of the Airport's current parking operations as well as the near future during the construction phase. His qualifications go beyond four years at SDIA and include six years at Phoenix Sky Harbor Airport.

With Ace Parking's long history and relationship with the Airport, our experienced and qualified site manager and our local corporate support, Ace Parking is the most experienced operator for San Diego International Airport.

Airport Division

Ace Parking has had a separate airport division since 1991. It was started by Steve Burton, our President. We recognized early on that if we were going to manage airport and airport related parking and transportation operations we would need to concentrate our efforts to meet their unique challenges.

We understand that Airport parking is a very large operation with many different facets and, in order to perform our end of the partnership, we have to remain focused on each airport as though they were the only one. **The focus of our Airport Division is not to be the biggest, but to deliver the best quality parking management services possible.** To do this, we **MUST** bring innovative revenue enhancement ideas, cost containment strategies and have our executives accessible for our clients. Our long term and personal approach to Airport Parking Management has proved successful. Over the last 12 months, three of our current Airport clients, Phoenix, Tucson and Palm Springs have **all** chosen to renew their contracts with us. We believe this is a true testament that our operational philosophy and commitment to personalized service to our client is the most effective in the industry.

This division is still overseen by Steve Burton, a parking executive with over 27 years of nationwide parking experience. Over the last 20 years, Ace Parking has managed 7 Airports and over 30 off-airport parking, transportation, valet and customer service facilities and operations for a total of 40 airport related projects.

In the division's history, we have managed nearly 100,000 airport parking spaces over the years and have generated and collected approximately $200,000,000 in parking revenues on an annual basis from these facilities. Our Airport division has over 1,500 employees working and includes nearly 100 shuttle buses of various sizes in our fleet. Our employees in this division have a singular focus of servicing the traveling public with their parking, valet, shuttle and customer service needs.

A Partial Listing of Airport Parking, Valet, CSRs & Transportation Experience are listed below:

Facility	Number of Stalls	Valet/CSRs/Shuttles	Years Operated	Number of Employees	Gross Revenues
San Diego International Airport	7,400	Valet CSRs Shuttles	36	180	$32MM
Tucson International Airport Economy Shuttles	8,400	CSRs Shuttles	16+	40	$6MM
Phoenix Sky Harbor Airport	25,000	Valet (within 12 months) CSRs	11	250	$75MM
Palm Springs International Airport	1,500	Valet (starts 11/1) CSRs Shuttles	6	20	$2.2MM
Portland International Airport	13,000	CSRs	15	150	$36MM
Bob Hope International Airport	3,250	Valet CSRs Shuttles	5	50	$12MM
QuickPark LAX	5,000	Valet Shuttles	10	47	$8.2MM
Seattle Int'l Airport SeaTac Park and Fly	1,170	Valet Shuttles	6	24	Confidential
LAX Airport Car Barn Airport Parking	2,600	Valet Shuttles	4	35	$6MM
Los Angeles QuikPark Airport Express	800	Valet Shuttles	5	30	$1.5MM
Oakland QuikPark Airport Express	526	Valet Shuttles	12	12	$1MM
IAH AirPark Park and Fly	1,150	Valet Shuttles	5	39	$3MM

Partial Listing of On-line Parking System Experience are below:

Facility	Type of System	Installed/Implemented System
San Diego International Airport	Zeag/CTR	Yes – every aspect of installation and all upgrades
Tucson International Airport	Scheidt & Bachmann	Yes – every aspect of installation and all upgrades
Phoenix Sky Harbor Airport	Scheidt & Bachmann	Not initial install; but all upgrades since 1996
Portland International Airport	Scheidt & Bachmann	Yes – every aspect of installation and upgrades up until 2007
Palm Springs International Airport	Amano McGann	Yes – every aspect of installation and all current upgrades
Irvine Companies (32 locations)	Amano McGann	Yes – every aspect of installation and all upgrades
Horton Plaza	Amano McGann	Yes – every aspect of installation and all upgrades

Ace Parking has been an integral partner with each of these airports and distinctive clients in the implementation and upgrading of fully automated parking operations over the years. This ongoing experience is valuable to SDIA as we continue to upgrade the Zeag/CTR systems through the current green build project.

Zeag/CTR Parking System Expert

Ace Parking is considered an expert in the implementation and operation of Zeag/CTR parking systems. For the past 20+ years, Ace Parking has worked with San Diego International Airport to ensure the revenue control system provides the controls and reporting capabilities to meet all your needs.



San Diego International Airport Experience

Ace Parking has extensive experience in revenue control systems planning, design, and operations specific to multiple site parking operations, especially at San Diego International Airport. For 36 years, we have created a strong partnership and a proven track record of successful management of all airport parking operations at SDIA. Ace Parking's seasoned leadership at SDIA managed the entire process of the purchase and installation of San Diego International Airport's last two revenue control systems. We know Zeag/CTR revenue control systems better than most of our competitors. To date, we have been working with their systems for over 20 years.

Ace Parking has been a partner with SDCRAA on all of the transportation related aspects of your Ground Transportation Plan, Master Plan and Green Build Project. No other company has this local expertise and experience as well as the only parking company to integrate the San Diego County Regional Airport Authority's own Ground Transportation

Plan into its daily operation of both the parking and shuttle operations. We are also the only parking company that has proposed a parking plan of operations that moves forward in the direction this plan mandates. Ace Parking also has experience and a plan to lower greenhouse gases and to partner with SDCRAA in helping to meet the requirements mandated in AB 32. Partial listings of programs we have instituted or propose to institute are listed below:

- Shuttle fleet is 100% compliant with 2015 alternative fuel mandate
- Solar powered parking equipment
- Ace Parking Employee "Go Green" recycling program
- Utilization of environmentally friendly cleaning and maintenance products
- Green car wash service
- Utilize recycled paper products for forms, tickets and other printed materials
- Document recycling program
- Solar Trees covered parking canopies

Distinct Difference

Ace Parking's ability to find creative solutions for today's growing parking challenges while maximizing the revenue for clients has and always will be our distinct differentiating factor. Our methodology puts emphasis on providing a positive and efficient parking experience for our client's customers all while maintaining service levels and maximizing revenue for our clients. This thought process is a part of each Ace Parking Team Member's DNA.

Unique Advantage – Local, Home Office Support & Local Relationship

Ace Parking Management has the unique advantage of being headquartered and based in San Diego. As such, you will have direct access to ownership and all corporate officers at any time allowing us to **immediately respond to your needs in person** if necessary. This is something that **Standard Parking cannot offer** at an Airport located in San Diego. Parking is a customer service oriented and a human to human business. No matter how large a parking company is and no matter how much online technology and training they have to offer they cannot utilize it to be more operationally advantageous than Ace Parking with its executives living in and its corporate headquarters located in San Diego.

Ace Parking utilizes the latest technologies in the parking industry. The biggest difference between Ace Parking and Standard is our local availability to address any issues at the Airport or with Staff without having to get on an airplane**.** When you have a partner who is headquartered in your market, you have access to **Instant human interaction, instant client and customer satisfaction and instant ability to solve problems.**

Ace Parking's Executive Team that **lives and works in San Diego** has **over 200 years** of **parking experience** for the Airport to draw upon. Each and every one of them can and has been involved with SDIA over the years. This level of local involvement is an unsurpassed value that the Airport has the ability to capitalize on.

Ace Parking's Management Team		
Name	**Title**	**Years of Experience**
Steve Burton	President & Airport Division	27
Scott Jones	Chairman & Owner	40
Keith Jones	Managing Principal	8
John Baumgardner	CEO & Vice Chairman	25
Brian Gansert	President, Operations	15
Jon Gjerset	Chief Information Officer	20
Ross Seibert	Chief Financial Officer	25
Mike Tweeten	Senior VP Operations	20
Tracy Hicks	Senior Audit Manager	15
Michelle Dente	VP Human Resources	21
Total Years	**Executives in San Diego**	**216 years**

Employee Training, Learning & Development

Ace Parking's number one asset is our people. We invest a significant amount of time and resources to recruiting team members and then strive to further nurture and develop each employee. Training doesn't end at the conclusion of new hire orientation, it continues throughout the employee's entire career. Our dedicated Training, Learning and Development department travels to each Ace Parking location to give onsite, personalized training, as well as online modules as needed. Please see our dedicated Training, Learning & Development Program **in Section 3. Plan of Operation, d. Training Programs,** which that exemplifies how we strive to nurture our number one asset, our people.

Revenue Enhancement

Ace Parking was the only company to provide detailed site specific enhancement programs for the Airport's parking operations in our original proposal. These enhancements included several programs that would be financed at no cost to the airport out of our proposed management fees. Specifically Ace Parking will pay for the following enhancements:

Taxi Staging and Hold Lot Monitoring System	$ 40,000
Mobile License Plate Recognition Inventory System	$100,000
Web PARCS Software Upgrade	$ 25,000
Total Enhancements Paid by Ace Parking	**$165,000**

Ace Parking's Key Site Specific Enhancements

Enhancement	Benefit
Taxi Staging & Hold Lot Monitoring System	**$37,000 cost –** Ace Parking Providing - $90,000 in annual payroll savings
Mobile License Plate Recognition Inventory System	**$100,000 cost –** Ace Parking Providing - **$50,000** in annual payroll savings
Web PARCS Software Upgrade	**$25,000 cost –** Ace Parking Providing – on-line reporting software

Restriping T1 lot Adds 130 spaces	**$1,000,000 plus** in additional parking income & enhance customer service
Credit Card Express Exit all facilities	**$450,000** in annual payroll savings in last 3 years of contract
Installation of Solar Energy Canopies & Premium Priced Covered Parking T1 & T2	**$400,000** in additional parking
Valet Concierge Services	**$12,000** in income to Airport & increased customer services
Overhead lighted message sign San Park Pacific hwy	**$110,000** + increased revenues annually - Increased visibility
Airport Marketing Plan & VIP Parker Program	**$750,000** in additional revenues

For detailed descriptions of our Revenue Enhancement proposed programs, please see **3. Plan of Operation, letter g.**

GREEN PARKING INITIATIVES

We want to help you meet the goals that have been outlined in AB32 and the Airport's Sustainability Program. Ace Parking has made efforts to follow some of the tips and strategies presented by environmental groups to help airport professionals make going green a priority every day. We continually bring new concepts and ideas forward to clients. Just as SDCRAA is dedicated to "greening" the Airport industry, Ace Parking has started 'GREEN PARKING INITIATIVES'.



GREEN Ideas for Parking

- Regularly inspect all equipment
- Install occupancy sensors
- Convert inefficient lamps and ballasts to T8, T12 and T5 lamps
- Use recycled material in restroom paper products
- Harvest rainwater for landscaping
- Add composting to landscape maintenance plan
- Institute a tenant Energy Awareness program
- Hold an e–waste day and collect old printers, computers and electronics for recycling
- Use low–VOC paints, sealants and adhesives for improvements
- Work with vendors who have recycling programs



Solar Trees

Ace Parking is following in the footsteps of The University of California in San Diego (UCSD), who in Sept. 2008 started an unusual forestry project on the



roof of two of their parking garages. The “Solar Trees”, constructed on the roofs, are comprised of steel components fitted with a canopy of Kyocera photovoltaic modules to provide solar energy for the University. Each Solar Tree will generate more than 17,000 hours of clean energy per year, which is enough to power more than four single-family homes and avoid 13.2 metric tons of carbon emissions.

Ace Parking would like to encourage the utilization of Solar Trees for any future garages under consideration. By installing parking canopies in designated areas, it will provide desired covered parking for customers.

Each grove can be sized and positioned to meet the needs of the facility and the single support column per tree allows for unhindered maneuverability about the parking area. Unique heavy-duty light fixtures turn on automatically at dusk and shine up toward the canopy, which illuminates the parking area for nighttime safety and translucent solar modules act like leaves to allow dappled sunlight to pass through. The tilted canopies of Solar Trees also help to route and filter rainwater run-off.



Discounted and Complimentary Parking

Ace Parking offers preferred parking spaces or a discounted parking rate for patrons who choose to drive economical gasoline/electricity hybrid vehicles and offers free access for people who choose to commute via bicycle/motorcycle. This could count as much as 3-points towards LEED building certification.

Solar-Powered Parking Equipment

Ace Parking uses non-polluting, solar-powered parking equipment at many locations.



Environmentally Friendly Shuttle Buses

Ace Parking has transitioned numerous shuttle bus fleets over to environmentally friendly models which use eco-friendly propane or clean-burning natural gas.



Green Carwash

Ace Parking is transitioning carwash operations to Green Carwashes which use water-recapture systems and biodegradable cleaning products.

Energy Efficiency and Water Conservation

Ace Parking encourages our clients to use energy efficient bulbs for facility lighting. Additionally, Ace Parking promotes using low flow water systems for facility bathrooms and garage cleaning equipment. We have also completed many garage retrofits to save up to 35% on power usage and garage lighting expenditures.



Ace Parking Recycle Environmental Program
San Diego International Airport

Document Recycle Plan
In compliance with the San Diego County Regional Airport Authority document retention policy, various materials, including parking tickets, are held in offsite storage. When the documents fall outside of the retention period, depending on sensitivity, the documents are shredded on site and taken to Kearney Mesa Recycling Center.



Materials we recycle
- Parking Tickets
- Cashier's Reports
- End of Month Reports
- Old Airport Flyers
- Old Valet Tickets
- Old CSRs Dispatch Tickets
- Credit card related documentation
- Vehicle Inventory Reports
- Office sensitive paper work

Ace Parking Environmentally Friendly Maintenance Procedures
- Trucks are washed by an approved environmental friendly company; no water runoffs into storm drains
- Company Trucks and carts are serviced and regularly maintained
- Small amounts of gasoline are secured and stored in Hazmat approved containers
- Spray paint does not contain fluorocarbons
- All parking storm drains are kept clean and clear of debris
- No hazardous materials are allowed into storm drains
- All electronic equipment is recycled thru SDCRAA program
- All recyclable materials are placed in proper containers for collection
- We use spill absorbent materials that are environmentally friendly
- Many products used on premises are Green Seal Certified
- Air conditioning filters are cleaned and replaced on a regular schedule
- Environmentally friendly certified fire extinguishers and hand dryers are used on site
- Overhead lighting fixtures have screen covers with energy efficient light bulbs
- We have implemented the following plans:
- Ace Parking Spill Prevention Plan
- Ace Parking Spill Inspection Form
- Ace Parking Spill Response Plan



Ace Parking GO GREEN Program
Ace Parking at the San Diego International Airport encourages our employees to reduce, recycle and reuse. Every office and break room is equipped with recycling containers and a Go Green Communication Board is posted in common areas and updated regularly.

Cost Containment

Our company philosophy and methodology is centered on keeping operating costs to a minimum. Ace Parking utilizes many initiatives to ensure optimal containment including internal processes, revenue control systems and practices and reports to assist every team member involved with parking operations in containing costs. Below are some of those initiatives:

Proactive Staff Level Management for Maximum Profitability

Wages are one of the largest operating expenses for any parking operation. As such, effective staffing is one of the most important factors to running a profitable airport parking operation. Demand for parking changes from day to day, week to week, and month to month in an airport environment. Therefore, it is important to understand the trends; including peak, normal and slow travel periods. Staffing should always be reflective of airport activity as a whole.

Kronos Time & Attendance System

Kronos allows us to set budgeting parameters for payroll and payroll hours and will automatically alert our management team for any overages that occur on a daily basis. This allows adjustments to be made in real time for staffing levels. The system also allows us to control labor costs by minimizing data entry errors and enforcing pay and attendance policies. This system also eliminates employees punching in for one another because it requires a finger-scan to clock in and out.

Vendor Rebids

Ace Parking solicits bids from vendors on an annual basis to ensure the Airport receives the best possible prices for products and services. As part of our annual budgeting process we see competitive bids on all major service and product providers for the parking operation. We recognize the importance of utilizing LBEs and DBEs whenever possible and always seek to include them in our bid process. Additionally, we are able to leverage our buying power with large national corporations to provide the best price for the airport.

iTrack

iTrack is Ace Parking's internal online system for processing invoices and has a very stringent check and balance system. iTrack manages cost categories and will not allow for any invoices to processed if the category is already at or above budget. Any invoice over budget will be rejected and requires an explanation or a client approval. Financial controls and approval metrics are also included in iTrack that helps contain costs. Our site managers have a $1,000

approval limit, the regional or executive overseeing them has a $2,500 approval limit and anything expended over $2,500 requires the approval of the CEO. This approval process is automated to ensure all expense control protocols remain intact.

Budget Process
Our budget process consists of many levels of approval. Once a budget is created, it is reviewed by our President, Managing Principal and CEO.

Technology

Ace Parking utilizes the latest technology to maximize the parking operations at SDIA. Ace Parking was an integral partner with the Airport on the purchase and installation the Zeag/CTR PARCs systems that is used at SDIA. Ace Parking's knowledge of the PARCs system at SDIA is more in-depth that any other company can provide the Airport. We know its strengths and weaknesses like no one else can. We are also the parent company of SAS Equipment Company that is the only authorized distributor of ZEAG/CTR equipment in San Diego County. Our onsite team, corporate officers, and IT department all are qualified to recommend, install and utilize the latest parking equipment and its technology. Listed below are the site specific and corporate systems we have available to utilize on behalf of the Airport and include systems we are recommending.

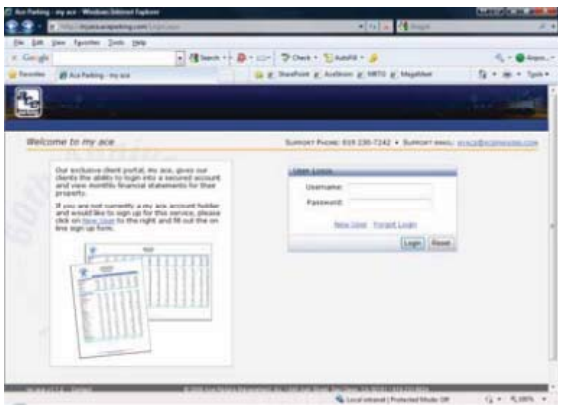
Real Time, Online Reporting –Web PARC/S™ Software from CTR Systems



In order to give the Airport real time, online statistical reporting, we will utilize Web PARC/S™ software. Web PARC/S™ is a web-based parking management application allowing authenticated users access via a web browser connected to the network. The Home page provides a dashboard view with actionable color-coded alarms and critical counter levels for the entire facility. Users can remotely view, manage, and control the current status of the Parking Equipment based on equipment location or type. This software offers expanded security and PA-DSS Compliant Software.

This software will provide real-time counts that can tie into smart phone apps as well as electronic roadway signage.

MyAce™ Online Client Portal



MyAce is a fully secured, online portal that gives our clients convenient access to monthly financials. Clients can pick and choose which reports they receive. Ace Parking offers a variety of standard reports and can create any number of custom reports based on the client's need.

Clients can choose to receive their reports online in addition to or in place of paper statements. Our online client portal provides detailed reports with line item drill down capability. This allows our

clients to see these reports in great detail including scanned invoices per line item as well as general ledger detail. Our robust system allows our clients to review historical data that goes back to when their partnership with Ace Parking began. Reports can be exported into Microsoft Excel files, which our clients can then use in their accounting practices if necessary.

A partial listing of our online reports include:

1. General Totals provides total revenue generated from booth Attendants, and parking automated machines (pay stations, automated lanes, fee computers). The report provides total transactions, number of validated tickets, number of tickets by rate structure ($2, $4, $6). The report provides gross revenue (validated tickets included), net revenue, total cash, total credit cards, total checks, and total lost ticket fees processed. Finally, the report provides revenue break down per machine followed with a cumulative page of all machines combined.
2. Attendant Totals has the same format as General Totals except it only tracks Attendants by log in codes. These reports are printed each morning and attached to Attendant shift reports for auditing.
3. Parking Fee Report provides the total number of tickets by rate structure ($2, $4, $6). This report is useful to track average ticket prices (ATP).
4. Average Ticket Price Report is an excel template developed by the Site Manager using data from the Parking Fee Report. This report is specifically used to track evening revenue. The data taken from this report was used to implement a $20 flat rate on weekends after 9pm.
5. Cumulative Transaction Report displays each transaction from all parking automated machines (pay stations, automated lanes, fee computers). The report provides gross revenue (validated tickets included), net revenue, entry time, and exit time for each transaction. This report is useful to track ticket information, and used to develop an analysis for programs such as flat rates, early bird parking, etc.
6. Duration of Stay Report provides the total number of tickets by time intervals. It also provides net amount and average ticket price by time intervals.
7. Debit Payment Report provides a revenue summary of all key card payments (not monthly cards). Office Assistants attach this to their shift report. Supervisors audit this report to confirm all debit payments were posted in the Ace Park database.
8. Variance Report was developed by the Site Manager to compare revenue, expenses, and net vs. PY. The report includes a narrative of revenue and expenses and included with the monthly P&L statement.
9. Entry and Exit Report provides the total number of tickets by hour. This report is useful to track peak hours and slow periods of traffic. Staffing schedules are developed using this data from previous years.
10. Card Activity Report tracks vehicle activity by individual card holders.
11. Point in Time Repot tracks vehicle activity by group card holders. This report is useful for monthly key card audits.
12. Count Activity Report provides garage occupancy by time intervals. This report is useful for Special Events. When we know the garage is going to be busy, we compare hourly traffic vs. PY.

13. Validation Summary Report provides individual transactions by validation machine, and cumulative totals. This report is used to bill the United States District Court who validates jurors.

Kronos Time & Attendance System

Ace Parking tightly controls labor reporting utilizing a state of the art Time & Attendance system from Kronos Incorporated. Kronos is the #1 ranked provider in the workforce management business and their system allows Ace to manage and control personnel in the most efficient way possible utilizing biometric time clocks and an online scheduling system.

The benefits of the Kronos system include:

- Electronic capture of time information: Ace Parking controls labor costs by minimizing data entry errors and enforcing pay and attendance policies at the time of the punch by utilizing biometric time clocks.
- Biometric Time clocks help control buddy punching (employees punching in for one another) with a simple finger-scan verification and the terminals include battery backup so employee time information is not lost in the event of a power outage.
- Compliance Requirements: Compliance risks are minimized by not allowing employees to work outside of their scheduled hours
- Efficiencies: Improved workforce productivity results from giving employees self-service access to information like scheduled hours and time-off balances. Managers are freed up to work on higher-level activities.
- Labor costs are better controlled by aligning business performance to predefined, best-practice workforce categories like overtime, absence, and schedule effectiveness.
- Workforce productivity is improved by better labor choices that put the right employee in the right place at the right time, which reduces under and over staffing.
- Over 100 labor reports are available to report on all aspects of employee activity, including Time Detail, Timecard Audit Trail, Job Transfers, Employee Schedules, Accruals, Absenteeism, and Break Rules.

Online Parking Permit Store

Ace Parking has partnered with iParq to give our customers the option of conducting many parking functions online. These include purchasing Monthly Barcode Permits which can be used on a monthly basis as payment is automatically deducted from the customer's credit card. The customer also has the option to add/delete vehicles or renew/cancel at any time.

AutoShift

AutoShift is a centralized web based reporting system, which replaced the paper based reporting of the cashier's daily revenue. Submitted reports flow through a three step approval process to ensure the accuracy of the data before it is uploaded into **Ace's General Ledger Previous Day Electronic Verification**

Each day, Ace Parking uses proprietary software to download details regarding the previous day's deposits from our bank's website. Reconciliations are then performed to verify deposits made to the bank are posted to the general ledger as well as to validate that all general ledger postings are also reflected at the bank.

On-Line Revenue Control Systems

Ace Parking location managers have extensive experience with various types of online systems. From the controlling computer in our office, we are able to print all of the reports needed to audit the operations or create location specific data reports as mentioned in the RFP. Some of the reports generated by these systems include:

Online License Plate Recognition System



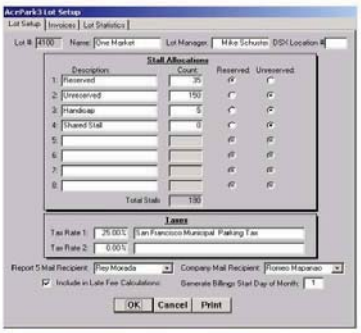
Ace Parking utilizes LPR systems whenever possible, which is why we are recommending this to the airport. The integrated LPR system is mounted on a vehicle and license plate inventory is done driving and scanning license plates versus manually imputing them on our current handheld LPI system. Once this is implemented we can utilize license plates for missing tickets by just typing in the license plate number. The fee computer will automatically search for the plate and charge the appropriate parking fees.

AcePark™

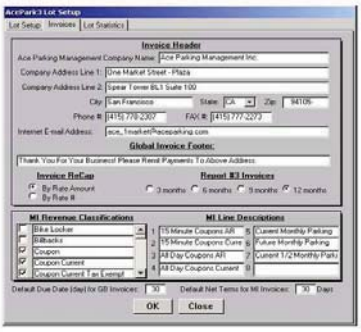
AcePark™ is our exclusive copyrighted on-line computer program designed specifically for the tracking and billing of monthly parking and coupon sales. Data on all monthly parkers for the location including name, company, address and phone number are kept in the program. As monthly permit sales are made, each parker is entered as paid for the month and this data is uploaded into our on-line revenue system. A daily report is generated for each day's sales showing payments received and invoices paid. Some of the reports that can be generated from the program include:

1. Lists of all paid and unpaid parkers.
2. Tenant rosters showing all individual and company paid parkers.
3. Comparison reports to the previous month.
4. Lists of new parkers and non-renewals.
5. Detail information on all parkers and companies.









The location manager is required to reconcile the Key Card system to AcePark™ monthly. The Audit Department will conduct periodic audits of these systems to ensure the integrity of our billing. If the location does not have AcePark™, a manual reconciliation of the paid monthly parker log to tenant roster will be conducted.

RevTrac™ is our exclusive copyrighted on-line revenue computer program. Data from AcePark™ and location revenue are uploaded on this system and linked to our back-office accounting system, PeopleSoft.

1. Transaction or Revenue reports by day, lane, shift, or cashier.
2. Lane reports showing total entrances and exits over a selected time frame.
3. Key Card reports showing active key cards, key card history, and current status.
4. Validation usage.
5. Rate reports showing how many parkers pay each individual rate.

PeopleSoft.

Ace Parking uses PeopleSoft Software to manage back office accounting and financial needs and is maintained by our accounting department. This system is tied into our revenue system and is used to create client monthly statements.

Financial Audit Reports

Ace Parking prides itself in being the very best company in our industry at revenue control and auditing. We have an extensive and comprehensive revenue control and audit program that includes reviewing all cashier reports, performing spot audits on our employees, shopping our

employees by an outside company and periodic, comprehensive on-site audits of all locations. Tight revenue control must be maintained at the cashier level where individual transactions are being performed. Ace Parking's audit program places a strong emphasis on field audits performed at the individual locations. This program ensures that revenue control procedures are being followed and helps us to further tighten revenue control and aggressively search for employee theft. The success of our audit program is shown in the dramatic first year revenue increases that we have been able to achieve at existing parking operations that Ace Parking has taken over from other parking operators.

Please see **3. Plan of Operation, e.** for a complete overview of Ace Parking's financial controls, audit procedures, reporting capabilities and other methods of collecting, controlling an accounting for revenues and expenses. Please see **3. Plan of Operation, g.** for samples of ALL reports to be provided to the authority.

Quality Assurance

Ace Parking does not rest on its laurels when managing our parking operations. Our organization takes a proactive not reactive approach so we are not simply a caretaker, but an integral "partner" in the day to day operations of San Diego International Airport.

Ace Parking Service Pledge

Ace Parking begins its commitment to customer service quality assurance with a service pledge. This is our guarantee to any parker that enters one of our locations. Essentially we are telling guests what to expect when they are at an Ace Parking facility:

THE ACE PARKING SERVICE PLEDGE

WE PROMISE YOU:

- ✓ A Clean And Well Maintained Facility
- ✓ Friendly And Courteous Employees
- ✓ Prompt Service

Should we EVER fail to meet your expectations, please inform our attendant. Each is empowered to ensure your complete satisfaction.

Scott A. Jones
Chairman

Our service pledge comes directly from Ace Parking's Chairman, Scott Jones, and is seen in the behaviors of each Ace Parking Team Member. Ace Parking customers see this pledge when they drive in to an Ace Parking facility and again when they exit. More importantly, Ace Parking guests see the pledge in action at every location. No other parking company pledges to deliver so much.

Ace Parking has several programs in place wherein we constantly are evaluating the effectiveness, efficiency and end results of our oversight of SDIA parking operations. Our in-house programs help us better measure and manage the performance of our operations. We find this to be a significant tool in the success of our operations in both improving the level of Customer Service and operational integrity. Programs are

modified to meet the specific needs of the SDIA's parking operations. Some of those programs are listed below:

Customer Comment Cards & Reports
The Customer Comment Card is one way that we measure the success of our Customer Service Program. It is directly tied to our Service Empowerment Pledge.

We hand the customer comment cards out to, short and simple, *get feedback from our customers* on how well we are doing in terms of customer service and to learn what we might do differently - we get both positive and negative comments. Further, our Customer Comment Cards help us to communicate and build stronger alliances or teams in three areas, Client, Team and Customer Relations.

The cards are individually reviewed and all the information, whether positive or negative, is compiled on a quarterly basis. Data from the reports is then shared with Airport Authority management and the SDIA parking team. In doing so, important feedback from all levels is realized to further enhance the overall parking experience at SDIA.

Mystery Shopping Test
Ace Parking conducts its own secret service shopper tests of our parking operations. Tests are independently conducted at a mutually agreed interval on both a random and targeted basis. The goal set upon our team is to deliver scores exceeding 90%. Ace Parking looks to this program to assist us in monitoring the effectiveness of our training and quickly identify areas needing improvement. We will look to integrate this program as part of our management of the SDIA operations.

Our Airport division as an entire group scores consistently in the 93% to 98% range. The SDIA Airport consistently scores in the 95% to 97% range. This comes from a corporate commitment that this is very important to Ace Parking and our clients. No online training programs will make this happen. It has to be a deep rooted philosophy within the company to make it happen. We are very proud of how well our team has performed at the SDIA and are committed to this continued level of service in the future.

The findings from these reports are communicated and provided to the General Manager so that he can counsel and if necessary, discipline their employees based on any improper handling of cash or tickets discovered from these tests. The discipline can range from a written warning to suspension and may include termination. These tests are an integral part of Ace Parking's audit program and are performed on a consistent and frequent basis.

CCTV Internal Monitoring
Our General Manager has the ability to monitor and observe all movements of the cashier through closed-circuit television, which is accessible from an online access point.

Ethics Hotline

In addition to relying on Management and Technology to ensure that quality service is being delivered, we rely on our own Team Members. Our team is empowered to call our Ethics Hotline to report any issues, concerns or misconducts in an anonymous and confidential manner. Our main goal is to promote a safe, secure and ethical workplace in our company. In addition to simply reporting concerns, our Ethics Hotline allows employees to ask for clarification on company policies, offer positive comments or suggestions to create an informed and compliant atmosphere. The system also provides a formal mechanism for investigation, follow up and response.



Reports

There are multiple reports we use to measure our own performance at SDIA:

- P&L performance
- NOI improvement over previous months/quarters/years
- Aging reports
- Growth analysis
- Average transaction cycle times
- Equipment uptime

On the Job Performance Monitoring

On the job performance is monitored in a variety of ways. Formal reviews are typically handled on an annual basis. Though there are some circumstances wherein semi-annual reviews are facilitated.

The General Manager oversees formal reviews for SDIA staff.

In addition to this formal review process, Ace Parking also continually monitors employee related performance by use of action items created from:

- Annual and snap shot audits
- P&L variance reports
- Shortage reports
- Attendance records

Ace Parking Team Member Incentive Programs

At Ace Parking, our people are our number one asset. Our team members are what make us successful as a company. To keep our team members motivated, we have a number of employee incentive programs that we utilize to recognize good behavior, milestones, holidays and accomplishments.



Some of those include:

- Birthday recognition - public recognition via memo (all October birthdays, etc.).
- Employee anniversaries - the management team will go out and recognize the person as a group (10 years or more). Certificate of recognition is given to the employee
- Employee of the month - $25 gift card, park next to their work location for the month, paid day off, plaque, photo with GM in the lobby.
- Mystery shopper positive recognition



- Positive recognition for comment cards
- Annual summer barbecue.
- Annual holiday buffet for those working on Thanksgiving and Christmas.
- Employee referral program - After 90 days, the employee who made the referral receives $50.
- Pizza parties on occasion for going above and beyond.



Three Similar Agreements

Parking operations that we currently manage or have managed in the past that point out our expertise and experience and exceed your requirements include the following:

San Diego International Airport

Self and Valet Parking, Ground Transportation Dispatch and Airport Shuttles
Ace Parking's first and longest running Airport parking operations. Ace Parking created and grew its airport division over the past 36 years, starting with SDIA. It was our experience with SDIA that shaped how we expanded our Airport Division over the years.

SDIA is the busiest single runway Airport in the United States. Ace Parking manages 7,400 parking stalls over 6 public and employee surface parking facilities. Ace Parking provides management of the Self and Valet Parking, Employee Parking program including access card management, Ground Transportation Dispatch Services for all taxis and shuttles for hire, Shuttle operations for all remote lots, employee lots, and inter-terminal transit (29 shuttles).

Years Operated	36
Number of Parking Stalls	10,109
Average Annual Revenue	$32,000,000
Valet Service	Yes
CSR's – Taxi Starters	Yes
Shuttle Buses	29
Revenue Control System	Zeag/CTR

Contact Name: Jim Myhers
Title: Ground Transportation Manager
Company: San Diego County Regional Airport Authority
Address: P.O. Box 82776, San Diego CA, 92138-2776
Telephone: 619-400-2690
E-mail: jmyhers@san.org



Ace Parking has been a partner to the Airport for 36 years. Over this tenure Ace Parking has grown with and been an integral partner of every expansion the Airport has gone through. Key milestones that we have been a part of over the years include:

Implementation of Zeag/CTR revenue control system in 1990. This included the introduction of pay-on-foot technology at Terminal 1 & 2's parking operations. This was one of the first airport automations in the United States. We created the customer awareness programs that help make the utilization of the pay on foot technology the envy of all airports. Within 2 years, we had an increased customer adoption rate and over 45% of all transactions went through the pay-on-foot machines.

Terminal 2 Expansion. In the early 1990s, Ace Parking was part of the build out of Terminal 2 and the surrounding roadways and infrastructure. Ace Parking provided flawless parking operations and excellent customer service throughout the project.

Commuter Terminal Project. Ace Parking was an integral partner to SDIA during the Commuter Terminal Project during the early 1990s and the build out of the parking

facility in front of the old PSA terminal. Ace Parking was involved from the beginning of this expansion.

Implementation of the Red Bus inter-terminal shuttle system. Ace Parking was the only company to submit a proposal for this first time operation that was capable of meeting the Airport's bonding and insurance requirements at the time.

Employee Shuttle System. The Red Bus System was so successful and so well received by the traveling public the service was expanded to the employee parking lot. From there, the service expanded several times to include the SAN Park lots, Harbor Drive lots and expanded services over the years.

Management of CSR's. In the mid 1990s, the Airport had Ace Parking take over management of the CSR taxi and shuttle dispatching duties. It was this experience that shaped our airport customer service program company-wide.

Valet Services. Ace Parking implemented Valet Parking services on behalf of the Airport. After years of developing valet plans for the Airport we were finally able to start the curbside valet parking service. This service became the fastest growing new valet service at an airport in the United States. Very few airport valet services generate more than $3 million dollars in annual revenue. None of the other airport valet programs have grown as fast or to this level of annual revenues. In the first year, we valet parked more than 12,000 cars and in almost 4 years we grew the valet operation to 42,000 cars per year. This is attributable to the high service levels, valet expertise, management flexibility and local marketing ability that only Ace Parking could bring to SDIA.

There is no doubt that the SDIA valet parking service is the most successful in the shortest period of time of any other new valet system at any airport to date.

Phoenix Sky Harbor International Airport

Parking and Ground Transportation Dispatch Operations
Ace Parking Manages 10 public and 3 employee parking facilities encompassing more than 30,000 parking stalls and collecting nearly $75 million in annual parking revenue. Ace Parking provides daily parking management, event parking, employee parking, and Ground Transportation Dispatch Services for one of the largest Airports in the country.



Years Operated	2000 to present
Number of Parking Stalls	30,000
Average Annual Revenue	$75,000,000
CSR's – Taxi Starters	Yes
Shuttle Buses	0
Revenue Control System	Scheidt & Bachmann

Contact Name: Carl Newman
Title: Assistant Aviation Director
Company: Phoenix Sky Harbor Airport
Address: 3400 E Sky Harbor Blvd. Phoenix, AZ 85034
Email: carl.newman@phoenix.gov.
Telephone: 602-273-3327

Ace Parking took the parking operations over from a 25 year incumbent, who had become complacent. Customer service levels, auditing & revenue controls were lagging and management was non-responsive. Even though the revenue control system was the most state of the art system available to airports at the time, there were loopholes in the system which allowed for the previous operator's employees to manipulate the revenues. Ace Parking was able to come in and implement our revenue control procedures with this equipment to rectify the financial issues in just a few short months. The financial impact was enormous. We eliminated several avenues for employee theft that resulted in an increase in the first year's parking revenues of more than $2.5 million. This was attributable to leakage and not caused by demand or parking rate increases.

In just a few months we were also able to change the entire customer service parking culture at the Airport. It started with our training programs, a commitment from our management team, executive support and reward programs for employees. Delivering a "Thank You" and always making guest eye contact became the expected norm.

David Krietor, the assistant city manager for the City of Phoenix and who was the aviation director when Ace Parking was awarded the contract has said **"Ace Parking's employees were always pleasant and thanked me when I had to park in downtown Phoenix at the City Hall garage. What impressed me the most was that they did this without knowing who I was. I couldn't get that from my parking company at the airport at the time and they knew who I was".**

Ace Parking now manages every parking facility that has paid parking for the City of Phoenix. This includes the convention Center, City Hall, event venue garages, the Airport and surface parking lots. Their Airport contract was recently renewed for 10 more years in an RFP process. Standard Parking was not even asked to interview for the opportunity. We

believe that the City of Phoenix has chosen to work solely with Ace Parking because we share the same objectives which include the ideal that quality and commitment matter every day.

Highlights of our Partnership:

CSR – Taxi/Shuttle/Limo Dispatch - In 2007, Ace Parking was asked by the Airport to take over the CSR, taxi, shuttles and limo dispatching service. We were asked to originally take it over by the Airport when Standard Parking, the company that was providing the services, was failing to perform the service at the level proposed and required.

Ace Parking transitioned the CSR service within 20 days after notification was officially given by the Airport. During the short time frame, Ace Parking had to hire, screen, and train over 75 employees. Since the incumbent's employees were not up to the required service standards, we had to start from scratch and create an entirely new team. Standard Parking was given a 30 day cancelation notice, although they still had multiple years left on the original contract. Ace Parking has managed this very complex service better than any other company at the Airport. We were awarded a 5 year CSR contract, which is a separate contract from the Parking Management services, a little over 3 years ago.

East economy lot garages – We worked hand-in-hand with the airport on the design and construction of these 2 facilities. They were designed with the future rail system in mind. We worked with the contractor during the construction phases and assisted our customers with the mitigation of parking issues.

Monorail elevated train Terminal 4 and East Economy Facilities – Ace Parking has been working closely with the Airport on this project. This addition will connect the east side of the Airport to the City of Phoenix's light rail system. We were a partner with the Airport on analyzing how we will manage the flow of passengers from the east economy facilities to Terminal 4. In fact, our President Steve Burton was part of the task force that analyzed this and made recommendations that will eventually lead to a tram system to get east economy parkers from their cars to the rail stations.

Discounted Parking Holiday Coupon Program

We helped the Airport develop the Holiday Coupon program over 2 years ago to find ways to increase holiday activity in all of the parking facilities at the airport. At Phoenix Sky Harbor, we were able increase net revenues by more than **$1,000,000** with this program. The majority of the coupon program is tied to website advertising and there has been little cost to run this program. We run this program over most major holiday periods. An example of how the program performed over the Labor Day weekend is provided below:

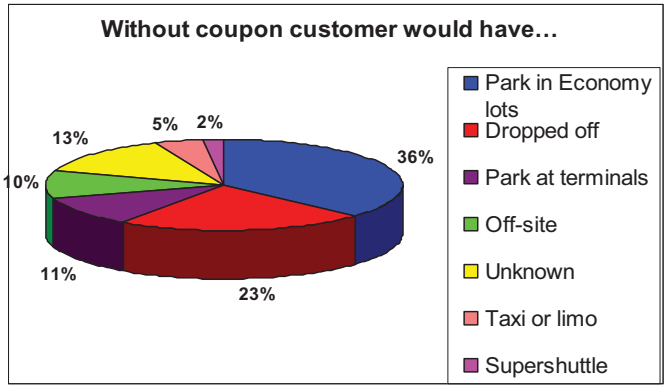


During the Labor Day 2011 coupon campaign, customers used approximately 1,962 coupons, generating an estimated $62,759 in new revenue as compared to 2,060 coupons used, generating $61,188 from Labor Day 2010. This data is based on actual coupons used and how customers answered "where they would have parked if they did not have the coupon?" as shown in the table below.

2011 Revenue Gained			
Where customer would have parked…	Used	%	Actual Revenue gained +/-
Park in Economy lots	723	37%	$22,246
Dropped off	443	23%	$21,811
Park at terminals	213	11%	($5,315)
Off-site	196	10%	$9,174
Unknown	259	13%	$8,286
Taxi or limo	89	5%	$5,309
Supershuttle	39	2%	$1,248
Total	**1,962**		**$62,759**

Approximately 89% of coupons used generated "new" revenue and were not merely customers whom already parked at the Terminal garages and took advantage of the discount.

The highest use of the coupons came from customers who would have parked in the Economy Lots, which accounted for 37**%** of all coupons used. This caused a reallocation of approximately $33,369 revenue from the Economy Lots to the Terminals.



The combined total for all campaigns since its inception in July 2009 has generated an estimated **$1.3 million in new revenue.** The next coupon campaign scheduled to run during the week around Thanksgiving and is estimated to generate $100,000 to $125,000 in new revenue.

History of Holiday Coupon Program

Coupon Campaigns			
Campaign		Revenue Gained	Transactions
Labor Day 2011	$	62,759	1,962
July 4th, 2011	$	311,165	11,860
Memorial Day 2011	$	38,197	1,460
Christmas 2010	$	163,330	6,339
Thanksgiving 2010	$	113,770	3,349
Labor Day 2010	$	61,188	2,260
July 4th, 2010	$	229,804	10,613
Memorial Day 2010	$	29,331	884
Christmas 2009	$	92,342	2,898
Thanksgiving 2009	$	84,420	2,893
Labor Day 2009	$	147,552	7,312
July 4th, 2009	$	8,500	415
Total		**$1,342,358**	**52,245**

Online Space Availability Status
In conjunction with the Airport Staff and IT departments, Ace Parking implemented online parking space availability. The status of available parking space is available to the public on the Sky Harbor website.

The system lets customers know where the available parking space is prior to entering the airport. This speeds up parking time for our customers during heavy peak travel periods.



VIP Parking
Allow customers guaranteed access to conveniently located parking spaces available at a premium. Customers are charged a monthly or annual membership fee and issued decals. Customers would have access to convenient stalls and also enjoy other amenities such as personalized stalls with the name of the person or the company.



Valet Parking Services Plan
Ace Parking has recommended adding Valet Parking to the Phoenix Sky Harbor International Airport. We have worked out the entire valet program and just like SDIA awaiting the final approval to implement the program.

Tucson International Airport

Parking and Shuttle Operations
Manage 6 parking lots (Hourly, Daily, Economy, Economy Covered, Garage, Employee), totaling 8,431 parking spaces. Ace Parking provides Parking Management, Shuttle Bus Management and Roadway Management Services.



Years Operated	1993 to present
Number of Parking Stalls	8,431
Average Annual Revenue	$6,000,000
Shuttle Buses	5
Revenue Control System	Scheidt & Bachmann

Contact Name: Karen Thomas
Title: Director of Concessions and Terminal Properties
Company: Tucson Airport Authority
Address: 7005 S Plumer Ave Tucson, AZ 85756
Telephone: 520-573-4806
E-Mail: kthomas@tucsonairport.org

Rental Car Garage & Automated VIP Garage - Ace Parking worked with the Airport on the design of the rental car/VIP/employee parking structure. The unique challenge of this facility was designing a VIP covered parking area on the middle level of this facility that creates a parking system that forces employees to park on the third level roof of the garage. We were successful in doing this through automation and employee nesting access controls.

We then had to design a pay on foot system for the VIP and premium cover parking area that would not allow for employees at the exit. We were able to place pay on foot technology in the right areas, set up communication systems to augment equipment failures and place credit card exit readers for those who did not utilize the pay on foot system.

Developed a covered VIP parking area on our long term economy lot – Approximately 5 years ago we presented the Airport with the concept of providing a covered premium VIP parking area on the economy lot. We designed the area, purchased the covered canopies and implemented the marketing strategies to fill this VIP parking area. We are proud to say that within 12 months of opening the area it has maintained a nearly 98% occupancy. Even more importantly is that it has generated an additional $500,000 annually in parking revenues from this premium area.



Credit Card Express Exit Plaza – In 2011 we installed at Ace Parking's cost backlit signs for the main toll plaza at the Airport. The facility had been automated a year or so before. What we were seeing was no matter how we tried to train the customers to utilize all of the exit lanes they were not doing so. They tended to migrate to the cashier staffed exit lanes even if they were paying with a credit card. To eliminate the need for $10,000 of payroll dollars for a traffic director we designed the backlit sign to let customers know their options at the toll plaza. We are please to say that in the first 6 months the signs were installed, we have seen a 20% increase in the number of automated exits. Our goal is to get this number up to 40%.



Shuttle Bus Management

Ace Parking has been providing Tucson's shuttle services for over 15 years. The system is an integral component of the economy lot parking facilities. Especially during the busy holiday season, our staff provides a very high level of customer service as tensions can run high among travelers this time of year.

The economy lots have capacity for nearly 5,500 cars and on many holidays this facility will fill up. To ensure the customers get fast shuttle service to the Airport, we park this lot in a "Disneyland style" to group all incoming traffic into certain parking zones. We then have our shuttle drivers staged in this zone to assist the customers and their luggage onto the shuttles quickly and at maximum capacity.



3. PLAN OF OPERATION

Plan of Operation: *(35 points). Provide, in detail, the steps necessary for on-going provision of the parking management services with respect to the Parking Facilities that are the subject of this RFP. Describe your plan for transition of services from the existing Agreement to a new Agreement, if applicable. The work plan shall include:*

a. A description and an organizational chart of the management structure you would use in operating the parking facilities.

The effectiveness of any operations plan and the quality of services provided by staff members has a direct correlation to the skills of management. Overall, management of the parking facility is required to ensure a smooth operation and achieve the highest quality customer service. The local management of the SDIA parking operation is made up of six key individuals who have nearly 60 years of combined parking management experience:

Ace Parking's Management Team		
Name	**Title**	**Years of Experience**
Mike DeGraffenreid, CCP	General Manager	11
Wendell Tanks	Assistant General Manager	17
David Gonzalez	Operations Manager	18
Anne Tamashiro	San Park Pacific Hwy. Mgr.	6
Zach Woodward	Valet/CSR Manager	4
Lisetta D'Orazio	Senior HR Generalist	15
	TOTAL:	**71**



b. Proposed staffing for all parking facilities and all job categories. Also include proposed back-up staffing as needed for holiday periods, sick leave, vacations, and periods of unusually high passenger volume.

Staffing Plan

Wages are one of the largest operating expenses for any parking operation. As such, effective staffing is one of the most important factors to running a profitable airport parking operation. Demand for parking changes from day to day, week to week, and month to month in an airport environment. Therefore, it is important to understand the trends; including peak, normal and slow travel periods. Staffing should always be reflective of airport activity as a whole. Because we have been at SDIA for over 35 years, we are in the unique position of understanding the travel patterns and necessary staffing levels to continue running your operation the best way possible; ***there will be no need for a learning curve if we are retained as your operator.***

Our staffing plans have been developed over the years to provide the best possible customer service at the most cost-efficient levels. We adjust our schedules based on the normal demand for each portion of the year. We have a very good understanding of how the changes in demand affect the parking and shuttle operations.

We closely monitor trends to help identify both increases and decreases in the demand so that we can make recommendations to you to ensure we have the appropriate resources in place. We are able to adjust the areas affected by either increasing the number of shifts on the schedule or reducing as necessary.

We use a combination of full-time, part-time and on-call employees to provide the flexibility to meet the changing demands of airport parking. Our current staffing plan has proven to be effective with our current traffic levels. The basic outline of our staffing plan is as follows:


Andrea,
Cashier Supervisor

Shift Supervisors: Anywhere from two to four supervisors are on staff 24-hours per day depending on time of year and airport activity. Our supervisors are assigned to the self parking, valet, and ground transportation dispatch operations; however, they are all cross-trained to give us maximum flexibility in terms of covering for vacations and call-offs. All supervisors are capable of directing the operation on their own and additional management is always available on-site, or on call whenever necessary.


Gerry,
Cashier

Cashiers: We have seven to 14 cashiers on staff 24-hours per day to ensure all traffic is processed quickly and efficiently so there are no delays when customers are exiting the airport parking facilities. Our cashiers are all trained to provide the highest levels of customer service and are always willing to lend a hand by giving directions or other information to travelers in need.

Customer Service Representatives: Our team of customer service representatives, or CSRs, is responsible for dispatching all taxis and shuttles for hire, as well as interacting with customers to ensure they get the service they need. We have 9 CSRs per shift, and they are all well trained in the areas of customer service, conflict resolution, Airport rules and regulations, and assisting customers with special needs.


Ashley ,
Valet Captain
greeting customer

Valets: We have anywhere from 4 to 15 valets working at any given time. The valet operation has grown from parking 30 cars on a busy day when we started three years ago, to now parking over 250 cars per day. In addition to providing outstanding customer service, all valets undergo training by SDCRAA security personnel to conduct security pre-screens before we take possession of any vehicle.

Lot Inventory: A team of three lot checkers works the overnight shift seven days per week to inventory all vehicles in the lots. The inventories they generate each night are used to determine how long customers have been in the lot when exiting without a ticket.


Francisco
Maintenance Supervisor

Maintenance: We have a team of four maintenance employees working approximately 32 hours per day to keep the lots clean and free of debris. Additional hours are sometimes needed during periods of extremely high traffic volume (such as Thanksgiving and Christmas). This team is responsible for maintaining the cleanliness of all parking lots and office spaces associated with the parking and taxi/shuttle dispatch operations.

Auditors: Our auditing department is comprised of 4 full time employees, providing seven days per week coverage. This staffing level has proven to be sufficient to complete the cashier and valet auditing, maintain the parking card database, and generate all necessary reports.


Corina,
Office Coordinator

Office Coordinator:
Our Office Coordinator is responsible for assisting and supporting the operations department to ensure that services are commensurate with customer/client expectations and established performance standards. The Office Coordinator verifies all shift banks per employee, monitors booths and traffic, assists in processing time cards and credit card transactions.

Receptionist/Monthly Parking Sales: In addition to greeting customers and answering phones, our receptionist position is also responsible for the sale of all monthly parking hang tags and proximity cards. This is a big responsibility given the large amount of revenue generated by monthly parking fees. Our receptionist, Demetra Mondy, has worked for Ace Parking for over 11 years. During that time she has developed strong relationships with key personnel at all Airlines and Airport tenants. These relationships have been very helpful in communicating the many changes that have impacted employee parking on all levels, as well as addressing employee concerns regarding our monthly parking program.


Demetra ,
Receptionist

On-Site Management Team: The effectiveness of any operations plan, and the quality of service provided by staff members, has a direct correlation to the skills of our on-site management team. Our on-site management team for the SDIA parking operation is made up of six key individuals who have over 70 years of combined parking and management experience:

Name	Title	Years of Experience
Mike DeGraffenreid, CPP	General Manager	11
Wendell Tanks	Assistant General Manager	17
David Gonzalez	Operations Manager	18
Anne Tamashiro	San Park Pacific Hwy. Mgr.	6
Zach Woodward	Valet/CSR Manager	4
Lisetta D'Orazio	Senior HR Generalist	15
TOTAL:		**71**

Specific roles include:

General Manager – Mike DeGraffenreid (CPP) has over 11 years of airport parking management experience. Prior to arriving at SDIA, Mike was the General Manager at our Phoenix Sky Harbor International Airport operation, where he spent 7 years. Mike is responsible for all aspects of parking management at the airport, including the valet and ground transportation dispatch services. He serves as the primary liaison between Ace Parking and the San Diego County Regional Airport Authority. Mike has been the General Manager at SDIA since 2007, and he is fully aware of the expectations of SDCRAA, having met or exceeded those expectations during his tenure. Mike holds the accreditation of Certified Parking Professional from the National Parking Association. Prior to joining the Ace team, Mike served 5 years in the United States Navy as a Deep Sea Diver, and also graduated from California State University San Marcos with a BA in Sociology.



Some of Mike's specific accomplishments at San Diego International Airport include:

- Designing and launching the San Park Valet operation that is now generating gross revenues in excess of $3 million per year.
- Switched the San Park Harbor Dr. and San Park NTC lots over to "shuttle stop lots", as opposed to "at your vehicle pickup lots". This resulted in shorter shuttle transit times and elimination of the shuttle dispatcher positions, which resulted in over $100,000 per year in savings for the Airport Authority.
- Consolidated the Valet and CSR Departments under one manager's responsibility. This change allowed for the elimination of one management position, which resulted in over $60,000 per year in savings for the Airport Authority.
- Expanded the capabilities of the Maintenance Department so that outside vendors would not be relied upon for basic painting, plumbing, and carpentry jobs. This resulted in an estimated savings of $25,000-$40,000 per year for the Airport Authority.

- Eliminated the customer courtesy golf cart shuttles due to low ridership and poor return on investment. This resulted in over $90,000 per year in savings for the Airport Authority.
- Partnered with the Airport Authority to raise several thousand dollars per year for its charity; The United Way.



Assistant General Manager – Wendell Tanks has over 15 years of parking management experience at the San Diego International Airport. Wendell is primarily responsible for the management of our auditing department and working closely with SDCRAA accounting and finance personnel to ensure all their reporting needs are met. Additional responsibilities include handling all duties and responsibilities of the general manager in his absence. During his tenure, Wendell has been praised for his auditing knowledge as well as the successful completion of several SDCRAA audits. Prior to coming on board with Ace Parking, Wendell served in the United States Navy for over 20 years and retired as a Lieutenant Commander.



Operations Manager – David Gonzalez has over 17 years of parking management experience at SDIA. David assists upper management with all aspects of the parking operation including scheduling, staffing, as well as facility and equipment maintenance. His intimate knowledge of the SDIA parking operation is something that cannot be easily replaced. Prior to joining Ace Parking, David worked for Hyatt Hotels and also ran his family owned Mexican restaurant in Mission Beach, Dona Marias, for many years. His strong background in customer service has been a great attribute to our organization. David has lived in San Diego his entire life and is a graduate of San Diego High School.



San Park Pacific Highway Manager – Anne Tamashiro has over 6 years of parking management experience at SDIA. Anne is responsible for all aspects of running the San Park Pacific Highway long-term lot. Her responsibilities include staffing, scheduling, financial reporting, maintenance, shuttle operations, and marketing. Anne is a strong leader, who is greatly admired by her staff for her dedication, fairness and professionalism.





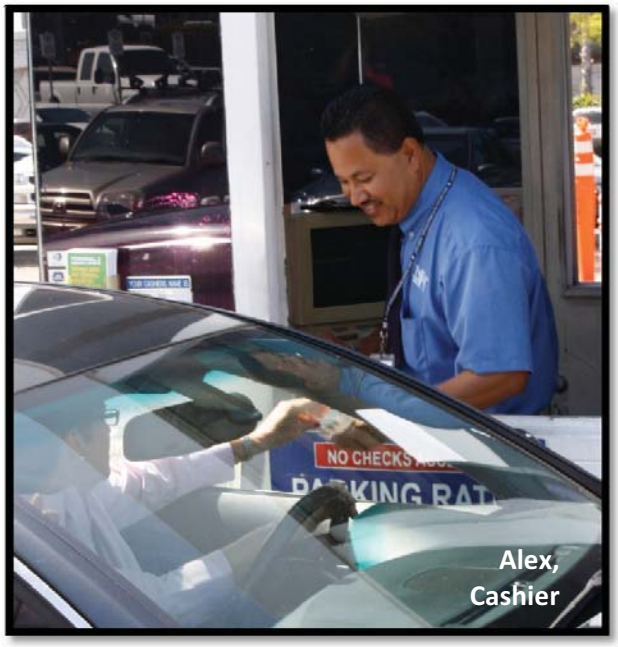
Valet/CSR Manager – Zach Woodward came on board in 2008 when we started the valet operation at SDIA. He was selected because of his proven ability to handle high volume valet operations, including Viejas Casino, as well as his effective management and leadership skills. During his tenure, Zach has also assumed responsibility of the ground transportation dispatch services. Zach has proven himself to be a competent manager with a knack for remaining cool under pressure.

Human Resources – Lisetta D'Orazio is our Senior Human Resources Generalist. Lisetta has over 14 years of Human Resource experience in the service sector. During her time with Ace Parking, she has implemented a variety of programs and policies that have benefitted the company greatly. Her

focus on employee relations and team building has helped maintain high morale, as well as protect the company from grievances and claims. Lisetta earned an MBA with an emphasis on Global Management from the University of Phoenix in 2001.

Departmental Descriptions and Staffing Schedules
Following is a breakdown of the three main components of the parking contract; self-parking, ground transportation dispatch services (CSR), and valet parking. A brief description of daily activities will be given along with operational schedules that account for slow, moderate, and busy staffing levels.

Self-Parking Lots
There are a total of seven self-parking lots at San Diego International Airport; Terminal 1, Terminal 2, Commuter Terminal, San Park Pacific Highway, San Park Harbor Dr., San Park NTC, and San Park NTC2.



All the self-parking lots run in a very similar fashion in that a customer will pull into an entry lane, pull a ticket, proceed into the lot once the gate opens and park their vehicle. The self-parking lots are the backbone of our parking operation at San Diego International Airport. Combined self-parking revenues comprise approximately 90% of total parking revenues.

We recognize that we have a clear advantage when it comes to the convenience we provide as compared to our competitors who run the off-site lots, however, we do not approach our jobs with this mindset. We understand there is a finite pool of Airport parking customers, and our competitors are always looking for ways to lure parkers into their lots. As such, we work hard to ensure customers have a great experience each and every time they park in one of our lots.

Our cashiers go through extensive customer service and cash handling training prior to working on their own. We set clear expectations and provide the necessary support for them to do their jobs well. We have a team of supervisors who are all very experienced and are readily available to provide support for the cashiers whenever needed. We use valuable information provided from customer comment cards as well as personal feedback from customers to continually hone our customer service program.

Cashiers are responsible for greeting the customers when they arrive at the exit booths and processing their transaction as quickly and efficiently as possible. Our cashiers are trained to handle any type of transaction they are presented with, including; lost tickets, unreadable tickets, towed vehicles, and insufficient funds among others.

Following are combined operating schedules for all self-parking facilities, showing cashier and support staffing levels for slow, moderate and busy days. **We rely on part-time and**

on-call employees to provide additional back-up coverage whenever needed; this includes holiday periods, sick leave, vacations and periods of unusually high passenger volume.

1st & 2nd Years of Contract (Until Green Build is Completed)

GY Shift (11pm-7am)	SUN	MON	TUE	WED	THU	FRI	SAT
Cashiers							
Terminal 1 (8 hrs.)	8	8	8	8	8	8	8
Terminal 1 (8 hrs.)	8	8	8	8	8	8	8
Commuter (8hrs.)	8	8	8	8	8	8	8
SPHD (8 hrs.)	8	8	8	8	8	8	8
SPNTC (8 hrs.)	8	8	8	8	8	8	8
SPNTC2 (8 hrs.)	8	8	8	8	8	8	8
Breaker (6 hrs.)	6	6	6	6	6	6	6
SP Pac Highway (8 hrs.)	8	8	8	8	8	8	8
Total Hours	62	62	62	62	62	62	62
Support Staff							
Office Coordinator (8 hrs.)	8	8	8	8	8	8	8
Supervisor (8 hrs.)	8	8	8	8	8	8	8
Supervisor (Pac Hwy) (8 hrs.)	8	8	8	8	8	8	8
Lot Checker (8hrs.)	8	8	8	8	8	8	8
Lot Checker (8hrs.)	8	8	8	8	8	8	8
Total Hours	40	40	40	40	40	40	40

Legend:	
Slow	
Moderate	
Mod/Busy	
Busy/Holiday:	

Last 3 years of contract with full automation of T1 & T2

GY Shift (11pm-7am) Cashiers	SUN	MON	TUE	WED	THU	FRI	SAT
Terminal 1 (8 hrs.)	8	8	8	8	8	8	8
Terminal 2 (8 hrs.)	8	8	8	8	8	8	8
Commuter Terminal (8hrs.)	8	8	8	8	8	8	8
SPHD (8 hrs.)	8	8	8	8	8	8	8
SPNTC (8 hrs.)	8	8	8	8	8	8	8
Breaker (6 hrs.)	6	6	6	6	6	6	6
SP Pac Highway (8 hrs.)	8	8	8	8	8	8	8
Total Hours	54	54	54	54	54	54	54

Support Staff

Office Coordinator (8 hrs.)	8	8	8	8	8	8	8
Supervisor (8 hrs.)	8	8	8	8	8	8	8
Supervisor (Pac Hwy) (8 hrs.)	8	8	8	8	8	8	8
Lot Checker (8hrs.)	8	8	8	8	8	8	8
Lot Checker (8hrs.)	8	8	8	8	8	8	8
Total Hours	40	40	40	40	40	40	40

Legend:	
Slow	
Moderate	
Mod/Busy	
Busy/Holiday:	

1st & 2nd Years of Contract (Until Green Build is Completed)

Day Shift (7am-3pm)	SUN	MON	TUE	WED	THU	FRI	SAT
Cashiers							
Terminal 1 (8 hrs.)	8	8	8	8	8	8	8
Terminal 1 (8 hrs.)	8	8	8	8	8	8	8
Terminal 1 (6 hrs.)	6	6	6	6	6	6	6
Commuter (8 hrs.)	8	8	8	8	8	8	8
SPHD (8 hrs.)	8	8	8	8	8	8	8
SPNTC (8 hrs.)	8	8	8	8	8	8	8
SPNTC (6 hrs.)	6	6	6	6	6	6	6
SPNTC2 (8 hrs.)	8	8	8	8	8	8	8
SP Pac Highway (8 hrs.)	8	8	8	8	8	8	8
SP Pac Highway (8 hrs.)	8	8	8	8	8	8	8
Breaker (6 hrs.)	6	6	6	6	6	6	6
Breaker (4 hrs.)			4	4	4		
Total Hours	82	82	86	86	86	82	82

Support Staff							
Office Coordinators (8 hrs.)	8	8	8	8	8	8	8
Supervisor (8 hrs.)	8	8	8	8	8	8	8
Supervisor (8 hrs.)	8	8	8	8	8	8	8
Supervisor (Pac Hwy) (8 hrs.)	8	8	8	8	8	8	8
Maintenance (8 hrs.)	8	8	8	8	8	8	8
Maintenance (8 hrs.)	8	8	8	8	8	8	8
Maintenance (8 hrs.)	8	8	8	8	8	8	8
Maintenance (6 hrs.)	6	6	6	6	6	6	6
Total Hours	62	62	62	62	62	62	62

Legend:	
Slow	
Moderate	
Mod/Busy	
Busy/Holiday:	

Last 3 years of contract with full automation of T1 & T2

Day Shift (7am-3pm)	SUN	MON	TUE	WED	THU	FRI	SAT
Cashiers							
Terminal 1 (8 hrs.)	8	8	8	8	8	8	8
Terminal 2 (8 hrs.)	8	8	8	8	8	8	8
Commuter Terminal (8 hrs.)	8	8	8	8	8	8	8
SPHD (8 hrs.)	8	8	8	8	8	8	8
SPNTC (8 hrs.)	8	8	8	8	8	8	8
SP Pac Highway (8 hrs.)	8	8	8	8	8	8	8
SP Pac Highway (8 hrs.)	8	8	8	8	8	8	8
Breaker (6 hrs.)	8	8	8	8	8	8	8
Breaker (6 hrs.)			8	8	8		
Total Hours	64	64	72	72	72	64	64

Support Staff							
Office Coordinators (8 hrs.)	8	8	8	8	8	8	8
Supervisor (8 hrs.)	8	8	8	8	8	8	8
Supervisor (8 hrs.)	8	8	8	8	8	8	8
Supervisor (Pac Hwy) (8 hrs.)	8	8	8	8	8	8	8
Maintenance (8 hrs.)	8	8	8	8	8	8	8
Maintenance (8 hrs.)	8	8	8	8	8	8	8
Maintenance (8 hrs.)	8	8	8	8	8	8	8
Maintenance (6 hrs.)	6	6	6	6	6	6	6
Total Hours	62	62	62	62	62	62	62

Legend:	
Slow	
Moderate	
Mod/Busy	
Busy/Holiday:	

1st & 2nd Years of Contract (Until Green Build is Completed)

Evening Shift (3pm-11pm)	SUN	MON	TUE	WED	THU	FRI	SAT
Cashiers							
Terminal 1 (8 hrs.)	8	8	8	8	8	8	8
Terminal 1 (8 hrs.)	8	8	8	8	8	8	8
Terminal 1(8 hrs.)	8	8	8	8	8	8	8
Commuter (8 hrs.)	8	8	8	8	8	8	8
SPHD (8 hrs.)	8	8	8	8	8	8	8
SPNTC (8 hrs.)	8	8	8	8	8	8	8
SPNTC (8 hrs.)	8	8	8	8	8	8	8
SPNTC2 (8 hrs.)	8	8	8	8	8	8	8
SP Pac Highway (8 hrs.)	8	8	8	8	8	8	8
SP Pac Highway (8 hrs.)	8	8	8	8	8	8	8
Breaker (6 hrs.)	6	6	6	6	6	6	6
Breaker (6 hrs.)	6	6	6	6	6	6	6
Breaker (6 hrs.)			6	6	6		
Total Hours	92	92	98	98	98	92	92

Support Staff							
Office Coordinators (8 hrs.)	8	8	8	8	8	8	8
Supervisor (8 hrs.)	8	8	8	8	8	8	8
Supervisor (8 hrs.)	8	8	8	8	8	8	8
Total Hours	24	24	24	24	24	24	24

Legend:	
Slow	
Moderate	
Mod/Busy	
Busy/Holiday:	

Last 3 years of contract with full automation of T1 & T2

Evening Shift (3pm-11pm) Cashiers	SUN	MON	TUE	WED	THU	FRI	SAT
Terminal 1 (8 hrs.)	8	8	8	8	8	8	8
Terminal 2 (8 hrs.)	8	8	8	8	8	8	8
Commuter Terminal (8 hrs.)	8	8	8	8	8	8	8
SPHD (8 hrs.)	8	8	8	8	8	8	8
SPNTC (8 hrs.)	8	8	8	8	8	8	8
SP Pac Highway (8 hrs.)	8	8	8	8	8	8	8
SP Pac Highway (8 hrs.)	8	8	8	8	8	8	8
Breaker (6 hrs.)	6	6	6	6	6	6	6
Breaker (6 hrs.)	6	6	6	6	6	6	6
Breaker (6 hrs.)			6	6	6		
Total Hours	68	68	74	74	74	68	68

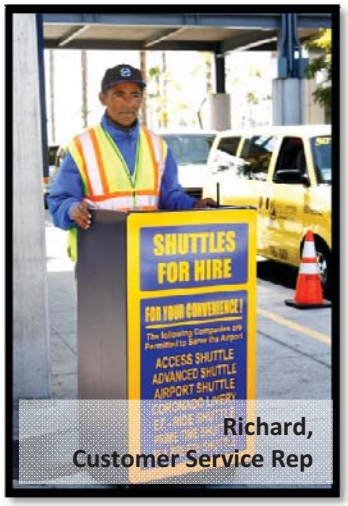
Support Staff

Office Coordinators (8 hrs.)	8	8	8	8	8	8	8
Supervisor (8 hrs.)	8	8	8	8	8	8	8
Supervisor (8 hrs.)	8	8	8	8	8	8	8
Total Hours	24	24	24	24	24	24	24

Legend:	
Slow	
Moderate	
Mod/Busy	
Busy/Holiday:	

CSR/Ground Transportation Dispatch Department

The CSR Department is responsible for the daily dispatching of all vehicles for hire; including taxis and shuttles (with the exception of Cloud 9).



Richard,
Customer Service Rep

Our CSRs that are stationed on the Ground Transportation Islands are responsible for greeting customers and helping them determine which mode of transportation best fits their needs. Once they determine this they will direct them to the next in line shuttle or taxi. These CSRs are also responsible for monitoring customer wait times, and making timely requests to the taxi/shuttle hold lot using a two-way radio to request more taxis/shuttles whenever there is a need.

In addition to running the GT Islands, our CSRs are also responsible for running the taxi/shuttle hold lot. Our dispatch CSR is responsible for maintaining order in the taxi/shuttle hold lot, communicating over the two-way radio with the GT Island CSRs, calling for taxis and shuttles when needed, selling and collecting trip charge coupons, and issuing dispatch tickets to all vehicles exiting the taxi/shuttle hold lot. They are also responsible for ensuring all drivers are adhering to Airport Authority rules and regulations, including; visually checking for safety violations, ensuring all drivers are displaying their badges and are wearing Airport approved attire.



Gabe and Bradley,
Customer Service Reps

Our CSRs do a great job handling the roughly 2,000-2,500 taxi and shuttle trips that go out of SDIA each day. Management ensures that all CSRs are aware of any conventions or other events that might create a spike in activity and that they are properly prepared to handle such spikes.

There are a total of nine positions within the taxi/shuttle dispatch department. This number is fixed for each shift, seven days per week:

			CSR Schedule				
Day Shift							
	Sun	Mon	Tues	Weds	Thurs	Fri	Sat
Hold Lot 1	8	8	8	8	8	8	8
CT	8	8	8	8	8	8	8
T1 Taxis	8	8	8	8	8	8	8
T1 Shuttles	8	8	8	8	8	8	8
T1 Breaker	8	8	8	8	8	8	8
T2 Taxis	8	8	8	8	8	8	8
T2 Shuttles	8	8	8	8	8	8	8
T2 Breaker	8	8	8	8	8	8	8
Total Hours:	64	64	64	64	64	64	64

Evening Shift							
	SUN	MON	TUE	WED	THU	FRI	SAT
Hold Lot 1	8	8	8	8	8	8	8
CT	8	8	8	8	8	8	8
T1 Taxis	8	8	8	8	8	8	8
T1 Shuttles	8	8	8	8	8	8	8
T1 Breaker/ LU	8	8	8	8	8	8	8
T2 Taxis	8	8	8	8	8	8	8
T2 Shuttles	8	8	8	8	8	8	8
T2 Breaker/ LU	8	8	8	8	8	8	8
Total Hours:	64	64	64	64	64	64	64

Legend:	
Slow	
Moderate	
Mod/Busy	
Busy/Holiday:	

Valet Department

The San Park Valet Department prides itself on providing outstanding customer service above all else. We understand customers are paying a premium for valet parking and expect a certain level of service in return. Our valets go through comprehensive screening and training to ensure they are capable of living up to our customer service expectations.



We believe the numbers tell the whole story when it comes to San Park Valet. We designed and started the valet operation for SDIA in February of 2008. At that time, monthly valet gross revenues were averaging between $50,000 and $60,000, and we were parking an average of 25 cars per day.

To put the growth of this operation into perspective, we are now averaging over $300,000 per month in this department and we are parking 250+ cars on our busier days. We feel this is a testament to the convenience and outstanding customer service San Park Valet customers receive when parking with us.



Our valets are also acutely aware of the fact that we are operating in an Airport environment, with stringent security standards we must all adhere to. Our valets must clear an Airport background check in order to receive a security badge, and they must also attend a security training class conducted by Airport Security

personnel prior to working curbside or taking possession of any vehicles.

Some of the customer service enhancements we provide for valet customers include a complimentary copy of USA Today when arriving and complimentary bottled water when they depart.

Following is a detailed breakdown of how we are, and will continue scheduling the valet operation:

Valet Schedule

Day Shift	Sun	Mon	Tues	Weds	Thurs	Fri	Sat
Key Booth	8	8	8	8	8	8	8
Cap. T1	8	8	8	8	8	8	8
Cap. T2	8	8	8	8	8	8	8
Lot 1		8	8	8	8	8	
Breaker		8	8	8	8	8	
Runner 1	8	8	8	8	8	8	8
Runner 2	8	8	8	8	8	8	8
Runner 3		8	8	8	8	8	
Runner 4		8	8	8	8	8	
Runner 5		8	8	8	8	8	
Runner 6		8	8	8	8	8	
Runner 7			8	8	8		
Runner 8			8	8	8		
Runner 9			8	8	8		
Runner 10			8	8	8		
Total Hours:	40	88	120	120	120	88	40

Evening Shift	Sun	Mon	Tues	Weds	Thurs	Fri	Sat
Key Booth	8	8	8	8	8	8	8
Cap. T1	8	8	8	8	8	8	8
Cap. T2	8	8	8	8	8	8	8
Cashier		8	8	8	8	8	
Breaker		8	8	8	8	8	
Runner 1	8	8	8	8	8	8	8
Runner 2	8	8	8	8	8	8	8
Runner 3	8		8	8	8	8	
Runner 4				8	8	8	
Runner 5				8	8	8	
Runner 6				8	8	8	
Total Hours:	48	56	64	88	88	88	40

Legend:	
Slow	
Moderate	
Mod/Busy	
Busy/Holiday:	

Ace Parking San Diego Airport Management Schedule

	Sun	Mon	Tues	Wed	Thur	Fri	Sat
General Manager	OFF	8AM-5PM	8AM-5PM	8AM-5PM	8AM-5PM	8AM-5PM	OFF
Assistant GM	OFF	OFF	12PM-9PM	12PM-9PM	12PM-9PM	12PM-9PM	12PM-9PM
OPS Manager	6AM-3PM	OFF	OFF	6AM-3PM	6AM-3PM	6AM-3PM	6AM-3PM
Valet/CSR Manager	OFF	12PM-9PM	12PM-9PM	12PM-9PM	12PM-9PM	12PM-9PM	OFF
SPP MGR.	3PM-12AM	3PM-12AM	3PM-12AM	3PM-12AM	3PM-12AM	OFF	OFF
HR Manager	OFF	8AM-5PM	8AM-5PM	8AM-5PM	8AM-5PM	8AM-5PM	OFF
Total Hours:	18	36	45	54	54	45	18

Audit & Clerical

	Sun	Mon	Tues	Wed	Thur	Fri	Sat
Lead Auditor	OFF	6:30am-3pm	6:30am-3pm	6:30am-3pm	6:30am-3pm	6:30am-3pm	OFF
Auditor 1	OFF	OFF	6:30am-3pm	6:30am-3pm	6:30am-3pm	6:30am-3pm	6:30am-3pm
Auditor 2	6:30am-3pm	6:30am-3pm	6:30am-3pm	6:30am-3pm	6:30am-3pm	OFF	OFF
Auditor 3	6:30am-3pm	OFF	OFF	6:30am-3pm	6:30am-3pm	6:30am-3pm	6:30am-3pm
Lead HR Clerk	OFF	7:30am-4pm	7:30am-4pm	7:30am-4pm	7:30am-4pm	7:30am-4pm	OFF
HR Asst./Receptionist	OFF	7:30am-4pm	7:30am-4pm	7:30am-4pm	7:30am-4pm	7:30am-4pm	OFF
Total Hours:	16	32	40	48	48	40	16

Legend:	
Slow	
Moderate	
Mod/Busy	
Busy/Holiday:	

c. Describe the management policies and practices that you would observe in performing the work, including supervision, surveillance and auditing to be rendered.

Our management team is trained to follow all company policies and procedures. Our management team will provide around the clock coverage; 365 days per year. They are well-trained, positive leaders who are expected to carry out our company's mission statement as it relates to the importance of valuing our employees. They endeavor, on a daily basis, to create a safe and productive workplace in which all employees enjoy being a part of.

Our management team accomplishes this in a variety of ways, including, but not limited to:

- Ensuring all employees are properly trained and prepared to do their jobs each day.
- Being physically present to ensure all employees are doing their jobs properly and following all policies and procedures.
- Ensuring there are no safety hazards present in the workplace.
- Monitoring closed circuit television cameras to ensure employees are alert, attentive, and providing quality customer service.
- Maintaining an open door policy to encourage all employees to bring questions and concerns to the attention of the management team.
- Ensuring the auditing staff is trained in all aspects of revenue collection, control, auditing, and reporting (more detailed info in the ops plan and auditing manual).
- Utilization of a 3rd party agency to conduct random shop tests on employees. These tests provide valuable feedback on both the customer service, and revenue control sides of the operation.
- Utilization of a comment card program that allows customers to provide valuable feedback on the areas in which we are doing well, and the areas in which we need to improve.
- Providing feedback to employees on a regular basis to share what we are doing well, and where we need to improve.

With ongoing, thorough training and development as well as hands on management support, our supervisors are the most experienced and qualified personnel to manage the operations at SDIA.

For auditing details, please refer to Letter ‘e.’ of this section, where we discuss audit procedures.

d. Describe in detail your training program for all positions.

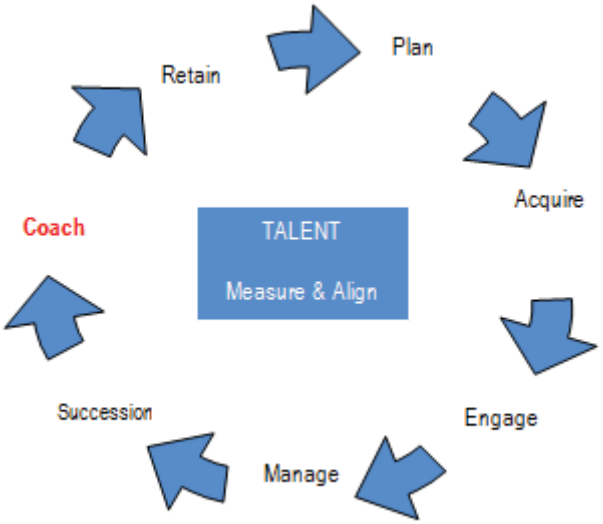
Ace Parking's number one asset is our people. We invest a significant amount of time and resources to recruiting team members and then strive to further nurture and develop each employee. Training doesn't end at the conclusion of new hire orientation, it continues throughout the employee's entire career. Our dedicated Training, Learning and Development department travels from each Ace Parking location to give onsite, personalized training, as well as online modules as needed. Please see our dedicated Training, Learning & Development Program below that exemplifies how we strive to nurture our number one asset, our people.

Ace Academy™ Training, Learning and Development Program





Ace Parking Talent Management Model → **Ace Academy™ Learning Management**





Ace Academy™ includes employee development plans for building competencies and social learning fostered by peer-based learning activities such as coaching, mentoring, and experiential learning. We utilize a unified **Talent Management Model** that incorporates a Learning Management System that enables our managers to gain insights from pipeline analysis, performance reviews, and succession and career planning to accelerate employee growth and ensure retention and engagement of top talent.

The Ace Academy™ Learning Management Model will:

- Define
- Measure/Analyze
- Improve; and
- Control New Learning Behaviors through the 3Cs (Career Coaching and Counseling)

DEFINE

Learning Management System (LMS)
Our Learning Management System incorporates structured training and obtains the best of both worlds with blended programs that use formal and informal learning while improving employee engagement and increasing the quality of the leadership pipeline. Mentors are assigned to share institutional knowledge and guide continued development.

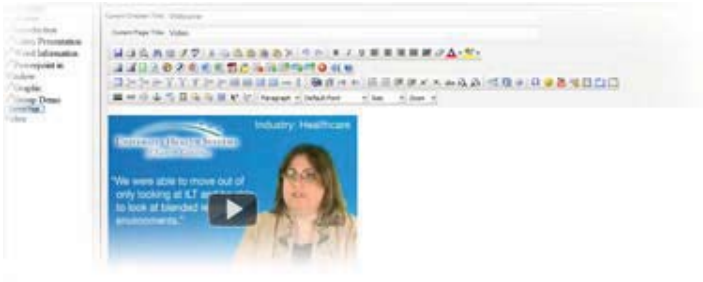




In order to increase the value of our most important asset – our people, our **Career Coaches** design and deliver structured curriculum and learning events that include the following:

I. **Social Learning** – includes discussion, ratings, reviews, and file sharing.
II. **Learning Communities** – where experts share what they know with new hires and geographically distant colleagues.
III. **Structured Learning Plans** – that offer several learning options.
IV. **On Demand Courses** – using MS PowerPoint, Adobe Flash, and video and audio files that can be viewed from anywhere

Learning Options
Knowledge is power! Ace Academy™ has developed learning solutions that work because we offer a wide variety of knowledge and training options needed to accelerate team member adoption, drive success, and extend our company value. Ace Parking utilizes in-house professionals who are certified talent management experts. We offer the following class options:



- **Instructor Led Classes –** Most of our team members prefer interaction with our Career Coaches in a traditional or virtual classroom environment. Our dedicated Career Coaches blend instructional and technical expertise with proven training materials and a solid methodology to provide superior training and development opportunities.

Classes provide:

- Live interaction with a Career Coach
- Tailored content address workflows, policies and procedures, and customer service
- Practical, hands-on exercises
- Open discussion and feedback of common processes and issues
- Refresher and reinforcement topics and Q/A sessions

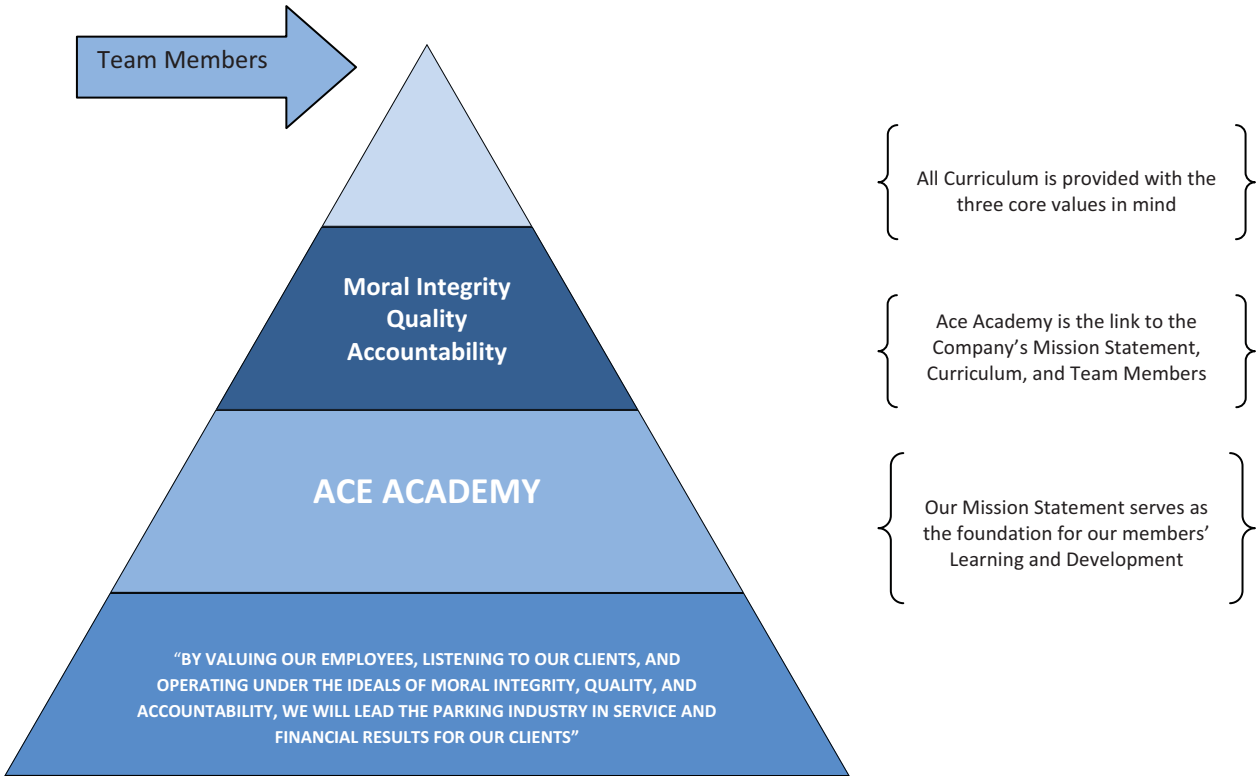
- **Train the Trainer – Our Career Coaches develop their own** user presentations, exercises, and job aids that provide managers with templates and foundational content enabling managers to quickly communicate, deliver, and provide training information.

- **E-Learning –** Ace Academy™ also provides distance learning options for self-paced study across a variety of topics utilizing a virtual Ace Library Card program to train end users through our repository of eLearning courses. Users learn interactively as often as they like at their own pace.
  The Ace Library Card™ program provides anytime access to a full online catalog. Depending on the team member's position, he/she will have access to different online learning content.

- **Mobile Learning –** All training and development courses are created using Litmos technology enabling our learning content to be available for mobile devices, such as iPhone, iPad, iPod Touch and Android devices. With this technology, we enable our members to access most of our online courses can be accessible from the bus, train or the sofa!



ACE ACADEMY™LEARNING PYRAMID



Ace Parking pledges to its customers and clients in its Mission Statement to operate under the ideals of:

- Moral Integrity
- Quality; and
- Accountability

Our entire curriculum is taught through the prisms of:

- Integrity – What behaviors and characteristics are exhibited in this standard?
- Quality – How does learning improve the quality of service for customers and clients
- Accountability – How do we measure our outcomes to ensure that we deliver on our promise and exceed expectations?

ACE ACADEMY™ CURRICULUM - NEW HIRES

New Hire Training Step 1:
Prior to location placement, all new Ace Parking team members go through **Get On Board! Training.** This on-boarding training process teaches the new team member about Ace Parking's history, culture, shared values, expectations and basic information need to excel in their new position. Details of the program include:

Get On Board! Training includes:

- Mission, Vision, and Core Values
- Company Overview
- Policies and Procedures
- Service Pledge
- Lasting Impressions
- Grooming and Appearance standards
- Empowerment
- Diversity and Inclusion
- Company/Team Culture
- Communication Etiquette

New Hire Training Step 2:
InMotion! (On-The-Job) Training
After completing, **Get On Board! Training**, each team member receives **InMotion! On-The-Job** training at their location. The content varies depending on the position. Each position and their included training modules are included in the following charts.

CASHIER InMotion! TRAINING		
Integrity, Quality, and Accountability		
• Role Playing • Cash Handling • Revenue Collection • Reconciliation • Time Keeping • Ticket Procedures • S.E.L.F Parking Guest Service Standards • Property/Location Training • Emergency Procedures	• Credit Card/Check Transactions • Promissory Notes • Validations and Coupons • Cash Register Policies and Procedures • Deposits and Drops • Exit Counts • Accidents and Damage Vehicles	• Monthly Parkers and VIPs • Towed Vehicle Procedures • Empowerment • Safety/Robbery Procedures • OSHA/IIPP • Customer Complaints and Problem Solving Procedures • EXCEED! Service

VALET InMotion! TRAINING		
Integrity, Quality, and Accountability		
• Role Playing • Cash Handling • Revenue Collection • Reconciliation • Time Keeping • Ticket Procedures • S.E.L.F Parking Guest Service Standards • Property/Location Training • Emergency Procedures • Credit Card/Check Transactions	• Validations and Coupons • Cash Register Policies and Procedures • Deposits and Drops • Accidents and Damage Vehicles • Towed Vehicle Procedures • Empowerment • Safety/Robbery Procedures • OSHA/IIPP	• Customer Complaints and Problem Solving Procedures • V.A.L.E.T Guest Service Standards • Certified Valet Program • Drive Presence • Vehicle Arrival/Departure Standards • Securing Keys • EXCEED! Service

LOT AMBASSADOR InMotion! TRAINING		
Integrity, Quality, and Accountability		
• Role Playing • Cash Handling • Revenue Collection • Reconciliation • Time Keeping • Ticket Procedures • S.E.L.F Parking Guest Service Standards	• Property/Location Training • Emergency Procedures • Accidents and Damage Vehicles • Towed Vehicle Procedures	• Empowerment • Safety/Robbery Procedures • OSHA/IIPP • Customer Complaints and Problem Solving Procedures • EXCEED! Service

MAINTENANCE InMotion! TRAINING		
Integrity, Quality, and Accountability		
• Role Playing • Time Keeping • Property/Location Training • Emergency Procedures • Accidents and Damage Vehicles	• Towed Vehicle Procedures • Empowerment • Safety/Robbery Procedures • OSHA/IIPP	• Customer Complaints and Problem Solving Procedures • HAZMAT Training • Supply Requisition and Purchase • EXCEED! Service

TRAFFIC DIRECTOR InMotion! TRAINING		
Integrity, Quality, and Accountability		
• Role Playing • Time Keeping • Ticket Procedures • S.E.L.F Parking Guest Service Standards • Property/Location Training	• Emergency Procedures • Accidents and Damage Vehicles • Towed Vehicle Procedures • Empowerment • Safety/Robbery	• Procedures • OSHA/IIPP • Customer Complaints and Problem Solving Procedures • EXCEED! Service

ACE ACADEMY™ CURRICULUM - NEW HIRES MANAGER LEVEL

In addition to the above curriculum, Managers receive training focused on three key areas: Employee Relations, Operations, and Customer/Client Relations.

SHIFT MANAGER InMotion! TRAINING		
Integrity, Quality, and Accountability		
• Role Playing • Cash Handling • Revenue Collection • Reconciliation • Time Keeping • Ticket Procedures • S.E.L.F Parking Guest Service Standards • Property/Location Training • Emergency Procedures • Deposits and Drops • Exit Counts • Accidents and Damage Vehicles • Credit Card/Check Transactions • Promissory Notes • Validations and Coupons • Cash Register Policies and Procedures • Program • Monthly Parkers and VIPs • OSHA/IIPP • Customer Complaints and Problem Solving Procedures • V.A.L.E.T Guest Service Standards • Certified Valet • Towed Vehicle Procedures • Empowerment	• Safety/Robbery Procedures • Drive Presence • Vehicle Arrival/Departure Standards • Securing Keys • Interviewing & Selection • Diversity & Inclusion • Transfers & Promotions • Payroll • Time & Attendance • Union • State-specific labor law • Sexual Harassment • Non-Discrimination • Workers Compensation • Evaluating Performance • Cash Controls • Auditing & shift reports • Revenue collection • Capture rates • Fraud Prevention • Expense control (incl. labor expense) • Discounted parking • Cash shortages/Overages • Theft & Detective tests • Missing ticket analysis	• Petty cash & change fund • Forecasting • Revenue accounting • Armor Car Service • Method of operation • Signs • Equipment maintenance & repairs • Striping & Painting • Traffic Flow • Lighting • Supplies (office, tickets, etc.) • RFPs • Cleaning & maintenance • Structure maintenance & repair • Accessibility & ADA • Vehicle inventory procedures • Vendor List • Location Contract • Leased vs. Managed • Client Relationship • Client-specific programs (by location) • Division specific laws & governing bodies (FAA, TSA, municipal wage orders, etc.) • Client lunch program • Event Planning • EXCEED! Service

LOCATION MANAGER InMotion! TRAINING		
Integrity, Quality, and Accountability		
• Role Playing • Cash Handling • Revenue Collection • Reconciliation • Time Keeping • Ticket Procedures • S.E.L.F Parking Guest Service Standards • Property/Location Training • Emergency Procedures • Deposits and Drops • Exit Counts • Accidents and Damage Vehicles • Credit Card/Check Transactions • Promissory Notes • Validations and Coupons • Cash Register Policies and Procedures • Program • Monthly Parkers and VIPs • OSHA/IIPP • Customer Complaints and Problem Solving Procedures • V.A.L.E.T Guest Service Standards • Certified Valet • Towed Vehicle Procedures • Empowerment • Safety/Robbery Procedures • Drive Presence	• Vehicle Arrival/Departure Standards • Securing Keys • Interviewing & Selection • Diversity & Inclusion • Transfers & Promotions • Payroll • Time & Attendance • Union • State-specific labor law • Sexual Harassment • Non-Discrimination • Workers Compensation • Evaluating Performance • Cash Controls • Auditing & shift reports • Net income • Revenue collection • Capture rates • Fraud Prevention • Expense control (incl. labor expense) • Financial reporting • Discounted parking • Rate Analysis • Cash shortages/Overages • Theft & Detective tests • Missing ticket analysis • Other sources of revenue • Budget Preparation	• Revenue tracking & trends • Competitor Analysis • Petty cash & change fund • Forecasting • Revenue accounting • Armor Car Service • Method of operation • Signs • Equipment maintenance & repairs • Striping & Painting • Traffic Flow • Lighting • Supplies (office, tickets, etc.) • RFPs • Cleaning & maintenance • Structure maintenance & repair • Accessibility & ADA • Vehicle inventory procedures • Vendor List • Location Contract • Leased vs. Managed • Client Relationship • Client-specific programs (by location) • Division specific laws & governing bodies (FAA, TSA, municipal wage orders, etc.) • Client lunch program • Event Planning • EXCEED! Service

ACE ACADEMY™ CURRICULUM – HIGH IMPACT LEADERS! TRANSITIONING TEAM MEMBERS TO MANAGERS

High Impact Leaders! is a leadership development training course and management workshop that helps Ace leaders and future leaders develop soft skills for success.

The course utilizes active participation and immersion techniques to make the content fun to learn and easy to retain. The courses offered are:

- Decision Making
- Servant Leadership
- Delegation
- Employee Retention
- Conflict Management
- Mentoring
- First-Time Supervisor/Shift Manager Training
- Risk Management
- Sustainability Management
- Emotional Intelligence
- Non-Verbal Communication
- Social Media
- Generational Differences
- Cultural Competency
- Diversity, Inclusion, Respectful Workplace
- Time Management
- Negotiation Skills
- Goal Setting
- Team Building

ACE ACADEMY™ CURRICULUM - SYSTEMS/COMPUTERTRAINING

Ace Academy™ offers a comprehensive portfolio of technical and systems training and education designed for team members at all levels. We currently offer the following courses:

- Ace Park
- iTrack
- Rev Trac
- Lots on Ace
- Claims Tracker
- Policies and Procedures on Ace
- Location Watch
- Accounts on Ace
- Vendors on Ace
- Customer Comments on Ace
- Shortage Warnings
- HRIS
- Windows
- Lotus Notes
- MS Word 2007
  - Foundation
  - Intermediate
  - Advanced
- MS Excel 2007
  - Foundation
  - Intermediate
  - Advanced
- MS PowerPoint 2007
  - Foundation
  - Intermediate
  - Advanced

ACE ACADEMY™ CURRICULUM - EXCEED! CUSTOMER SERVICE

Exceeding customer expectations is more than just providing quality service. It is simply what we do! Our clients and customers trust our expertise, know that they can rely on us to respond to their individual needs, and also genuinely like us. We do not just deliver extraordinary customer service, we EXCEED! All of our team members know they must take the "Extra Step" to exceed our customers' expectations and we reinforce this notion by re-energizing them with the required skills for excellent customer service. We currently offer six (6) customer service modules to enhance the customer service experience and four (4) customer service modules for managers. The courses are revised annually.

Module 1 ***Getting on board with service!*** **Attitude of Excellent Service** Excellent service starts with the attitude of the individual. This module helps learners see the connection between how they feel when receiving good and bad customer service and those feelings of the customers they serve.	**Module 2** ***Meeting customers' needs!*** **Identifying Customer Needs** Identifying the needs of customers is a skill that requires listening and probing. This module provides skill building in understanding how to identify customer needs.
Module 3 ***Beyond Service!*** **Thoughtful Body Language and Words** Most of the communication with customers is through body language. This module provides practice in all areas of body language and words as it relates to service delivery.	**Module 4** ***Every single interaction is an opportunity!*** **Uncompromising Service at Every Opportunity** Each contact point with a customer is an opportunity to delight or disappoint. This module guides learners a comprehensive analysis of their role, and the service contact points for which they are responsible.
Module 5 ***Wow Service = Revenue*** **Resolving Conflict** Customers may get upset. This module provides learners with a simple process to professionally handle difficult situations without taking the customer's frustration personally.	**Module 6** ***EXCEED!*** **Exceeding Customer Expectations** It is the little things that make a big difference. This module focuses on the opportunities to exceed expectations in such a way that customers refer other customers and provide repeat business opportunities.

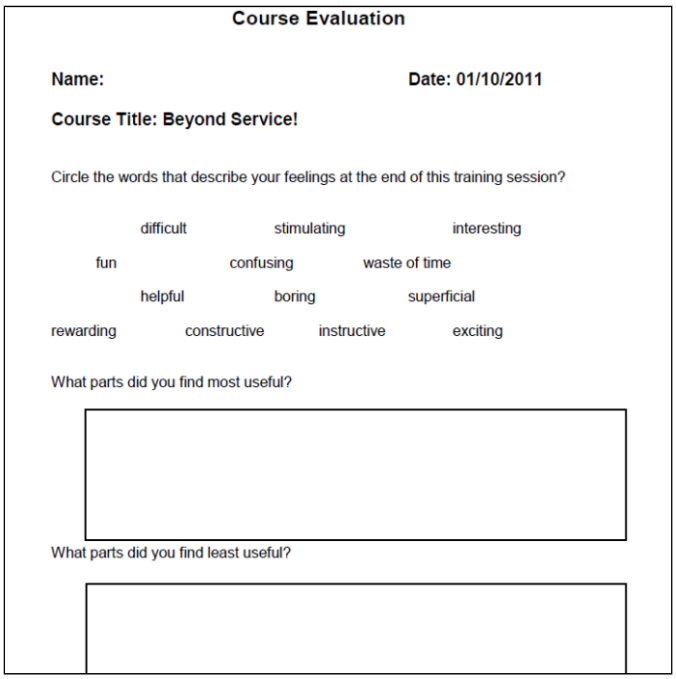
ACE ACADEMY™ CURRICULUM - EXCEED! CUSTOMER SERVICE FOR MANAGERS

Module I ***Inspire People!*** Management's role is to model essential practices that are exemplary for front line team members. Managers will master the following essential practices: • Generating a spirit of service • Leading by example • Developing people • Building trust • Focus the organization on customer needs	**Module 2** ***Managing Feedback and Communication!*** Managers will master the skills to manage feedback and communication thus improving our service and business. • Build systems for getting customer and staff feedback • Create strategies for responding to feedback • Generate positive energy through feedback
Module 3 ***Measuring Service!*** What does not get measured does not improve! Managers will master a simple yet comprehensive approach to measuring service that will excite staff. • Design measures for service areas that are important to customers • Building measurement into staff performance	**Module 4** ***Recognizing Excellence!*** Staff recognition is often the first to falter when the going gets rough. Managers will master the skills of recognition, both formal and informal, and create strategies to build excellence into performance. • Identify what people value about working for you • Develop service standards and build them into everyday responsibilities • Energize staff to delight customers through effective recognition

MEASURE

Measuring the effectiveness of our **Career Coaching Counseling** (C^3) program is one of the key components of how well Ace Academy™ and the organization succeeds. If a training program is proven to be effective, it will definitely yield positive results. The success of our training program is often revealed through increased performance and change in behaviors. We measure the ROI of our training and development programs through four levels of evaluation:

I. **Reaction –** Trainees' reactions to the program is measured before, during, and after training and development.



Course Evaluation

Name: **Date: 01/10/2011**

Course Title: Beyond Service!

Circle the words that describe your feelings at the end of this training session?

difficult stimulating interesting

fun confusing waste of time

helpful boring superficial

rewarding constructive instructive exciting

What parts did you find most useful?

What parts did you find least useful?

II. **Learning –** Testing trainees' through formal assessments and on-the-job assessments to determine if they learned the principles, skills, and facts they were to learn.

- Performance exams are used to measure skills
- Paper and pencil tests are used to measure knowledge
- Attitude is measure both before and after a course program.

	Experimental Group	Control Group
Pre Test Score	45	46
Post Test Score	55	48
Gain	10	2

III. **Behavior Application –** Examines whether the trainees' behavior on-the-job changed because of the training program. For instance, increased levels of customer satisfaction as measured by Customer Comment Cards.

- The frequency of application of new skills/knowledge/attitudes (on the job) is measured
- The effectiveness of the skills/knowledge/attitudes (as applied on the job)
- Trainees and their immediate supervisor/manager are surveyed to quantify changes in behavior

Understanding and Motivating					
Trying to understand staff opinions/feedback	5	4	3	3	5
Listening to my staff	5	4	5	4	4
Praising good work/Recognition	4	5	5	4	2
Talking with staff about service pledge	4	5	5	4	5
Seeking staff ideas	5	5	4	4	4
Applying "Management by Walking Around"	3	4	5	2	3

Time and energy spent after the program compared to time and energy spent before the program

The objective of the above questionnaire is to determine the extent to which those who attended the program on Leadership have applied the principles and techniques that they learned on the job.

IV. **Business Impact –** Examines the final results achieved in terms of the training objectives previously set such as an increased in customer satisfaction; a reduction in accidents, injuries, and claims; productivity; quality; response time, etc.

ANALYZE

The Gap Evaluation Model (GEM) is a model to evaluate Ace Academy™ effectiveness and ineffectiveness. The model determines whether a discrepancy exists between some aspect of the C^3 program standards, and performance outcomes. The GEM can be used as a formative assessment to determine whether how and when to revise and improve a program. The model is ideal for finding problems by means of the discrepancy. It can also be used to design a program from inception to conclusion, leading to summative evaluations.

Stages and content categories are used to permit comparisons. The stages are:

Stage 1: Program Definition: to assess program design by first defining the necessary inputs, processes, and outputs, and then, by evaluating the comprehensiveness and internal consistency of the design.

Stage 2: Program Installation: to assess the degree of program installation against initial standards.

Stage 3: Program Process: to assess the relationship between the variables to be changed and the process used to effect the change.

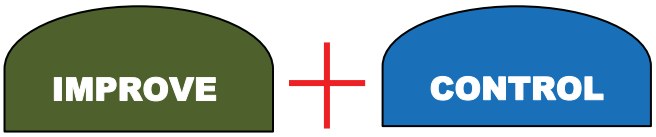
Stage 4: Program Product: to assess the design of the program to see if it reached its goals (objectives, outcomes).

At each of the four stages the defined standard is compared to actual program performance to determine if any discrepancy exists. The use of discrepancy information always leads to one of four choices:

1. Proceed to the next stage of evaluation if no discrepancy exists.
2. If a discrepancy exists, recycle through the existing stage after there has been a change in either the program's standards or operations.
3. If #2 cannot be accomplished, then recycle back to stage 1: program definition, to redefine the program, then begin the discrepancy evaluation again at stage 1.
4. If #3 cannot be accomplished, re-construct the program.

Gap Model Components (GEM)
The Gap Evaluation Model is based on standards, which are mutually agreed to by all members of a project as the outset. The standards are the most important part of development and all evaluations are later based on the discrepancy between standards and actual performance. This is really a systems theory approach with three major divisions: input, process and output. A GEM may show that a program or parts of it failed for lack of sufficient inputs, which could be money, qualified personnel, and other prerequisites.

The GEM provides managers and executives with the talent intelligence needed to further optimize our workforce and understand the business impact of our talent management initiatives. From the GEM, we are able to quantify leadership bench strength and predict high performer turnover, streamline recruiting by gaining visibility into process bottlenecks, improve quality of hire by identifying top performers, source of hire, and tenure and drive better execution by measuring organizational alignment and progress against goals.



Ace Parking Academy Curriculum may be defined as what team members should know, be able to do, and be committed to (content), how it is taught (instruction), how it is measured (assessment), and how the Academy system is organized (context). Ace Academy™ supports efforts to improve the productivity of an organization must focus on the structure and not on individual workers. The route to excellence begins with self-assessment.

The instructional model of our training cannot "control" the outcome; it can only provide information that allows team members to develop new thought processes that lead to new behavior choices.

Our steps to *Improve and Control* the targeted outcomes of **Ace Academy™** begin by checking to insure our systems of Measurement and Analysis provide consistent information over time and over a number of trials in order to establish three dimensions of consistency:

- ***Consistency over time.*** We *Improve and Control* our outcomes by making sure we allow adequate time to determine the actual causes of any Gaps.

- ***Consistency from team member to team member.*** We ***Improve and Control*** our outcomes by making sure our Measurement and Analysis instruments produce consistent results among all learners.

- ***Consistency of Evaluators.*** Do evaluators looking for the same dimensions of performance see things through the same filter? We *Improve and Control* our outcomes by removing bias and opinion from our Measurement and Analysis instruments. This establishes deep levels of trust and confidence between team members and leaders.

Ultimately, improvement relies upon a continuous reworking of all of our instructional components. Diagnostic pre-testing, curriculum design, content standards development, instructional delivery, rubric development, and assessment pieces are all analyzed on a regular basis to make sure they are complementary and that the whole is indeed greater than the sum of the parts.

Ace Academy™ believes the progressive mastering of learning is not merely a step towards a symbolic goal (such as a certificate), but is an invaluable part of quality execution of daily assignments.

e. Describe the detailed operating procedures proposed for handling cash and ticket stock, including the internal financial controls and audit procedures, reports to the Authority, handling of non-standard transactions (such as lost tickets), handling of suspected and known employee theft, and customer relations. Include the methods of collecting, controlling and accounting for revenues and expenses.

Revenue Control

Ace Parking is one of the most progressive companies in our industry at revenue control and the auditing of parking revenues and has a large Internal Audit Department with over 31 auditors to achieve these goals. This focus and company philosophy on capturing revenues for our clients has allowed Ace Parking to increase net income by 10% or more in locations we have taken over from our competitors.

The Audit Department as a whole primarily focuses on operational auditing of all locations company-wide and works hand in hand with all parties involved to insure all policies and procedures are being followed. Ace Parking's audit program places a strong emphasis on field audits as we want each of our employees to know that they could be audited at any time and will be checked many times during the year. This program ensures that all revenue control procedures are being followed and aggressively searches for employee theft.

Custom Reporting Capabilities

Any number of cash-related reports can be designed and prepared to ensure the integrity of employees and equipment to our clients' expectations. These reports are generated for our Managers to evaluate the effectiveness of our operations and utilized for analysis purposes as well and are available to our clients should they desire them.

Reporting - Revenue Controls and Auditing

The Audit Department as a whole primarily focuses on operational auditing of all locations companywide and works hand in hand with all parties involved to ensure policies and procedures are being followed. Ace Parking's audit program places a strong emphasis on field audits as we want each of our employees (including location managers) to know that they could be audited at any time and will be checked many times during the year. This program ensures that all revenue control procedures are being followed and aggressively searches for employee theft.

- Shopping Test program
- Ethics Hotline
- Corporate Field Audits
- Location Manager Audits
- Missing Tickets Audit
- On-Line Banking and Deposit Verification
- Mid Shift Cashier (spot) Audits
- In-House (Ticket) Audits

The Audit Manager and staff assigned to each location have the following responsibilities:

- Supervise the internal audit and revenue control function for the locations using state-of-the art tools and practice methodologies.
- Monitor the location's results from the Shopping Test program.
- Researches revenue control issues.
- Executes periodic Comprehensive Audits that include 80 key elements to ensure Cash Controls, Operational Controls, Revenue Reporting, Equipment, Automation, Translation Controls and location specific controls are in place.
- Perform additional audits within 15 days of completing Comprehensive Audit Action items if key elements are identified as non-compliant.
- Monitors Cashier Audits performed by Location Management on a weekly basis.
- Performs random (and unannounced) Mid Shift Cashier Audits and revenue control inspections.
- Reviews the daily shift reports for discrepancies.
- Performs detailed In House (ticket) Audits.
- Verifies Cash Drops against the shift reports and bank deposit records for accuracy.
- Performs Key Card/Monthly Permit Reconciliations.

Operational Reports

A number of cash-related reports are prepared to ensure the integrity of employees and equipment. These reports are generated for our Managers to evaluate the effectiveness of our operations and utilized for analysis purposes as well and are available to our clients should they desire them.

Discrepancy Analysis Report

- This report details any discrepancies on daily deposits versus daily revenue, tickets issued versus tickets collected, amount of validated tickets and average tickets value. This report is extremely useful for Management and Audit Department to identify issues occurring in our facility.

Missing Ticket Report

- This report gives details on the number of lost tickets in the facility. Ace Parking takes serious consideration on the percentage of lost tickets in the facility and each Manager is trained to reduce the number of lost tickets to a minimum.

Cashier Summary Audit

- This audit is required to be completed by Facility Manager on a regular basis. Facility Manager checks the cashier's cash total against the total according to the fee computer during the shift. Should there be discrepancies; appropriate actions will be taken accordingly.

Comprehensive Site Audit

- Our Corporate Auditor conducted comprehensive site audit on a regular basis. Various controls are being checked including cash controls, operational controls, revenue reporting controls, and equipment control. After the completion of the audit, action items will follow and must be addressed immediately by Facility Management.

Keycard Audit

- Ace Parking requires its Facility Managers to conduct a monthly key card audit which compares activated access cards to the cards being billed. This ensures the accuracy of the billing input and helps to avoid internal theft at the garage level.

Shopping Test Report

- In an effort to aid management in determining how employees are performing on the job, a "Mystery Parker" is sent to the cashier booth to evaluate the quality of service given, the attitude and appearance of the employee, and revenue control. This service provides Ace with a state of the art Shopping Test program with measurable customer service performance and attendant integrity and accuracy results when processing parking transaction scenarios.

Exit Counter Report

- For those locations utilizing lane counters, these counts are compared to the number of processed tickets. For each vehicle exit, a corresponding ticket must be processed. This ensures all exits are accounted for during a cashier shift.

Financial Reports

Ace Parking believes in supplying clients with a detailed description of all terms used in managing and operating a parking facility. For our Financial Reports, we can provide the following:

Operating Statement

- The Operating statement details all revenue component and expenses incurred in the garage for the month, as well as year-to-date. All operating costs are posted directly to expense accounts.

Variance Reports

- The Variance Reports details explanations for all items over or under budget. Management reacts quickly to budget variances and takes corrective action.

Aged Receivables

- Ace Parking provides detailed reporting with 30, 60, 90 and collection accounts.

Revenue Summary

- Details G/L accounts for each revenue categories and expenses broken down daily for the month. This includes monthly sales total, tickets issued and missing tickets statistics. We can also provide consolidated and detailed reports by property with free and discounted parking.

Occupancy Reports

- This report gives details on the occupancy of the garage on the daily basis

Incident Reports and Facilities Update

- This report details any incidents that happen in the garage as well as a list of any completed projects during the month and any outstanding pending projects.

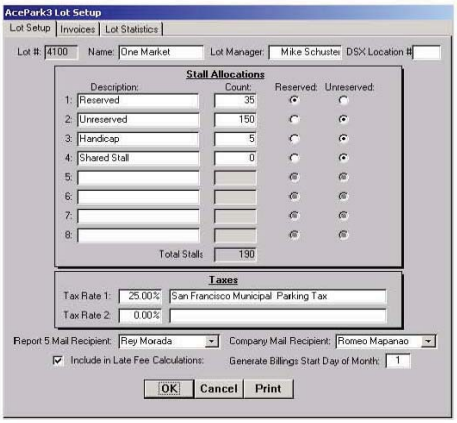
Rate Surveys

- Ace Parking conducts market rate surveys on a quarterly basis. The data gained from the rate surveys is coordinated into an easily readable spreadsheet that is used to determine existing market conditions. All rate surveys are compiled in a database in the local business office, and recommendations will be made quarterly based on the findings and made available to the client.

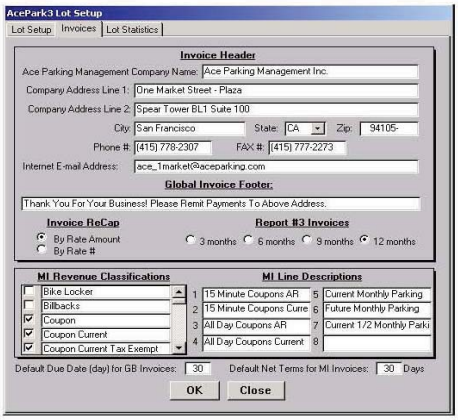
AcePark™ is our exclusive copyrighted on-line computer program designed specifically for the tracking and billing of monthly parking and coupon sales. Data on all monthly parkers for the location including name, company, address and phone number are kept in the program. As monthly permit sales are made, each parker is entered as paid for the month and this data is uploaded into our on-line revenue system. A daily report is generated for each day's sales showing payments received and invoices paid. Some of the reports that can be generated from the program include:

1. Lists of all paid and unpaid parkers.
2. Tenant rosters showing all individual and company paid parkers
3. Comparison reports to the previous month.
4. Lists of new parkers and non-renewals.
5. Detail information on all parkers and companies.









The location manager is required to reconcile the Key Card system to AcePark™ monthly. The Audit Department will conduct periodic audits of these systems to ensure the integrity of our billing. If the location does not have AcePark™, a manual reconciliation of the paid monthly parker log to tenant roster will be conducted.

ASR (AutoShiftReport) Program is an electronic process, which replaces the manual reporting of the cashier's daily revenue. This program follows certain approval process to ensure the accuracy of the entered data – from the cashier's data entry to posting to the revenue computer program.

RevTrac is our exclusive copyrighted on-line revenue computer program. Data from AcePark™ and location revenue are uploaded on this system and linked to our back-office accounting system, PeopleSoft.

PeopleSoft
Oracle's industry leading PeopleSoft enterprise platform is utilized by Ace Parking to bring together all of the automated systems and generate the monthly client financial statements and reports. It allows Ace Parking a large degree of flexibility in meeting our client's special reporting needs.

iTrack is another on-line computer program designed in-house for the billing, invoicing and tracking of our vendors.

Daily, the Parking Control System (PARC/S) and the Auditing Department will generate a number of reports utilized in the audit function or distributed to other departments for their review and are available for client via Web PARC/S.

Daily Revenue History Report by Lot:
Primary audit summary report of booth lane entry and exit transactions providing total revenue collected, total value of all transactions, average revenue per transaction, selected exceptions and credit card transaction by booth, lot and area.

Monthly Revenue History Report by Lot:
Presents a cumulative summary report of booth entry and exit transactions and collected revenues, total value, selected exceptions, and credit card total revenue.

Cashier Shift Report:
Primary auditing report of cashier revenue transactions and full detail, including value of exceptions.

***Cashier LogOn LogOff Report*:**
Primary auditing report that documents all shifts and corresponding personnel who accessed the revenue control system.

***Operator Revenue and Depository Report*:**
Total revenue per shift per cashier. Compares the Revenue collected with system-automated results and includes a section which documents shortages, overages, and adjustments.

Credit Card Daily Sales Activity:
Credit card transactions organized by Lot and terminals.

***Credit Card Station Revenue Summary*:**
Credit card total transactions organized by credit card type, and workstation.

Valet Reconciliation Report:
Non-system report that document Valet station revenue collected – cash – credit card.

Taxi Reconciliation Report:
Non-system report that document taxi revenue collected – cash – credit card.

Reports are printed, filed, or distributed to appropriate parties. System balancing is performed by comparing the totals of the Transaction Summary Report and the summary page totals of the Cashier Shift report to the totals of the Daily Revenue History report. Differences are investigated and brought to the attention of the on-site technician. Differences may be caused by a booth malfunction, communication interruptions, power failures between the servers and the main computer, ticket issuing machines, or gate malfunctions.

Source Documents
Cashiers are assigned an exclusive log on code to operate fee computer cash registers for tracking purposes. Daily audit of Log on/Log off report validates that all access to the revenue control system and cashier reports are accounted for and inventoried.

All cashier pouches and completed paperwork are forwarded daily to the Audit Department. These are considered the primary source documents to be verified and consist of:

- All parking tickets
- All exception tickets attached to original parking tickets
- Cashier forms with exception documentation and approval
- Cashier Revenue/Transaction Journal
- Brinks Deposit Slip annotated with loose coins collected.
- All Credit Card receipts

Bank Verification
The Audit Department daily counts cash and reconciles revenue collected from Express Pay-on-Foot (POF) and Monthly Parkers and prepares deposits for pickup. Cashiers, valet supervisors, lot supervisors, and CSR supervisors deposit cash collected from parking, valet, and taxi operations into a Brinks's Compu-Safe. The cash totals from the cashier shift report, valet reconciliation report and taxi reconciliation reports must agree with the Compu-Safe cassette deposit total report. Any variances must be immediately investigated by auditing personnel. The Brink's courier collects cash cassettes and bag deposits daily and transport to the Airport Authority's bank.

A Daily Cash Deposit Summary report for all operations is balanced and submitted to Airport Authority Accounting personnel daily. The bank provides the previous day's deposit amount to the Airport Authority. The Cash Deposit Summary report must agree with the Bank deposit report. The Airport Authority will notify LPI of any differences which are immediately investigated by the Auditing Department and management.

See Sample Daily Deposit Report below:

SPHD	SPNTC	SPNTC 2	SPV T-1	SPV T-2	Taxi	ALL LOTS	BRINKS-1	BRINKS-2	BRINKS	BAG DEPOSIT	GRAND	MONEY
LOT 8823	LOT 8822	LOT 8822	LOT 0201	LOT 0202	Cash Rev.	T-1/T-2/ CT	MAIN	SPP	TOTAL	P.O.F. Lot 6	TOTAL OF	EXCHANGE
600	400	400	800	900	300	300	OFFICE	LOT 8820	DEPOSIT	8, Coins &	DEPOSITS	
								700		Recovery	SLIPS 1 & 2	
										300		
998	662		260	150	500	8532	$11,102.00	2582	$13,684.00	1778.79	$15,462.79	
340	253		543	34	175	8227	$9,572.00	2057	$11,629.00	5152.00	$16,781.00	
2108	1038		306	480	1250	8685	$13,867.00	4571	$18,438.00	1500.75	$19,938.75	
952	468		442	272	1155	9100	$12,389.00	3409	$15,798.00	7786.20	$23,584.20	
857	629		408	384	925	7970	$11,173.00	2771	$13,944.00	2109.55	$16,053.55	5000
661	650		292	68	900	7152	$9,723.00	1386	$11,109.00	4430.00	$15,539.00	
433	826		476	136	1050	9152	$12,073.00	2120	$14,193.00	4881.30	$19,074.30	
650	870		306	306	975	10329	$13,436.00	2181	$15,617.00	18226.32	$33,843.32	
603	774		628	442	725	9144	$12,316.00	3657	$15,973.00	4986.85	$20,959.85	
2075	1106		714	238	875	9663	$14,671.00	5465	$20,136.00	2448.30	$22,584.30	
724	483		374	34	1025	7352	$9,992.00	7848	$17,840.00	4304.40	$22,144.40	
651	711		646	102	1100	8143	$11,353.00	1688	$13,041.00	2088.00	$15,129.00	
695	590		646	383	1575	8384	$12,273.00	2281	$14,554.00	5374.75	$19,928.75	
616	531		272	34	1075	8978	$11,506.00	2307	$13,813.00	2047.30	$15,860.30	5000
1028	719		384	204	350	8796	$11,481.00	2112	$13,593.00	4723.05	$18,316.05	
498	297		442	136	450	9469	$11,292.00	2497	$13,789.00	2010.45	$15,799.45	
1837	1238		680	321	800	8784	$13,660.00	4334	$17,994.00	4133.00	$22,127.00	
1358	1395	32	170	403	950	7635	$11,943.00	3965	$15,908.00	7106.40	$23,014.40	
518	1103	63	918	340	455	6022	$9,419.00	2734	$12,153.00	12945.98	$25,098.98	
359	1276	50	656	238	1125	5578	$9,282.00	3164	$12,446.00	1729.25	$14,175.25	6000
721	1101	118	510	272	825	6187	$9,734.00	1813	$11,547.00	21024.80	$32,571.80	
516	882	116	374	136	550	6858	$9,432.00	1573	$11,005.00	1685.40	$12,690.40	
462	1234	132	374	578	325	6306	$9,411.00	3038	$12,449.00	4021.42	$16,470.42	
2154	2416	154	816	1220	850	8051	$15,661.00	5518	$21,179.00	1552.75	$22,731.75	
2137	1329	219	374	200	1100	6136	$11,495.00	4081	$15,576.00	3029.05	$18,605.05	
716	1124	155	408	400	1275	5501	$9,579.00	2013	$11,592.00	791.35	$12,383.35	
879	912	423	814	698	825	4997	$9,548.00	2060	$11,608.00	2751.05	$14,359.05	
806	1092	503	1020	136	1075	5063	$9,695.00	2727	$12,422.00	1890.40	$14,312.40	
963	707	385	816	170	875	5901	$9,817.00	1386	$11,203.00	7609.70	$18,812.70	
1020	1051	210	442	374	900	4838	$8,835.00	2247	$11,082.00	3593.60	$14,675.60	
28335	27467	2560	15511	8889	26035	226933	335730	89585	425315	147712.16	573027.16	16000

Exception Transactions
All Exception transactions, or transactions that fall outside normal processing procedures, are captured by Revenue Control System and Cashier Revenue/Transaction Journal are traced back to the actual ticket and supporting documentation. Examples of exception transactions include; lost tickets, insufficient funds, unreadable tickets, towed vehicles, and validations. Validations for Airport employees are reconciled with the processing of a Free Exit Report. The Exception transactions are audited thoroughly to ensure that they are properly recorded and approved.

Resources utilized in the research process include the Cashier Detail Report, Overnight Lot Check, Office Coordinator's shift report, Exception Transaction and Transaction Summary Report from PARCS. The Cashier Reports and all Exception documents are compiled and filed together for further reviews as required.

Lost Ticket:
A customer reports to the cashier that they have lost their ticket. Cashier completes a Lost Ticket Form which captures customer information (name, license plate, date, etc.). Customer is processed from the lot using overnight inventory to determine fee. Replacement ticket is used to process customer out of the lot. Auditors review cashier's transaction for accountability and accuracy. The Lost Ticket information is entered into an Excel data base for reporting purposes.

Credit Card Transaction
Automated credit card transactions are checked to ensure the system processes are complete and accurate. We work closely with our software vendor to ensure our system is fully PCI compliant at all times and all Data Security Standards are being adhered to.

First, credit card transactions are balanced to the Cashier Shift Report, Cashier Revenue/Transaction Journal, and Revenue History Report to ensure the ticket (revenue) was processed as a credit card transaction. If not, revenue must be adjusted accordingly and disciplinary action taken if warranted. Additionally, Credit Card receipts are totaled and balanced to the Cashier Revenue/Transaction Journal. The Cashier Shift Report will contain credit card balancing data that is used with the Revenue History Report to balance credit cards revenue and transactions to the Credit Card Processor Daily Sales Report. Any differences are investigated and reconciled.

Valet credit cards transactions and revenue are reconciled by shift daily. The source documents are the credit card receipts, Omni 3750 Transaction Journal, and Valet Shift Report which must agree with the Processors Daily Sales Report. All discrepancies are immediately reviewed.

Taxi and Monthly credit card sales are processed using a Transz 330 veriphone. The revenue is reconciled using credit card receipts, and batch reports which are agreed to the Processor Daily Sales Report.

Terminal ID's reported on credit card receipts, Journals are used to differentiate revenue sources on the Processors Daily Sales Report.

Revenue Deposits – Credit Cards
As a convenience to parking patrons and a reduction in cash handling, parking fees may be paid by American Express, Visa, Master Card, Discover, or Diners Club. The credit card processing agreement with the credit card processor and the internet allows us to expedite processing by obtaining electronic approvals on all transactions. Except for the POF express machines, signatures are collected on all credit card transactions. Credit card payments are processed directly by the cashiers on PARCS. Each transaction is captured by both the PARCS and the credit card processor (terminal and host data capture), minimizing the risk of lost settlement data. The PARC/S initiates credit card batch closing automatically at 2:00 AM daily.

The credit card processor sends all processed transactions for settlement. Daily, all Visa, Master Card, Discover, and Diners Club transactions are sent directly to the settlement institution that, on the next business day, transfer the funds, minus discount fees, directly to Airport Authority Bank Account. American Express settles its own transactions, generally within 2-3 days, transferring the funds, minus discount, directly to the Airport Authority account. The monthly reports from the credit card companies are downloaded via internet and forwarded to the Airport for credit card monthly reconciliation. Any discrepancies are investigated and resolved.

Revenue Reporting
Monthly P&L statement is provided to the client on the 10th of each month. The statement package includes full back up of all expenses, and a variance analysis. The site manager personally delivers the statement package to the client each month. Sample reports are attached

Field Audit Report – Daily Lane Activity Reconciliation
The Cashier Daily Worksheet is balanced to the Revenue History Report and Cashier Revenue/Transaction Journal as each cashier's work is audited. Any correction or adjustment is noted. This is done for both dollar amount and vehicle counts. Once completed the cashier overage or shortage is determine, if any, and appropriated disciplinary action taken.

Ace Parking has an extensive Audit Department, including four full time auditors at the San Diego International Airport. Ace Parking understands the high volume of revenue at the airport and has designed our audit program to ensure that the airport's revenue is properly collected, reported and monitored. To our knowledge, no other company regularly conducts the intensive on-site audits to the extent that Ace Parking does.

Comprehensive Audit Program
Ace Parking has an extensive overall audit program that includes periodic comprehensive on-site audits of our locations, mid-shift and ticket audits of our cashiers, shopping tests of our employees by an outside company and utilizing computer technology to assist in monitoring our locations. Ace Parking's audit program places a strong emphasis on field audits performed at the individual locations. There are a number of different levels to this audit program.

Corporate Field Audits
Our Audit Department performs unannounced comprehensive location audits on all of our locations. These audits are performed by a Corporate Auditor who is not part of the operation, allowing for a tough and honest appraisal of how the location is performing on a day-to-day basis. During a comprehensive on-site audit, the location is audited over multiple days to ensure that all controls are in place, including:

- Cash Controls
- Operational Controls
- Revenue Reporting Controls
- Equipment
- Contract Parking
- Airport Specific Controls
- Credit Card Controls
- Automation Controls

At the completion of the audit, the location is graded and given a report card so that the site manager understands how the location did in relationship to following industry best practice standard procedures. Action items are included in the audit with specific due dates so the site manager can correct any deficiencies. These action items are monitored by the Audit Department until they have reached resolution. A Comprehensive Site Audit is conducted at least once a year.

Below is a copy of a Comprehensive Site Audit

Audit Type: Comprehensive **Total Possible Points:** 563.00
Audit Control #: 2008-02-14-16-41-49 **Actual Total Points:** 533.00

Location #: 0620 **Grand Total Percentage:** 94.67%
Location Type: Managed

Site Manager: Manager

Total Action Items:	4
Auditor:	ACE
Total Completed Items:	4
Audit Start Date:	02/14/2008
Action Item Status:	Resolved
Approved:	Yes
Approved Date:	02/25/2008
Prior Audit Type:	Comprehensive
Status:	Completed
Prior Approved Date:	4/12/2006
Grand Total Percentage:	94.28%
Total Action Items:	6
Total Completed Items:	6

Onsite Audit Review with:	Manager, Assistant Manager
Onsite Audit Review Date:	February 12-13, 2008

Auditor Training Completed:

1. Drop Procedures - Discussed the new Drop Policy, and walked through the current procedure in use at the location. The procedure in place is compliant.
2. Supervisor Change Safe - Discussed with the Manager and Assistant manager the counting of the supervisor safe at shift change. Previously, the safe was counted by the out-going supervisor, and again 30 minutes later by the in-coming supervisor. Discussed having both supervisors count the safe in dual at shift change.
3. Payroll Procedures for the Airport - Discussed that the policy is in the database needs to be reviewed.

General Comments:

Airport Parking Rates:

- Long Term - $9.00 per day ($1.00 per 1/2 hour for the first hour, then $1.50 per each 1/2 hour).
- Short Term - $12.00 per day ($1.00 per 1/2 hour).
- Quarterly Parking - $60.00 per quarter
- All Airport employees pay at the Parking Management Office

Additional Notes:

1. The Airport approved the use of Rubber Stamp Validations. These validations are generic rubber letter stamps on black ink, and are used for departments within the airport. There are about 12 of these rubber stamps, each with a separate letter. Discussed with management the jeopardy of this type of validation. The restaurant inside the terminal uses a valometer.

2. Garage exit - The gate function in the garage lot is controlled by the fee computer. However, it is also controlled by an electronic eye after the gate arm. If this beam is broken, the gate raises automatically. The Airport is aware of this and the lack of control associated with this. According to the Airport, they are concerned with the integrity of the building if loops are cut into the ground. Discussed with management the use of a surface loop that can be epoxied to the floor. This exit is due to become unmanned when the new equipment is installed.

Cashier Mid-Shift Audits

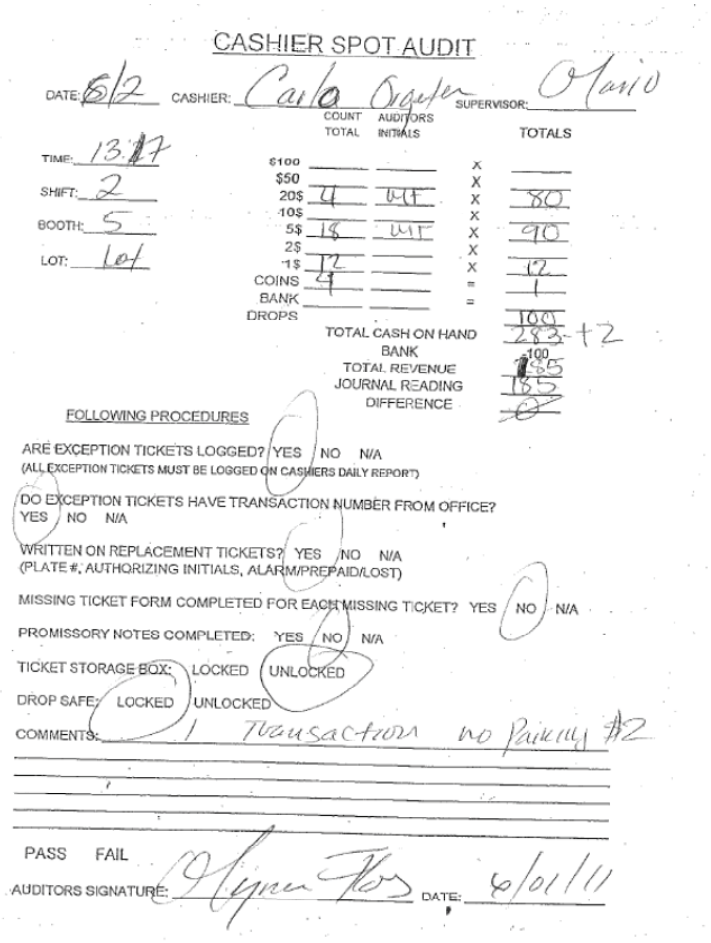
Each cashier is audited on a rotating basis to ensure they are in balance during their shift. The process for this is simple and straightforward. The cashier lane is closed down during slow periods and a revenue report is generated for the particular cashier. The on-site Audit staff counts the revenue collected by the cashier and this amount is compared to the amount recorded by the revenue control equipment. Any overages or shortages are recorded and the employee is disciplined by the Operations staff immediately. This discrepancy becomes a permanent part of the employee's record and is used to determine future levels of disciplinary action if the cashier is found to be out of balance again. In addition to the revenue collected, the tickets are reviewed to determine if the cashier is following proper procedures as well.

Cashier Ticket Audits

Tickets that are processed by the equipment where the fee computer is left to determine the rate are tightly controlled. However, every location, regardless of type, generates exception transactions that fall outside normal processing. Some of these transactions include:

- Validations
- Insufficient Funds
- Non-readable Tickets
- Lost Tickets
- Manual Transactions

It is these exception transactions that must be audited to ensure the cashier is following proper procedures, obtaining proper backup or authorization and completing the proper paperwork for the exception transaction. The Ace Parking Audit staff is trained to review all exception transactions by first obtaining these transactions from the revenue control equipment and then finding the ticket or transaction in the cashier's work to determine if they were processed correctly and the revenue is recorded. Any discrepancies are brought to the attention of the Operations staff and disciplinary action is handled in a progressive fashion. See sample report.



CASHIER SPOT AUDIT

DATE: 6/2 CASHIER: Carla Ogden SUPERVISOR: Mario

TIME: 13:17
SHIFT: 2
BOOTH: 5
LOT: Lot

	COUNT TOTAL	AUDITORS INITIALS		TOTALS
$100			X	
$50			X	
20$	4	WT	X	80
10$			X	
5$	18	WT	X	90
2$			X	
1$	12		X	12
COINS	4		=	1
BANK			=	
DROPS				100
TOTAL CASH ON HAND				283 +2
BANK				-100
TOTAL REVENUE				185
JOURNAL READING				185
DIFFERENCE				0

FOLLOWING PROCEDURES

ARE EXCEPTION TICKETS LOGGED? YES NO N/A
(ALL EXCEPTION TICKETS MUST BE LOGGED ON CASHIERS DAILY REPORT)

DO EXCEPTION TICKETS HAVE TRANSACTION NUMBER FROM OFFICE?
YES NO N/A

WRITTEN ON REPLACEMENT TICKETS? YES NO N/A
(PLATE #, AUTHORIZING INITIALS, ALARM/PREPAID/LOST)

MISSING TICKET FORM COMPLETED FOR EACH MISSING TICKET? YES NO N/A

PROMISSORY NOTES COMPLETED: YES NO N/A

TICKET STORAGE BOX: LOCKED UNLOCKED

DROP SAFE: LOCKED UNLOCKED

COMMENTS: 1 Transaction no Parking #2

PASS FAIL

AUDITORS SIGNATURE: Wynn Flos DATE: 6/01/11

It is important to note that all ticket stock is ordered in numerical order and stored under lock and key until needed. Supervisors are responsible for restocking all ticket spitters when tickets start to run low.

Outside Audits – Mystery Shopper

Our locations are frequently "shopped" by an independent company to ensure that our employees are following proper cash handling and ticket processing procedures, as well as to determine if proper customer service procedures are followed. All shop tests have two components:

- Integrity – Revenue was collected and recorded by the cashier and proper ticket processing procedures were followed.
- Customer Service – Proper script, greetings, dress, presentation and wait times are acceptable based on the location.

The types of tests vary to cover the different types of transactions that a cashier might encounter. The reports from these tests are thoroughly reviewed by Ace Parking's Auditing Department to make sure transactions were handled properly. The findings from these reports are passed to the location manager so they can discipline or counsel their employees based on any improper handling of cash or tickets, or customer service issues

discovered from these tests. If it's found that the revenue from a shopper transaction is not recorded, the cashier is immediately terminated.

As previously mentioned the airport had a total of 120 Mystery Shop Tests in 2010 and scored an average passing score of 96.45%.

Other Audits
The Audit staff performs a variety of additional audit functions as part of their regular duties. Some of these audits include:

- Petty cash and change fund audits
- Cashier Drop Log and Deposit Log reconciliations
- Chain of Custody and Separation of Duties
- Missing Ticket audits
- Contract parking sales vs. authorized lot access

Manager Audit Responsibilities
Ace Parking's location managers and supervisors also play an active role in our revenue control program. As part of our management training program, managers and supervisors receive training on Ace Parking's audit and revenue control program and their role in it. This training assists managers in understanding the company's revenue control procedures and includes training in fraud prevention and detection.

Employee Theft
Our managers are all trained in the areas of investigating suspected employee theft and the proper course of action whenever dealing with known employee theft. These situations are handled with appropriate disciplinary action, up to and including termination of employment.

Our managers are also thoroughly trained to handle customer relations and requests such as investigating double charges to credit cards, or reports of receiving incorrect change by a cashier.

Ticket Storage
Tickets are ordered in a number series and verified upon receipt from vendor. Ticket are stored in designated locations under lock and key. Tickets are removed from storage based on number sequence and date received. Supervisors record ticket number in Ticket Log along with signature.

Management is also responsible for tracking missing tickets to ensure we remain below the threshold of .5% as specified in the contract. See sample report below:

Missing Ticket Report

MARCH 2011

Date		Beginning Lot Check	Entry	Exits	Ending Lot Check	Test Tickets	Total	Percentage
Tuesday	1	974	4277	-3779	-1511	-7	-46	-1.08%
Wednesday	2	1511	4252	-4000	-1775	-3	-15	-0.35%
Thursday	3	1775	4666	-4827	-1683	-2	-71	-1.52%
Friday	4	1683	4300	-4553	-1417	0	13	0.30%
Saturday	5	1417	3282	-3260	-1417	1	23	0.70%
Sunday	6	1417	3723	-3899	-1168	0	73	1.96%
Monday	7	1168	3313	-3531	-956	-5	-11	-0.33%
Tuesday	8	956	4394	-3696	-1558	-3	93	2.12%
Wednesday	9	1558	4403	-4266	-1749	-4	-58	-1.32%
Thursday	10	1749	4586	-4725	-1666	-6	-62	-1.35%
Friday	11	1666	4258	-4539	-1359	-10	16	0.38%
Saturday	12	1359	3322	-3404	-1178	0	99	2.98%
Sunday	13	1178	3743	-3673	-1155	0	93	2.48%
Monday	14	1155	3342	-3454	-991	-9	43	1.29%
Tuesday	15	991	4463	-3910	-1599	-2	-57	-1.28%
Wednesday	16	1599	4175	-4124	-1717	-4	-71	-1.70%
Thursday	17	1717	4606	-4692	-1699	-5	-73	-1.58%
Friday	18	1699	4628	-4818	-1400	-7	102	2.20%
Saturday	19	1400	3884	-3997	-1235	0	52	1.34%
Sunday	20	1235	3710	-3844	-1047	0	54	1.46%
Monday	21	1047	4317	-4280	-990	-4	90	2.08%
Tuesday	22	990	4975	-4472	-1518	-1	-26	-0.52%
Wednesday	23	1518	5154	-4893	-1799	-7	-27	-0.52%
Thursday	24	1799	4938	-4973	-1666	-5	93	1.88%
Friday	25	1666	4579	-4898	-1315	-10	22	0.48%
Saturday	26	1315	4009	-4028	-1201	0	95	2.37%
Sunday	27	1201	4427	-4527	-1155	0	-54	-1.22%
Monday	28	1155	3490	-3506	-1016	-4	119	3.41%
Tuesday	29	1016	4466	-4037	-1521	-5	-81	-1.81%
Wednesday	30	1521	4498	-4355	-1707	-3	-46	-1.02%
Thursday	31	1707	4524	-4731	-1594	-5	-99	-2.19%
Total		43,142	130,704	-129,691	-43,762	-110	283	0.22%

Revenue Control is a priority, not an afterthought for Ace Parking. We continue to devote significant corporate resources to constantly improving and monitoring the revenue controls at the locations we manage. With Ace Parking as your operator, we guarantee that our Audit Department will be working with our management team to ensure that proper controls are being employed on-site.

Nightly License Plate Inventories

We are very diligent with our nightly license plate inventory process. The license plate inventory process helps us to track the vehicles that are in our parking lots at any given time, which is instrumental when processing lost tickets. The lot inventory procedure also generates reports that are used for a variety reasons, including helping Harbor Police with investigations. These inventories can also be turned over to TSA if there is ever a need to assist with Airport security.

The inventory process utilizes hand held computers that are manually entered with license plate information from the vehicles in our parking lots every night by lot inventory

personnel. Once all of the license plate information is loaded into the handheld computers, the information is uploaded to desk top computers. The computers use a database to create daily Lot check reports that are distributed to key personnel and the supervisor office. The reports are accurate, down to the specific parking space the vehicle is occupying, giving us the added ability to locate a customer's vehicle for them, provided they know their license plate number.

There are 5 hand held computers available for use. There are normally 3 lot inventory personnel each night. Lot inventory personnel can start with any lot they choose, but there is a specific map to follow within each lot with a starting row number and space and a corresponding ending row number and space. The map of each lot is preprogrammed into the handheld computers. All spaces must be checked to ensure a vehicle that was in a space one day and gone the next is removed from the database.

It's very important that the lot inventory personnel are accurate when inputting the license plate information into the computer. It is a tremendous responsibility to enter the vehicles into the lot inventory with no mistakes. The lot inventory has a major effect on the revenue for the parking lot. We average approximately 300 lost tickets each month. The revenue collected from those tickets is directly related to the accuracy of the lot inventory personnel.

Revenue Reporting
Monthly P&L statement is provided to the client on the 10th of each month. The statement package includes full back up of all expenses, and a variance analysis. The site manager personally delivers the statement package to the client each month. Sample reports are attached.

f. Provide samples of ALL reports to be provided to the Authority, including but not limited to audit, deposit, monthly activity, lost ticket, revenue and expense reports.

On the following pages, we have included samples of all of the reports to be provided to the Authority. Below is a table of contents with brief descriptions.

- LPI Monthly Income Statement
- Main Lot (200) Monthly Financial Report
- San Park Monthly Financial Report
- San Park Monthly Statement - Valet
- Credit Card Processor Report
- American Express Monthly Credit Card Report
- Bank of America Monthly Credit Card Report for Visa and Master Card
- Monthly Change Fund Log
- Taxi Daily Revenue Report

LPI Monthly Income Statement

Lindbergh Parking, Inc.

Lindbergh Parking, Inc.

San Diego International Airport

Income Statement

January 2011

	CURRENT MONTH			YEAR-TO-DATE		
	BUDGET	ACTUAL	FAV(UNFAV)	BUDGET	ACTUAL	FAV(UNFAV)
INCOME						
Transient	305,000.00	286,700.88	(18,299.12)	3,524,568.00	3,405,884.11	(118,683.89)
Employee Parking	31,000.00	68,757.50	37,757.50	264,919.00	392,508.36	127,589.36
POF Lots 1 & 3	73,000.00	81,092.00	8,092.00	1,079,775.00	1,008,412.00	(71,363.00)
Recovery Payments	2,000.00	1,702.32	(297.68)	27,201.00	29,511.12	2,310.12
Credit Cards	1,155,000.00	1,094,180.48	(60,819.52)	13,914,725.00	13,522,202.14	(392,522.86)
Credit Card Fees	(45,414.00)	(42,346.12)	3,067.88	(508,514.00)	(514,761.69)	(6,247.69)
TOTAL INCOME	**$1,520,586.00**	**$1,490,087.06**	**($30,498.94)**	**$18,302,674.00**	**$17,843,756.04**	**($458,917.96)**
PAYROLL EXPENSES						
Wages - Cashiers	55,000.00	59,375.07	(4,375.07)	715,000.00	693,943.27	21,056.73
Wages - Customer Service-Cart	0.00	0.00	0.00	38,500.00	29,142.32	9,357.68
Wages - Traffic Directors	0.00	0.00	0.00	49,500.00	17,529.76	31,970.24
Wages - Shift Coordinator	5,250.00	5,955.01	(705.01)	65,750.00	64,846.97	903.03
Wages - Manager	21,000.00	20,482.85	517.15	277,850.00	263,137.89	14,712.11
Wages - Supervisor	28,000.00	30,405.72	(2,405.72)	349,750.00	383,935.89	(34,185.89)
Wages - CSR Supervisor	12,500.00	5,785.65	6,714.35	117,000.00	59,050.55	57,949.45
Wages - Clerical	5,000.00	5,667.57	(667.57)	104,000.00	83,783.88	20,216.12
Wages - Cleaning	9,500.00	10,343.79	(843.79)	107,950.00	119,994.68	(12,044.68)
[illegible]es - Lot Check	5,000.00	5,207.37	(207.37)	118,850.00	92,013.90	26,836.10
[illegible]ges - Audit	9,250.00	8,266.40	983.60	97,250.00	105,734.62	(8,484.62)
Customer Service Reps	42,000.00	46,825.34	(4,825.34)	592,000.00	534,740.57	57,259.43
Vacation Payroll	10,000.00	6,090.88	3,909.12	109,000.00	111,218.05	(2,218.05)
PAYROLL EXPENSES	**202,500.00**	**204,405.65**	**(1,905.65)**	**2,742,400.00**	**2,559,072.35**	**183,327.65**
OPERATING EXPENSES						
Payroll Overhead	22,275.00	29,352.62	(7,077.62)	377,861.00	250,135.83	127,725.17
Employee H&W Contributions	(2,000.00)	(2,058.30)	58.30	(18,500.00)	(25,243.79)	6,743.79
Health and Welfare	22,500.00	20,257.97	2,242.03	308,400.00	245,014.00	63,386.00
Workers Compensation	15,188.00	15,757.91	(569.91)	193,256.00	188,495.23	4,760.77
Recruiting, Testing & Training	700.00	995.25	(295.25)	17,200.00	8,280.99	8,919.01
Payroll Processing Fees	600.00	553.72	46.28	11,600.00	7,663.18	3,936.82
Employee Incentives - Nontax	500.00	1,527.61	(1,027.61)	11,500.00	3,050.84	8,449.16
Shopping Tests	1,000.00	5,435.20	(4,435.20)	39,500.00	27,293.40	12,206.60
Armored Car Service	1,300.00	1,221.10	78.90	15,600.00	14,502.14	1,097.86
Professional Security	4,500.00	4,488.75	11.25	59,500.00	53,196.00	6,304.00
Supplies	8,000.00	3,246.10	4,753.90	96,000.00	91,406.20	4,593.80
Uniforms	5,500.00	5,251.53	248.47	68,750.00	64,069.58	4,680.42
Tickets and Decals	4,000.00	5,611.31	(1,611.31)	48,000.00	78,285.52	(30,285.52)
Signs	2,000.00	231.43	1,768.57	13,000.00	27,661.58	(14,661.58)
Vans - Gas and Oil	350.00	2,220.65	(1,870.65)	5,850.00	5,926.38	(76.38)
Keys and Locks	0.00	0.00	0.00	1,100.00	643.15	456.85
Equipment Rental	1,700.00	1,438.72	261.28	34,700.00	19,534.56	15,165.44
Janitorial	4,000.00	5,901.99	(1,901.99)	61,750.00	47,337.77	14,412.23
Pest Control	250.00	195.00	55.00	5,750.00	2,800.00	2,950.00
Office Supplies	2,500.00	3,472.99	(972.99)	49,250.00	28,013.68	21,236.32
[illegible]x and Printing	350.00	340.11	9.89	5,850.00	4,762.66	1,087.34
[illegible]age	180.00	219.24	(39.24)	4,030.00	2,377.05	1,652.95

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Lindbergh Parking, Inc.

San Diego International Airport

Income Statement

January 2011

	CURRENT MONTH			YEAR-TO-DATE		
	BUDGET	ACTUAL	FAV(UNFAV)	BUDGET	ACTUAL	FAV(UNFAV)
Computer Expense	200.00	199.00	1.00	2,950.00	4,057.80	(1,107.80)
Equipment Repairs	22,500.00	13,546.34	8,953.66	297,500.00	285,639.92	11,860.08
Surface Repairs	500.00	0.00	500.00	6,000.00	4,403.04	1,596.96
Paint and Decor	0.00	0.00	0.00	2,750.00	0.00	2,750.00
Electrical/Lamping	0.00	230.54	(230.54)	5,500.00	978.73	4,521.27
Telephone and Pager	1,500.00	2,558.26	(1,058.26)	40,000.00	33,455.02	6,544.98
Water and Sewer	0.00	0.00	0.00	5,500.00	0.00	5,500.00
Insurance - Liability	5,000.00	6,000.00	(1,000.00)	72,944.00	45,562.52	27,381.48
Car Damages	0.00	0.00	0.00	5,500.00	0.00	5,500.00
Business License and Taxes	2,000.00	0.00	2,000.00	2,800.00	1,698.00	1,102.00
Bank Service Charge	0.00	0.00	0.00	0.00	1.12	(1.12)
Base Management Fee	3,915.00	3,830.13	84.87	58,915.00	45,895.35	13,019.65
Incentive Fee	30,000.00	22,011.97	7,988.03	30,000.00	22,011.97	7,988.03
Misc Expense	500.00	541.80	(41.80)	22,500.00	10,209.28	12,290.72
Employee Shuttle	105,000.00	116,820.64	(11,820.64)	1,488,250.00	1,452,395.43	35,854.57
Red Bus Shuttle	93,000.00	109,454.84	(16,454.84)	1,270,000.00	1,266,657.79	3,342.21
Vehicle Repairs	200.00	0.00	200.00	5,700.00	147.10	5,552.90
Vehicle Miscellaneous	0.00	0.00	0.00	0.00	42,375.33	(42,375.33)
Vehicle Cleaning	100.00	32.70	67.30	100.00	821.60	(721.60)
Customer Service	100.00	0.00	100.00	2,850.00	34.00	2,816.00
AL OPERATING EXPENSES	**359,908.00**	**380,887.12**	**(20,979.12)**	**4,729,706.00**	**4,361,549.95**	**368,156.05**
NET OPERATING INCOME	**958,178.00**	**904,794.29**	**(53,383.71)**	**10,830,568.00**	**10,923,133.74**	**92,565.74**
OTHER EXPENSES						
SPECIAL PROJECTS	**0.00**	**1,361.95**	**1,361.95**	**5,500.00**	**1,361.95**	**(4,138.05)**
TOTAL EXPENSES	**562,408.00**	**586,654.72**	**(24,246.72)**	**7,477,606.00**	**6,921,984.25**	**555,621.75**
NET INCOME / (LOSS)	**$958,178.00**	**$903,432.34**	**($54,745.66)**	**$10,825,068.00**	**$10,921,771.79**	**$96,703.79**

Michael DeGraffenreid, General Manager

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Lindbergh Parking, Inc.

Lindbergh ..king, Inc.
San Diego International Airport
Income Statement
For the Year Thru January 2011

	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	YEAR
INCOME													
Transient	200,416.44	238,168.60	227,142.49	243,305.50	262,739.75	361,754.30	362,306.08	280,442.22	290,218.60	294,647.14	358,042.11	286,700.88	3,405,884.11
Employee Parking	15,540.00	71,740.00	24,132.00	927.81	11,680.00	69,585.00	3,778.75	13,496.85	72,691.00	17,275.95	22,903.50	68,757.50	392,508.36
POF Lots 1 & 3	55,918.00	71,633.00	71,422.00	78,595.00	91,921.00	121,566.00	111,580.00	67,723.00	77,449.00	74,018.00	105,495.00	81,092.00	1,008,412.00
Recovery Payments	1,788.51	1,074.27	1,011.51	910.55	1,544.51	6,107.44	3,000.29	3,103.54	3,474.58	1,683.32	4,110.28	1,702.32	29,511.12
Credit Cards	1,066,194.07	1,180,359.03	1,171,979.11	1,153,724.67	1,129,787.96	1,108,958.76	1,124,780.96	1,170,315.42	1,226,101.14	1,049,067.05	1,046,753.49	1,094,180.48	13,522,202.14
Credit Card Fees	(37,694.25)	(41,731.17)	(43,239.75)	(44,815.74)	(43,065.83)	(42,202.66)	(42,626.76)	(45,883.21)	(49,246.10)	(41,754.23)	(40,155.87)	(42,346.12)	(514,761.69)
TOTAL INCOME	**$1,302,162.77**	**$1,521,243.73**	**$1,452,447.36**	**$1,432,647.79**	**$1,454,607.39**	**$1,625,768.84**	**$1,562,819.32**	**$1,489,197.82**	**$1,620,686.22**	**$1,394,937.23**	**$1,497,148.51**	**$1,490,087.06**	**$17,843,756.04**
PAYROLL EXPENSES													
Wages - Cashiers	50,363.46	49,604.91	55,448.30	75,477.51	53,410.26	54,131.55	51,675.68	54,905.79	77,676.83	54,441.08	57,432.83	59,375.07	693,943.27
Wages - Customer Service Cart	2,616.63	3,199.79	3,248.00	4,466.01	3,083.08	2,842.00	2,760.80	3,019.63	3,706.40	0.00	0.00	0.00	29,142.32
Wages - Traffic Directors	1,629.77	1,928.00	1,928.00	2,681.13	2,024.40	1,546.92	1,931.02	1,928.00	1,932.52	0.00	0.00	0.00	17,529.76
Wages - Shift Coordinator	4,744.63	4,072.26	5,021.88	6,813.75	4,771.19	5,047.19	5,373.01	3,729.44	8,080.40	5,483.63	5,754.38	5,955.01	64,846.97
Wages - Manager	19,937.89	20,301.50	20,260.73	30,724.44	20,482.96	20,483.08	18,744.97	20,482.90	30,361.16	20,483.08	20,392.33	20,482.85	263,137.89
Wages - Supervisor	26,951.41	26,435.52	27,206.20	41,868.41	32,249.31	31,981.01	30,529.73	32,461.65	46,797.69	31,050.77	25,998.47	30,405.72	383,935.89
Wages - CSR Supervisor	5,026.86	5,304.34	4,342.30	8,433.08	2,968.46	3,175.13	2,786.09	3,067.75	4,409.12	2,938.06	10,813.71	5,785.65	59,050.55
Wages - Clerical	6,019.16	7,018.63	6,910.13	10,552.96	5,734.48	5,898.51	6,017.70	6,994.84	10,706.95	5,505.57	5,857.38	5,667.57	83,783.88
Wages - Cleaning	8,885.04	9,038.08	9,685.23	13,072.43	8,956.53	9,138.25	9,683.10	9,343.76	13,669.54	8,966.58	9,212.35	10,343.79	119,994.68
Wages - Lot Check	9,780.51	9,746.17	10,286.99	13,267.19	10,050.76	7,559.08	4,618.84	4,484.01	6,937.17	4,997.16	5,168.05	5,207.37	92,013.90
Wages - Audit	8,428.17	8,432.45	8,310.59	12,280.62	9,154.30	8,366.77	8,761.21	8,320.02	10,430.79	7,511.99	7,471.31	8,266.40	105,734.62
Customer Service Reps	37,287.19	36,719.28	40,994.93	57,271.01	40,259.01	42,014.54	41,100.79	43,012.25	62,073.03	42,339.55	44,045.59	40,625.34	534,740.57
Vacation Payroll	7,851.26	9,386.66	11,249.48	12,796.67	13,374.77	5,342.39	12,105.66	8,032.16	10,374.80	8,093.42	6,519.90	6,090.88	111,218.05
PAYROLL EXPENSES	**190,622.15**	**191,184.57**	**204,892.76**	**289,705.21**	**206,520.09**	**197,526.42**	**196,088.51**	**200,582.80**	**287,157.00**	**191,720.89**	**198,666.30**	**204,405.65**	**2,559,072.35**
OPERATING EXPENSES													
Payroll Overhead	24,551.63	23,144.48	23,119.38	28,253.45	17,568.88	16,614.72	16,134.30	16,420.35	23,329.36	15,544.16	16,104.50	29,352.62	250,135.83
Employee H&W Contributions	(1,753.64)	(1,770.26)	(1,733.33)	(3,429.80)	(2,253.59)	(1,867.81)	(1,815.84)	(1,958.60)	(2,937.90)	(1,975.22)	(1,889.50)	(2,058.30)	(25,243.79)
Health and Welfare	21,184.49	21,468.32	21,480.22	20,416.58	19,446.07	19,828.91	19,545.08	20,586.63	20,205.27	20,297.23	20,297.23	20,257.97	245,014.00
Workers Compensation	14,376.46	14,358.09	15,366.96	21,874.09	15,368.49	14,610.83	14,695.09	14,864.35	17,698.48	14,434.83	14,891.65	15,757.91	188,495.23
Recruiting, Testing & Training	0.00	247.00	1,071.00	1,291.10	697.00	375.00	843.00	467.00	577.00	272.64	1,445.00	995.25	8,280.99
Payroll Processing Fees	604.52	614.68	596.90	883.92	635.00	591.82	607.06	594.36	871.22	548.64	561.34	553.72	7,663.18
Employee Incentives - Nontax	326.35	0.00	0.00	0.00	0.00	206.25	0.00	0.00	0.00	0.00	990.63	1,527.61	3,050.84
Shopping Tests	636.50	744.50	5,389.00	758.50	756.00	5,576.50	673.20	620.20	5,349.20	765.00	589.60	5,435.20	27,293.40
Armored Car Service	1,200.08	1,192.64	1,193.95	1,175.46	1,206.40	1,215.03	1,197.88	1,194.11	1,208.86	1,200.06	1,206.57	1,221.10	14,502.14
Professional Security	3,990.00	4,417.50	4,653.00	4,488.75	4,275.00	4,488.75	4,417.50	4,346.25	4,795.50	4,346.25	4,488.75	4,488.75	53,196.00
Supplies	4,816.29	16,878.89	14,544.76	5,900.42	8,354.93	3,162.45	3,240.30	6,285.93	5,996.37	13,111.60	5,868.16	3,246.10	91,406.20
Uniforms	5,376.17	5,297.00	5,250.02	5,483.18	5,456.86	5,109.08	2,325.51	8,768.87	5,266.11	5,183.90	5,301.35	5,251.53	64,069.58
Tickets and Decals	0.00	0.00	0.00	9,678.00	10.75	7,170.45	37,811.25	0.00	0.00	17,992.08	11.68	5,611.31	78,285.52
Signs	1,384.43	5,682.10	5,357.05	2,845.17	4,720.78	1,163.80	2,197.01	1,214.35	2,682.66	382.80	0.00	231.43	27,661.58
Vans - Gas and Oil	76.04	298.35	430.12	0.00	587.71	0.00	927.71	0.00	458.64	0.00	925.16	2,220.65	5,926.38
Keys and Locks	0.00	0.00	0.00	0.00	0.00	464.15	0.00	179.00	0.00	0.00	0.00	0.00	643.15
Equipment Rental	1,384.80	1,863.61	1,556.15	2,459.40	1,422.40	1,422.40	1,438.72	1,438.72	1,438.72	1,476.70	2,194.02	1,438.72	19,534.56
Janitorial	4,347.03	2,739.79	6,733.73	3,434.90	4,437.74	1,737.02	4,617.04	3,138.63	4,330.62	3,488.32	2,432.99	5,901.99	47,337.77
Pest Control	155.00	215.00	380.00	100.00	245.00	120.00	415.00	195.00	195.00	195.00	390.00	195.00	2,800.00
Office Supplies	1,290.54	3,116.58	2,292.93	1,707.36	2,257.47	2,399.53	4,237.83	1,189.19	3,998.14	904.29	1,146.83	3,472.99	28,013.68
Xerox and Printing	162.43	472.09	239.69	371.28	553.78	354.38	339.80	496.40	558.75	493.21	380.74	340.11	4,762.66
Postage	339.86	313.26	119.14	103.41	185.25	103.68	96.77	126.82	104.24	96.77	588.61	219.24	2,377.05
Computer Expense	199.00	199.00	199.00	199.00	199.00	199.00	199.00	199.00	199.00	199.00	1,868.80	199.00	4,057.80
Equipment Repairs	54,406.01	15,642.50	3,935.00	1,537.46	45,589.85	18,126.68	13,977.46	39,986.43	23,964.12	26,250.00	30,678.07	13,546.34	285,639.92

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Lindbergh Parking, Inc.

Lindbergh Parking, Inc.
San Diego International Airport
Income Statement
For the Year Thru January 2011

	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	YEAR
Surface Repairs	698.92	1,134.12	1,500.00	0.00	85.00	0.00	85.00	0.00	900.00	0.00	0.00	0.00	4,403.04
Paint and Decor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Electrical/Lamping	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	497.15	0.00	251.04	230.54	978.73
Telephone and Pager	2,499.95	1,631.69	2,374.07	2,478.82	2,565.59	2,768.04	2,820.89	2,705.26	4,401.14	4,257.32	2,393.99	2,558.26	33,455.02
Water and Sewer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Insurance - Liability	1,928.52	6,000.00	(16,366.00)	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	45,562.52
Car Damages	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Business License and Taxes	700.00	998.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,698.00
Bank Service Charge	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.12	0.00	1.12
Base Management Fee	3,349.64	3,907.44	3,739.22	3,693.66	3,744.18	4,169.93	4,013.62	3,837.70	4,174.84	3,591.73	3,843.26	3,830.13	45,895.35
Incentive Fee	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	22,011.97	22,011.97
Misc Expense	1,936.60	246.39	5,452.01	148.32	175.14	158.66	348.29	224.13	290.92	486.84	200.18	541.80	10,209.28
Employee Shuttle	105,507.54	131,854.23	120,166.60	128,457.84	124,783.12	126,992.99	119,651.55	117,914.39	124,308.69	119,381.18	116,556.66	116,820.64	1,452,395.43
Red Bus Shuttle	85,762.61	109,154.76	101,050.35	108,015.86	104,682.70	108,283.26	106,176.24	104,854.05	105,474.40	110,767.94	112,980.78	109,454.84	1,266,657.79
Vehicle Repairs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	147.10	0.00	0.00	147.10
Vehicle Miscellaneous	0.00	0.00	18,141.20	0.00	0.00	5,592.42	3,806.42	0.00	5,068.46	6,932.60	2,834.23	0.00	42,375.33
Vehicle Cleaning	0.00	0.00	0.00	0.00	0.00	280.80	86.40	140.40	97.20	97.20	86.90	32.70	821.60
Customer Service	0.00	0.00	0.00	0.00	0.00	0.00	34.00	0.00	0.00	0.00	0.00	0.00	34.00
TOTAL OPERATING EXPENSES	341,439.77	372,059.95	348,232.12	358,326.13	373,734.50	355,818.72	370,943.08	356,028.92	371,502.16	376,957.17	355,620.31	380,887.12	4,361,549.95
NET OPERATING INCOME	770,100.85	957,999.21	899,322.48	784,616.45	874,352.80	1,072,423.70	996,787.73	932,586.10	962,029.06	826,259.17	942,861.90	904,794.29	10,923,133.74
OTHER EXPENSES													
SPECIAL PROJECTS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,361.95	1,361.95
TOTAL EXPENSES	532,061.92	563,244.52	553,124.88	648,031.34	580,254.59	553,345.14	567,031.59	556,611.72	658,659.16	568,678.06	554,286.61	586,654.72	6,921,984.25
NET INCOME / (LOSS)	$770,100.85	$957,999.21	$899,322.48	$784,616.45	$874,352.80	$1,072,423.70	$996,787.73	$932,586.10	$962,029.06	$826,259.17	$942,861.90	$903,432.34	$10,921,771.79

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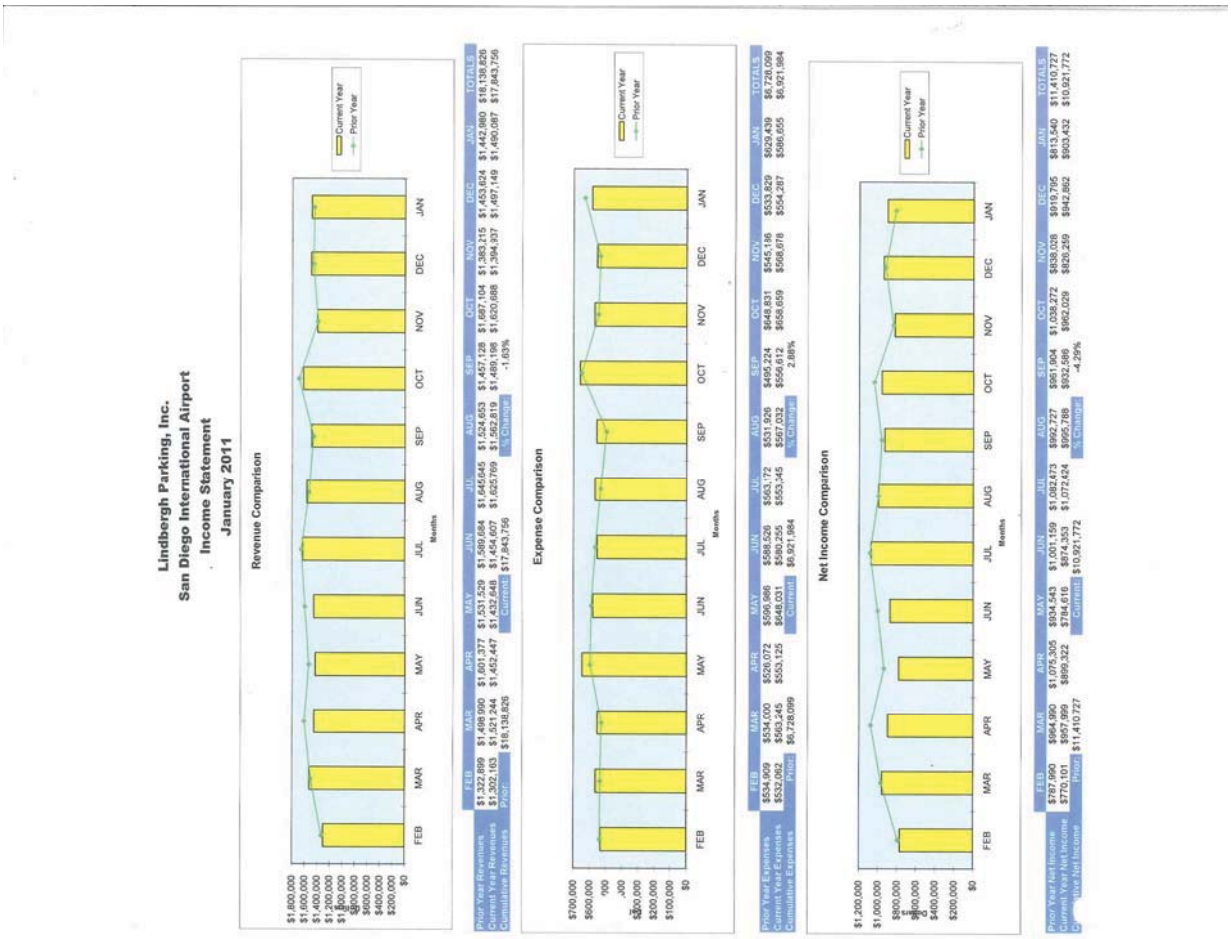
Driving Revenues.
Delivering Results.


Lindbergh Parking, Inc.
San Diego International Airport
Income Statement
January 2011
Revenue Comparison
Current Year
Prior Year
Months
Expense Comparison
Net Income Comparison

Main Lot (200) Monthly Financial Report

OPERATORS DAILY REVENUE & DEPOSITORY REPORT
SAN DIEGO INTERNATIONAL AIRPORT PARKING FACILITY

PART A: LOT SUMMARY									DATE: JUNE 2011
LOT	FACILITY SUM DAILY REPORT	DIFF +/-	SYSTEM DAILY REPORT	CREDIT CARDS	ADJUSTED SYS REVENUE	ADJUSTMENTS PROCESSING	ADJUSTMENTS TICKETS	CASH OVER / SHORT	TOTAL CASH
1	468,339.00	471.40	468,810.40	-298,929.00	169,881.40	-1,011.15	0.00	-222.00	168,648.25
2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7	40,528.75	8.00	40,536.75	-22,629.00	17,907.75	-212.00	0.00	-20.25	17,675.50
TAXI REV.	31,652.00	0.00	31,652.00	-2,825.00	28,827.00	0.00	0.00	0.00	28,827.00
OT 1 POF	486,322.00	-299.00	486,023.00	-425,534.00	60,489.00	0.00	0.00	0.00	60,489.00
OT 2 POF	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	1,026,841.75	180.40	1,027,022.15	-749,917.00	277,105.15	-1,223.15	0.00	-242.25	275,639.75

B: REVENUE	
1.- GROSS SYSTEM REVENUE	1,027,022.15
2.- CREDIT CARD ADJUSTMENT	-749,917.00
3.- SYSTEM MALFUNCTION ERRORS-PROCESSING	-1,223.15
4.- TICKET ADJUSTMENTS	0.00
5.- CASH OVER / (SHORT)	-242.25
6.- TERMINAL LOTS (1+2+7+8) ADJUSTED-SUB-TOTAL	275,639.75
7.- LOT 6 (EMPLOYEE PARKING)	9,744.00
8.- LOT 8E (EMPLOYEE PARKING)	3,340.00
8. - EMP. PK. CASH	-3,340.00
9.- TAXI REV. COINS	0.00
10.- RECOVERY PAYMENTS	1,541.44
11.- TOTAL DEPOSIT	286,925.19
12. CREDIT CARD	1,642,474.50
13.- CREDIT CARD PROCESSING FEE	-41,524.60
14.- CREDIT CARD + (-)	-344.00
14.- EMP. PK. C/C	-1,018.50
15.- SAN PARKS C/C	-569,468.57
16.- VALET C/C	-270,408.84
17.- NET REVENUE	1,046,635.18

18.- I DECLARE UNDER PENALTY OF PERJURY THAT THIS REPORT IS TRUE & CORREC

EN DAY REVENUE REPORT — JUNE 2011

	LOT 1	LOT 2	LOT 6 EMP. PK.	LOT 7	Taxi Rev. Cash	LOT 8E EMP. PK.	Taxi Rev. Coins	POF-1 CASH	POF-2 CASH	RECOVERY	TOTAL DEPOSIT	SPS CREDIT CARD SALES	CREDIT CARD + (-)	CREDIT CARD PROCESS FEE	CREDIT CARD NET REVENUE	SAN PARKS C/C	VALET C/C	NET REVENUE
1	5,544.00	0.00	20.00	532.00	1,000.00	0.00	0.00	913.00	0.00	161.20	7,670.20	40,834.00	0.00	-1,027.24	39,806.76	-11,001.68	-4,914.02	31,889.26
2	4,804.80	0.00	20.00	615.00	825.00	0.00	0.00	2,047.00	0.00	18.48	8,129.48	58,471.00	0.00	-1,605.26	56,865.74	-19,963.34	-10,962.34	36,040.01
3	4,413.00	0.00	180.00	585.00	1,260.00	0.00	0.00	1,038.00	0.00	28.20	7,465.20	60,568.00	0.00	-1,646.68	58,921.45	-20,694.29	-9,893.97	36,196.40
4	5,767.00	0.00	0.00	468.00	400.00	0.00	0.00	2,963.00	0.00	29.00	9,617.00	27,691.00	0.00	-709.75	26,980.25	-9,431.43	-3,866.48	23,115.37
5	6,079.00	0.00	0.00	585.00	1,075.00	0.00	0.00	2,585.00	0.00	34.20	10,369.20	62,036.00	0.00	-1,378.41	60,760.59	-21,433.42	-7,786.19	31,910.18
6	4,430.00	0.00	60.00	473.00	1,230.00	3,240.00	0.00	372.00	0.00	20.00	9,825.00	39,302.80	0.00	-982.49	38,321.01	-13,372.42	-4,445.01	30,323.58
7	4,488.80	0.00	80.00	559.00	700.00	0.00	0.00	1,672.00	0.00	33.36	7,441.36	46,064.00	-60.00	-1,171.65	44,832.45	-12,966.96	-8,964.19	30,442.68
8	6,699.00	0.00	40.00	968.00	1,078.00	0.00	0.00	997.00	0.00	233.00	9,115.00	65,426.00	0.00	-1,651.60	68,874.40	-19,415.82	-12,866.26	34,908.42
9	5,713.00	0.00	0.00	498.00	925.00	0.00	0.00	3,288.00	0.00	19.00	10,443.00	72,872.00	0.00	-1,697.91	71,174.09	-27,190.89	-13,466.94	41,766.61
10	8,621.00	0.00	30.00	646.00	570.00	0.00	0.00	1,043.00	0.00	87.90	7,852.90	81,051.00	0.00	-2,078.11	78,972.89	-25,996.88	-13,686.79	43,643.51
SUB OTAL	51,730.00	0.00	430.00	5,400.00	9,103.00	3,240.00	0.00	16,316.00	0.00	665.16	86,914.16	646,396.60	-60.00	-13,733.87	626,502.63	-183,345.82	-90,260.44	339,810.63
11	6,845.00	0.00	0.00	618.00	800.00	0.00	0.00	3,722.00	0.00	33.96	11,418.96	29,884.00	0.00	-731.65	29,852.35	-13,960.19	-4,583.43	21,987.78
12	5,366.00	0.00	0.00	468.00	1,460.00	0.00	0.00	1,326.00	0.00	28.49	9,658.49	53,441.00	0.00	-1,306.77	52,134.23	-20,066.33	-6,366.41	35,364.98
13	5,962.00	0.00	0.00	499.75	1,225.00	0.00	0.00	3,071.00	0.00	32.65	10,690.33	39,689.00	0.00	-982.85	38,689.15	-16,730.49	-4,301.90	29,344.01
14	4,986.90	0.00	0.00	576.00	1,275.00	0.00	0.09	993.00	0.00	32.96	7,932.96	42,670.00	0.00	-1,074.57	41,495.43	-13,057.70	-7,372.97	28,937.71
15	6,333.00	0.00	80.00	829.00	1,149.00	10.00	0.00	2,386.00	0.00	26.20	9,742.20	60,906.00	0.00	-1,564.22	59,341.78	-19,244.80	-10,270.36	29,668.82
16	5,847.00	0.00	110.00	613.00	1,860.00	0.00	0.00	1,108.00	0.00	29.80	9,847.80	78,616.00	0.00	-2,016.20	76,499.80	-27,619.79	-16,747.56	41,900.62
17	5,182.90	0.00	330.00	610.00	725.00	0.00	0.00	3,617.00	0.00	18.00	11,483.00	74,006.00	-310.00	-1,901.78	71,894.24	-26,127.83	-12,377.20	45,841.21
18	6,249.00	0.00	0.00	605.00	975.00	0.00	0.00	3,794.00	0.00	29.60	11,652.60	35,465.00	-74.00	-893.77	34,447.23	-13,964.12	-8,478.55	26,660.06
19	5,436.00	0.00	0.00	468.00	825.00	0.00	0.00	136.00	0.00	42.60	7,896.60	51,690.00	0.00	-1,293.01	50,406.99	-20,674.67	-8,049.09	29,683.73
20	5,189.00	0.00	110.00	658.75	1,025.00	0.00	0.00	3,306.00	0.00	38.61	11,327.36	37,793.00	0.00	-939.40	36,853.60	-13,834.41	-3,970.03	30,630.62
SUB TOTAL	69,044.00	0.00	910.00	6,845.00	10,139.00	10.00	0.00	23,520.00	0.00	397.61	100,826.31	603,579.00	-384.00	-12,673.20	490,021.80	-186,782.23	-78,310.04	326,666.84
21	6,653.00	0.00	0.00	795.00	725.00	0.00	0.00	2,908.00	0.00	21.36	9,912.36	65,622.00	0.00	-1,600.43	64,221.57	-19,488.63	-8,869.25	46,118.94
22	8,033.00	0.00	0.00	783.00	838.00	90.00	0.00	456.00	0.00	36.90	7,193.90	61,863.00	0.00	-1,592.81	60,270.19	-20,216.74	-11,206.44	36,041.91
23	4,928.00	0.00	0.00	696.00	1,100.00	0.00	0.00	1,796.00	0.00	107.15	8,687.15	73,000.00	0.00	-1,682.00	71,318.00	-23,362.46	-14,889.41	41,903.29
24	5,340.00	0.00	210.00	639.00	1,078.00	0.00	0.00	1,999.00	0.00	32.00	8,898.00	77,521.00	0.00	-1,974.32	75,546.68	-27,764.31	-16,388.14	49,421.23
25	6,184.00	0.00	90.00	891.00	1,200.00	0.00	0.00	3,817.00	0.00	33.88	11,914.88	36,221.00	0.00	-896.77	35,325.23	-13,971.88	-6,664.13	27,614.97
26	5,974.00	0.00	0.00	650.00	975.00	0.00	0.00	1,197.00	0.00	27.00	8,823.00	68,936.00	0.00	-1,660.62	67,474.38	-24,278.13	-8,946.49	32,939.36
27	5,554.00	0.00	534.00	694.00	975.00	0.00	0.00	2,963.00	0.00	22.40	10,832.80	45,186.00	0.00	-1,118.60	44,031.60	-15,927.40	-8,866.23	23,360.67
28	6,915.75	0.00	300.00	629.00	1,050.00	0.00	0.00	1,493.00	0.00	148.38	10,069.63	46,302.00	0.00	-1,151.77	46,040.23	-14,189.16	-6,726.98	34,211.12
29	6,843.60	0.00	630.00	641.06	925.00	0.00	0.00	3,282.00	0.00	36.00	12,029.60	64,281.00	0.00	-1,632.68	62,948.32	-23,366.66	-10,792.22	41,499.94
30	6,721.00	0.00	6,340.00	672.00	725.00	0.00	0.00	1,189.00	0.00	51.88	14,699.88	78,214.00	0.00	-2,008.63	76,306.37	-26,789.46	-13,038.87	50,377.49
31		0.00					0.00		0.00	0.00	0.00		0.00		0.00	0.00	0.00	0.00
EMP. PK.											-3340				-1018.5			-4358.5
SUB TOTAL	68,646.25	0.00	8,704.00	5,430.00	9,825.00	90.00	0.00	20,551.00	0.00	578.48	99,484.73	598,699.00	0.00	-15,117.53	582,462.97	-199,340.82	-101,838.36	380,783.42
TOTAL	168,646.25	0.00	9,744.00	17,675.00	28,827.00	3,340.00	0.00	60,489.00	0.00	1,641.44	286,925.19	1,042,474.60	-344.00	-41,524.60	1,099,887.40	-669,466.87	-270,466.84	1,846,636.19
% TOTAL	0.09%	0.00%	0.00%	0.00%	0.01%	0.00%	0.00%	0.02%	0.00%	0.00%					0.46%	-0.32%	-25.84%	100.00%

Driving Revenues.
Delivering Results.

TWO YEAR MONTHLY COMPARISON

JUNE 2011

DAY	YEAR	LOT 1	LOT 3	LOT 6 EMP. PK.	LOT 7	Taxi Rev. Cash	LOT 8E EMP. PK.	Taxi Rev. Coins	POF-1 CASH	POF-2 CASH	RECOVERY	TOTAL DEPOSIT	SPS CREDIT CARD SALES	CREDIT CARD + (-)	CREDIT CARD PROCESS FEE	CREDIT CARD NET REVENUE	SAN PARKS C/C	VALET C/C	NET REVENUE
11	2011	5,545.00	0.00	0.00	518.00	600.00	0.00	0.00	3,722.00	0.00	33.96	11,418.96	29,584.00	0.00	-731.65	28,852.35	-13,900.10	-4,383.43	21,987.78
	2010	3,736.00	4,189.50	40.00	468.00	0.00	0.00	0.00	1,820.00	1,234.00	24.85	11,489.35	79,907.50	0.00	-2,651.99	77,555.51	-22,555.41	-6,466.50	50,038.95
	DIFF.	2,809.00	-4,189.50	-40.00	53.00	600.00	0.00	0.00	1,902.00	-1,234.00	9.11	-70.39	-50,023.50	0.00	1,920.34	-48,703.16	8,655.31	2,097.07	-28,051.17
12	2011	5,305.00	0.00	0.00	488.00	1,450.00	0.00	0.00	1,326.00	0.00	28.49	9,555.49	53,441.00	0.00	-1,306.77	52,134.23	-20,068.33	-6,366.41	35,364.98
	2010	4,056.50	4,099.00	0.00	530.00	0.00	0.00	0.00	1,216.00	786.00	20.50	10,708.00	31,191.50	0.00	-789.14	30,401.36	-9,916.31	-3,118.55	28,074.50
	DIFF.	2,308.50	-4,099.00	0.00	-42.00	1,450.00	0.00	0.00	110.00	-786.00	8.00	-1,052.51	22,259.50	0.00	-526.63	21,732.87	-10,152.02	-3,237.86	7,290.48
13	2011	5,862.00	0.00	0.00	499.75	1,225.00	0.00	0.00	3,071.00	0.00	32.55	10,690.30	39,669.00	0.00	-992.85	38,686.15	-15,730.49	-4,301.95	29,344.01
	2010	5,118.50	4,430.25	0.00	412.50	0.00	0.00	0.00	2,386.00	2,079.00	105.45	14,531.70	58,774.50	0.00	-1,462.66	57,321.84	-17,934.33	-4,397.24	49,561.97
	DIFF.	743.50	-4,430.25	0.00	87.25	1,225.00	0.00	0.00	685.00	-2,079.00	-72.90	-3,841.40	-19,105.50	0.00	469.81	-18,635.69	2,203.84	95.29	-20,217.96
14	2011	4,966.00	0.00	0.00	576.00	1,275.00	0.00	0.00	993.00	0.00	22.95	7,822.95	42,570.00	0.00	-1,074.67	41,495.43	-13,007.70	-7,372.97	28,927.71
	2010	4,311.50	5,047.00	0.00	337.50	0.00	0.00	0.00	2,220.00	2,010.00	8.05	13,944.05	43,768.50	0.00	-1,078.76	42,691.74	-13,319.07	-2,828.70	40,688.02
	DIFF.	644.50	-5,047.00	0.00	238.50	1,275.00	0.00	0.00	-1,227.00	-2,010.00	0.00	-6,126.00	24,678.00	-90.00	-935.54	23,459.46	311.37	-4,744.27	-15,760.31
15	2011	5,333.00	0.00	60.00	809.00	1,149.00	10.00	0.00	2,356.00	0.00	25.20	9,742.20	60,906.00	0.00	-1,564.22	59,341.78	-19,244.80	-10,270.36	39,568.82
	2010	4,612.50	3,955.75	0.00	367.25	0.00	0.00	151.00	538.00	343.85	9,860.35	43,777.50	-21.50	-1,108.93	42,647.07	-10,155.90	-2,262.04	40,097.48	
	DIFF.	820.50	-3,955.75	60.00	441.75	1,149.00	10.00	0.00	2,205.00	-538.00	-318.65	-129.15	17,128.50	21.50	-455.29	15,694.71	-9,088.90	-8,008.32	-528.66
16	2011	5,847.00	0.00	110.00	613.00	1,050.00	0.00	0.00	1,198.00	0.00	29.95	8,847.95	78,515.00	0.00	-2,015.20	76,499.80	-27,619.78	-15,747.95	41,980.02
	2010	4,229.50	5,119.00	1,800.00	667.50	0.00	0.00	0.00	2,536.00	2,210.00	14.50	16,216.50	73,431.52	0.00	-1,885.33	71,588.19	-13,531.50	-5,640.55	68,612.74
	DIFF.	1,617.50	-5,119.00	-1,380.00	5.50	1,050.00	0.00	0.00	-1,340.00	-2,210.00	15.39	-7,370.55	5,083.48	0.00	-149.87	4,933.61	-14,088.28	-10,107.40	-26,832.72
17	2011	5,162.00	0.00	330.00	610.00	725.00	0.00	0.00	3,617.00	0.00	18.00	11,462.00	74,009.00	-210.00	-1,901.76	71,894.24	-29,137.83	-12,377.20	41,841.21
	2010	3,426.50	4,275.00	60.00	496.00	0.00	300.00	0.00	1,143.00	1,234.00	71.45	11,005.95	80,406.00	-57.00	-2,048.52	78,300.48	-20,266.21	-5,740.53	52,299.69
	DIFF.	2,735.50	-4,275.00	270.00	114.00	725.00	-300.00	0.00	2,393.00	-1,234.00	-53.45	456.05	-6,400.00	-153.00	146.76	-6,406.24	-8,871.62	-5,636.67	-29,458.49
18	2011	6,349.00	0.00	0.00	605.00	875.00	0.00	0.00	3,794.00	0.00	29.50	11,652.50	35,405.00	-74.00	-993.77	34,447.23	-13,964.12	-5,475.65	28,669.06
	2010	4,041.00	4,017.50	60.00	368.50	0.00	0.00	0.00	2,089.00	2,007.00	19.55	12,600.55	84,780.50	-10.00	-2,155.22	82,599.28	-22,677.63	-5,911.18	68,611.92
	DIFF.	2,308.00	-4,017.50	-60.00	236.50	875.00	0.00	0.00	1,705.00	-2,007.00	10.05	-947.95	-49,375.50	-58.00	1,261.45	-48,152.05	8,713.51	435.53	-39,959.86
19	2011	6,436.00	0.00	0.00	458.00	825.00	0.00	0.00	135.00	0.00	42.50	7,896.50	51,690.00	0.00	-1,283.01	50,406.99	-20,574.67	-8,048.09	29,690.73
	2010	4,713.50	4,444.00	60.00	351.00	0.00	0.00	0.00	1,810.00	1,094.00	11.85	12,494.35	40,913.50	0.00	-1,012.80	39,900.70	-12,074.56	-4,709.44	38,614.05
	DIFF.	1,722.50	-4,444.00	-60.00	97.00	825.00	0.00	0.00	-1,675.00	-1,094.00	30.65	-4,597.85	10,776.50	0.00	-270.21	10,506.29	-8,500.11	-3,341.65	-8,933.32
20	2011	6,189.00	0.00	110.00	665.75	1,025.00	0.00	0.00	3,306.00	0.00	36.61	11,337.36	37,793.00	0.00	-929.40	36,863.60	-13,534.41	-3,976.03	30,690.52
	2010	5,592.50	3,846.50	0.00	408.00	0.00	0.00	0.00	3,126.00	2,829.00	20.71	15,822.71	57,361.00	0.00	-1,417.15	55,943.85	-19,043.84	-2,969.44	51,053.18
	DIFF.	596.50	-3,846.50	110.00	260.75	1,025.00	0.00	0.00	182.00	-2,829.00	15.90	-4,485.35	-19,568.00	0.00	487.75	-19,080.25	4,509.53	-1,006.59	-20,362.66
11-20	2011	60,044.00	0.00	610.00	5,845.50	10,199.00	10.00	0.00	23,520.00	0.00	297.51	100,526.31	503,579.00	-284.00	-12,673.20	490,621.80	-166,782.23	-78,310.04	326,055.84
	2010	43,738.00	43,403.50	1,720.00	4,351.25	0.00	300.00	0.00	18,509.00	16,021.00	640.86	128,683.61	594,602.02	-94.50	-14,079.50	578,928.02	-160,474.86	-44,489.17	502,851.00
	DIFF.	16,306.00	-43,403.50	-1,110.00	1,494.25	10,199.00	-290.00	0.00	5,011.00	-16,021.00	-343.05	-28,157.30	-90,423.02	-189.50	2,306.30	-88,306.22	-26,307.37	-33,824.87	-176,795.76
1-20	2011	111,802.06	0.00	1,040.00	11,245.50	19,302.00	3,250.00	0.00	39,838.00	0.00	992.96	187,440.46	1,043,575.50	-344.00	-26,497.07	1,017,124.43	-370,127.75	-168,570.48	585,986.06
	2010	82,282.00	78,562.25	1,760.00	8,752.25	0.00	300.00	0.00	31,374.00	27,199.00	1,212.91	231,422.41	1,126,364.54	-247.50	-28,510.48	1,097,606.56	-291,819.69	-82,323.97	953,885.32
	DIFF.	29,540.00	-78,562.25	-720.00	2,493.25	19,127.00	2,950.00	0.00	8,464.00	-27,199.00	-249.95	-43,981.95	-82,489.04	-96.50	2,103.41	-80,482.13	-78,308.07	-86,246.51	-287,918.66
	% CHANGE	35.91%	-100.00%	-48.91%	22.17%	100.00%	98.77%	ERR	21.25%	ERR	-29.61%	-19.01%	-7.32%	38.99%	-7.38%	-7.33%	29.80%	102.51%	-30.18%

BANK DEPOSIT - NET REVENUE

June 2011

	LOT 1	LOT 2	LOT 6 EMP. PK.	LOT 7	Taxi Rev. Cash	LOT 8E EMP. PK.	Taxi Rev. Coins	POF-1 CASH	POF-2 CASH	RECOVERY	TOTAL DEPOSIT	SPS CREDIT CARD SALE	CREDIT CARD + (-)	CREDIT CARD PROCESS FEE	CREDIT CARD NET REVENUE	SAN PARKS C/C	VALET C/C	NET REVENUE
1	5,144.00	0.00	20.00	632.00	1,000.00	0.00	0.00	913.00	0.00	161.20	7,870.20	40,834.00	0.00	-1,027.24	39,806.76	-11,003.68	-4,914.02	31,889.26
2	4,804.00	0.00	20.00	515.00	825.00	0.00	0.00	2,047.00	0.00	18.45	8,129.45	68,471.00	0.00	-1,805.26	66,965.74	-18,063.34	-10,982.34	36,040.51
3	4,413.00	0.00	180.00	555.00	1,250.00	0.00	0.00	1,038.00	0.00	29.20	7,465.20	60,966.00	0.00	-1,546.55	59,021.45	-20,684.28	-9,803.97	36,198.40
4	5,767.00	0.00	0.00	459.00	400.00	0.00	0.00	2,963.00	0.00	29.00	9,617.00	27,681.00	0.00	-700.76	26,980.25	-9,621.43	-3,865.45	23,110.37
5	6,079.00	0.00	0.00	586.00	1,075.00	0.00	0.00	2,586.00	0.00	34.20	10,360.20	62,036.00	0.00	-1,275.41	60,760.59	-21,423.42	-7,786.19	31,910.18
6	4,430.00	0.00	60.00	473.00	1,225.00	3,240.00	0.00	372.00	0.00	20.00	9,820.00	39,303.50	0.00	-982.49	38,321.01	-13,372.42	-4,445.51	30,323.08
7	4,488.00	0.00	80.00	569.00	700.00	0.00	0.00	1,572.00	0.00	32.35	7,441.35	46,054.00	-60.00	-1,171.55	44,822.45	-12,966.96	-8,864.16	30,442.68
8	5,699.00	0.00	40.00	568.00	1,078.00	0.00	0.00	597.00	0.00	233.80	8,115.80	60,426.00	0.00	-1,551.60	58,874.40	-19,415.52	-12,666.26	34,908.42
9	5,713.00	0.00	0.00	498.00	925.00	0.00	0.00	3,388.00	0.00	19.05	10,443.05	73,872.00	0.00	-1,897.91	71,974.09	-27,196.89	-13,455.84	41,765.41
10	5,521.00	0.00	30.00	546.00	625.00	0.00	0.00	1,043.00	0.00	67.90	7,852.90	81,051.00	0.00	-2,075.11	78,975.89	-29,595.53	-13,686.70	43,543.51
11	6,545.00	0.00	0.00	518.00	600.00	0.00	0.00	3,722.00	0.00	33.96	11,418.96	29,584.00	0.00	-731.65	28,852.35	-13,900.10	-4,383.43	21,987.78
12	6,365.00	0.00	0.00	488.00	1,450.00	0.00	0.00	1,326.00	0.00	28.49	9,555.49	53,441.00	0.00	-1,306.77	52,134.23	-20,068.33	-6,366.41	35,364.98
13	5,862.00	0.00	0.00	499.75	1,225.00	0.00	0.00	3,071.00	0.00	32.55	10,690.30	39,669.00	0.00	-992.85	38,689.15	-15,730.49	-4,301.95	29,344.01
14	4,966.00	0.00	0.00	576.00	1,275.00	0.00	0.00	993.00	0.00	22.95	7,822.95	42,570.00	0.00	-1,074.67	41,495.43	-13,007.70	-7,372.97	28,927.71
15	5,333.00	0.00	60.00	809.00	1,149.00	10.00	0.00	2,356.00	0.00	28.20	9,742.20	60,906.00	0.00	-1,564.22	59,341.78	-19,244.80	-10,270.36	39,568.82
16	5,847.00	0.00	110.00	613.00	1,050.00	0.00	0.00	1,198.00	0.00	29.95	8,847.95	78,515.00	0.00	-2,015.20	76,499.80	-27,619.78	-15,747.95	41,980.02
17	6,162.00	0.00	330.00	610.00	725.00	0.00	0.00	3,617.00	0.00	18.00	11,462.00	74,006.00	-210.00	-1,901.76	71,894.24	-29,137.83	-12,377.20	41,841.21
18	6,349.00	0.00	0.00	605.00	875.00	0.00	0.00	3,794.00	0.00	29.50	11,652.50	35,405.00	-74.00	-883.77	34,447.23	-13,964.12	-5,475.65	28,669.06
19	6,436.00	0.00	0.00	458.00	825.00	0.00	0.00	135.00	0.00	42.50	7,896.50	51,690.00	0.00	-1,283.01	50,406.99	-20,574.67	-8,048.09	29,690.73
20	6,189.00	0.00	110.00	668.75	1,025.00	0.00	0.00	3,306.00	0.00	36.61	11,337.36	37,793.00	0.00	-929.40	36,863.60	-13,534.41	-3,976.03	30,690.52
21	5,853.00	0.00	0.00	705.00	725.00	0.00	0.00	2,908.00	0.00	21.35	9,912.35	66,622.00	0.00	-1,400.43	65,221.57	-19,455.63	-8,560.25	46,118.04
22	5,033.00	0.00	0.00	783.00	825.00	90.00	0.00	456.00	0.00	36.90	7,193.90	61,853.00	0.00	-1,582.81	60,270.19	-20,216.74	-11,205.44	36,041.91
23	4,928.00	0.00	0.00	696.00	1,100.00	0.00	0.00	1,796.00	0.00	167.15	8,687.15	73,500.00	0.00	-1,882.00	71,618.00	-23,362.45	-14,989.41	41,953.29
24	5,340.00	0.00	310.00	539.00	1,075.00	0.00	0.00	1,599.00	0.00	32.00	8,895.00	77,621.00	0.00	-1,974.32	75,646.68	-27,764.31	-16,366.14	40,421.23
25	6,184.00	0.00	90.00	691.00	1,200.00	0.00	0.00	3,817.00	0.00	32.85	11,914.85	36,221.00	0.00	-896.77	35,325.23	-13,971.88	-5,664.13	27,614.07
26	5,974.00	0.00	0.00	510.00	975.00	0.00	0.00	1,197.00	0.00	27.50	8,683.50	58,935.00	0.00	-1,460.62	57,474.38	-24,275.13	-8,940.49	32,939.26
27	5,664.00	0.00	534.00	684.00	975.00	0.00	0.00	2,963.00	0.00	22.80	10,832.80	45,150.00	0.00	-1,118.50	44,031.50	-16,927.40	-5,586.23	33,369.67
28	5,915.75	0.00	900.00	629.00	1,000.00	0.00	0.00	1,493.00	0.00	148.28	10,086.03	46,202.00	0.00	-1,161.77	45,040.23	-14,189.18	-6,725.99	34,211.12
29	6,543.50	0.00	630.00	641.00	925.00	0.00	0.00	3,252.00	0.00	38.00	12,029.50	64,281.00	0.00	-1,632.68	62,648.32	-22,385.66	-10,792.22	41,469.94
30	5,721.00	0.00	6,240.00	672.00	725.00	0.00	0.00	1,180.00	0.00	51.65	14,589.65	78,214.00	0.00	-2,008.63	76,205.37	-26,789.46	-13,028.07	60,977.49
31	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EMP. PK.											-3,340.00				-1,018.50			-4,358.50
TOTAL	168,648.25	0.00	9,744.00	17,675.50	28,827.00	3,340.00	0.00	60,489.00	0.00	1,541.44	286,925.19	1,642,474.50	-344.00	-41,524.00	1,599,587.40	-569,468.57	-270,408.84	1,046,835.18

TWO YEAR MONTHLY COMPARISON

JUNE 2011

DAY	YEAR	LOT 1	LOT 2	LOT 6 EMP. PK.	LOT 7	Taxi Rev. Cash	LOT 8E EMP. PK.	Taxi Rev. Coins	POF-1 CASH	POF-2 CASH	RECOVERY	TOTAL DEPOSIT	SPS CREDIT CARD SALES	CREDIT CARD + (-)	CREDIT CARD PROCESS FEE	CREDIT CARD NET REVENUE	SAN PARKS C/C	VALET C/C	NET REVENUE
21	2011	5,553.00	0.00	0.00	705.00	725.00	0.00	0.00	2,908.00	0.00	21.35	9,912.35	56,622.00	0.00	-1,400.43	55,221.57	-10,455.63	-8,560.25	46,118.04
	2010	5,120.00	4,584.85	80.00	361.00	0.00	0.00	0.00	3,186.00	2,274.00	10.50	15,596.35	43,274.03	0.00	-1,078.06	42,195.98	-13,487.48	-2,839.31	41,488.54
	DIFF.	433.00	-4,584.85	-80.00	344.00	725.00	0.00	0.00	-278.00	-2,274.00	10.85	-5,684.00	13,347.97	0.00	-322.39	13,025.59	3,011.85	-5,723.94	4,629.50
22	2011	5,033.00	0.00	0.00	753.00	825.00	90.00	0.00	456.00	0.00	38.50	7,193.50	61,853.00	0.00	-1,582.81	60,270.19	-20,216.74	-11,205.44	39,041.91
	2010	4,336.50	3,385.00	80.00	548.50	0.00	0.00	0.00	22.00	13.00	213.35	10,612.70	45,537.50	0.00	-2,742.38	42,795.12	-8,692.24	-3,281.51	40,634.07
	DIFF.	696.50	-3,385.00	-80.00	204.50	0.00	90.00	0.00	434.00	-13.00	-176.45	-3,418.80	16,315.50	0.00	1,159.57	[illegible]	-10,524.50	-7,923.93	[illegible]
23	2011	4,928.00	0.00	0.00	698.00	1,100.00	0.00	0.00	1,706.00	0.00	167.15	8,667.15	73,500.00	0.00	-1,882.00	71,618.00	-23,362.45	-14,909.41	41,953.29
	2010	4,776.50	4,393.00	120.00	449.50	0.00	0.00	0.00	1,563.00	2,526.00	5.65	13,923.65	60,375.00	-94.00	-1,536.62	58,744.38	-12,642.98	-4,931.67	55,193.48
	DIFF.	151.50	-4,393.00	-120.00	248.50	1,100.00	0.00	0.00	143.00	-2,526.00	161.50	-5,236.50	13,125.00	94.00	-345.38	12,873.62	-10,719.47	-10,157.84	-13,240.19
24	2011	5,340.00	0.00	310.00	539.00	1,075.00	0.00	0.00	1,599.00	0.00	32.00	8,895.00	77,621.00	0.00	-1,974.32	75,646.68	-27,704.31	-18,356.14	40,421.23
	2010	4,136.00	3,815.50	180.00	418.50	0.00	120.00	0.00	1,143.00	693.00	18.10	10,522.10	76,637.50	0.00	-2,019.44	76,618.06	-21,704.72	-8,207.03	59,228.41
	DIFF.	1,204.00	-3,815.50	130.00	120.50	1,075.00	-120.00	0.00	456.00	-693.00	15.90	-1,627.10	-1,016.50	0.00	45.12	-971.38	-6,099.59	-10,149.11	-18,807.18
25	2011	6,184.00	0.00	90.00	691.00	1,200.00	0.00	0.00	3,817.00	0.00	32.85	11,914.85	36,221.00	0.00	-895.77	35,325.23	-13,971.85	-5,654.13	27,614.07
	2010	3,226.50	4,134.50	0.00	612.50	0.00	0.00	0.00	1,985.00	1,870.00	17.15	11,745.65	85,486.60	0.00	-2,177.92	83,308.68	-25,935.86	-4,924.69	64,193.69
	DIFF.	2,957.50	-4,134.50	90.00	78.50	1,200.00	0.00	0.00	1,832.00	-1,870.00	15.70	169.20	-49,265.60	0.00	1,282.15	-47,983.35	11,963.98	-729.44	-36,579.61
26	2011	5,974.00	0.00	0.00	510.00	975.00	0.00	0.00	1,197.00	0.00	27.50	8,683.50	58,935.00	0.00	-1,460.62	57,474.38	-24,278.13	-8,940.49	32,999.26
	2010	5,812.00	3,777.00	180.00	387.25	0.00	0.00	0.00	1,259.00	721.00	4.60	12,142.85	33,792.61	0.00	-859.85	32,932.66	-12,631.43	-3,254.06	29,280.02
	DIFF.	162.00	-3,777.00	-180.00	122.75	975.00	0.00	0.00	-62.00	-721.00	22.90	-3,459.30	25,142.40	0.00	-600.77	24,541.72	-11,746.70	-5,676.43	3,509.24
27	2011	5,654.00	0.00	534.00	694.00	975.00	0.00	0.00	2,953.00	0.00	22.80	10,832.80	45,150.00	0.00	-1,118.50	44,031.50	-10,927.40	-5,586.23	33,360.67
	2010	4,056.50	5,099.00	120.00	378.00	0.00	0.00	0.00	3,394.00	2,485.00	20.55	15,513.05	59,773.00	0.00	-1,410.59	58,362.41	-10,194.29	-2,370.68	50,310.49
	DIFF.	1,597.50	-5,099.00	414.00	316.00	975.00	0.00	0.00	-441.00	-2,485.00	2.25	-4,680.25	-11,623.00	0.00	292.09	-11,330.91	2,266.89	-3,215.55	-16,909.82
28	2011	5,915.75	0.00	900.00	629.00	1,000.00	0.00	0.00	1,493.00	0.00	149.28	10,086.03	46,202.00	0.00	-1,161.77	45,040.23	-14,189.16	-6,725.98	34,211.12
	2010	5,135.50	4,680.75	7,520.00	545.70	0.00	0.00	0.00	1,115.00	1,055.00	19.45	20,271.40	49,708.00	0.00	-1,222.39	48,485.61	-13,697.46	-2,995.20	52,091.35
	DIFF.	780.25	-4,680.75	-6,620.00	83.30	1,000.00	0.00	0.00	378.00	-1,055.00	129.83	-10,185.37	-3,506.00	0.00	60.62	-3,445.38	-491.70	-3,757.78	-17,880.23
29	2011	6,543.50	0.00	630.00	841.00	925.00	0.00	0.00	3,252.00	0.00	38.00	12,029.50	64,281.00	0.00	-1,632.68	62,648.32	-22,385.66	-10,792.22	41,499.94
	2010	4,020.50	4,758.40	480.00	461.50	0.00	0.00	0.00	2,957.00	2,785.00	13.80	15,474.20	52,749.00	-96.00	-1,383.97	51,269.03	-12,338.40	-3,769.79	50,545.04
	DIFF.	2,523.00	-4,758.40	150.00	179.50	925.00	0.00	0.00	295.00	-2,785.00	24.20	-3,444.70	11,532.00	96.00	-278.71	11,349.29	-10,047.26	-3,085.08	-9,145.10
30	2011	6,721.00	0.00	6,240.00	672.00	725.00	0.00	0.00	1,180.00	0.00	51.65	14,589.65	76,214.00	0.00	-2,008.63	76,205.37	-25,799.48	-13,026.07	50,977.49
	2010	4,153.00	4,188.00	540.00	397.00	0.00	80.00	0.00	1,130.00	482.00	12.90	10,940.90	66,357.55	-68.00	-1,745.64	66,543.91	-15,986.57	-3,685.08	57,813.15
	DIFF.	1,568.00	-4,188.00	5,700.00	275.00	725.00	-80.00	0.00	50.00	-482.00	38.75	3,648.75	9,856.45	68.00	-262.99	9,661.46	-10,802.89	-9,342.99	-6,836.67
31	2011	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	2010													0.00		0.00	0.00	0.00	0.00
	DIFF.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
												-3340				-1018.5			

EMP. PK

DAY	YEAR	LOT 1	LOT 2	LOT 6 EMP. PK.	LOT 7	Taxi Rev. Cash	LOT 8E EMP. PK.	Taxi Rev. Coins	POF-1 CASH	POF-2 CASH	RECOVERY	TOTAL DEPOSIT	SPS CREDIT CARD SALES	CREDIT CARD + (-)	CREDIT CARD PROCESS FEE	CREDIT CARD NET REVENUE	SAN PARKS C/C	VALET C/C	NET REVENUE
21-31	2011	58,846.25	0.00	8,704.00	6,430.00	9,525.00	90.00	0.00	20,651.00	0.00	578.48	99,464.73	598,809.00	0.00	-15,117.93	582,402.97	-199,340.82	-101,838.36	380,768.52
	2010	44,773.00	42,952.00	8,260.00	4,409.45	0.00	180.00	0.00	17,844.00	14,904.00	330.05	138,942.85	574,690.59	-258.00	-16,146.85	619,008.24	-156,191.43	-38,158.02	559,366.39
	DIFF.	12,073.25	-38,535.60	164.00	1,697.05	9,525.00	-180.00	0.00	2,359.00	-14,277.00	414.43	-28,264.97	-53,129.59	258.00	1,461.26	-51,410.34	-43,149.39	-63,679.44	-178,597.87
1-31	2011	169,648.35	0.00	9,744.00	17,675.50	38,827.00	3,340.00	0.00	60,489.00	0.00	1,541.44	286,925.19	1,642,474.50	-344.00	-41,524.60	1,599,587.40	-569,488.57	-270,409.84	1,046,635.18
	2010	127,035.00	121,514.25	11,020.00	13,211.70	0.00	480.00	0.00	49,218.00	42,103.00	1,548.96	368,365.26	1,701,055.13	-505.00	-44,657.33	1,656,213.10	-448,011.11	-121,462.89	1,450,084.30
	DIFF.	40,963.05	-121,514.25	-1,276.00	4,463.80	38,827.00	2,860.00	0.00	11,271.00	-42,103.00	-7.52	-81,440.07	-58,580.63	161.50	3,132.73	-56,625.70	-121,467.46	-148,925.95	-403,449.15
	% CHANGE	32.25%	-100.00%	-11.58%	25.25%	100.00%	85.63%	ERR	18.63%	ERR	-0.49%	-22.11%	-3.44%	-31.96%	-7.02%	-3.42%	27.11%	122.59%	-28.07%

TWO YEAR MONTHLY COMPARISON

JUNE 2011

DAY	YEAR	LOT 1	LOT 2	LOT 6 EMP. PK.	LOT 7	Taxi Rev. Cash	LOT 8E EMP. PK.	Taxi Rev. Coins	POF-1 CASH	POF-2 CASH	RECOVERY	TOTAL DEPOSIT	SPS CREDIT CARD SALES	CREDIT CARD + (-)	CREDIT CARD PROCESS FEE	CREDIT CARD NET REVENUE	SAN PARKS C/C	VALET C/C	NET REVENUE
1	2011	5,144.00	0.00	20.00	532.00	1,000.00	0.00	0.00	813.00	0.00	161.20	7,670.20	40,834.00	0.00	-1,027.24	39,806.76	-11,003.68	-4,914.02	31,559.26
	2010	3,920.50	3,586.50	0.00	327.00		0.00		2,071.00	1,684.00	336.80	11,925.80	44,222.00	-47.00	-1,078.70	43,098.30	-13,675.06	-1,599.53	39,749.51
	DIFF.	1,223.50	-3,586.50	20.00	205.00	1,000.00	0.00	0.00	-1,258.00	-1,684.00	-175.60	-4,255.60	-3,388.00	47.00	49.46	-3,291.54	2,671.38	-3,314.49	-8,190.25
2	2011	4,604.00	0.00	20.00	615.00	825.00	0.00	0.00	2,047.00	0.00	19.45	8,129.45	58,471.00	0.00	-1,505.26	56,965.74	-18,063.34	-10,982.34	38,049.51
	2010	4,359.50	4,245.00	0.00	395.00		0.00		614.00	463.00	4.60	10,081.10	40,157.00	-46.00	-1,018.63	39,092.37	-9,639.43	-3,304.79	38,829.25
	DIFF.	244.50	-4,245.00	20.00	220.00	825.00	0.00	0.00	1,433.00	-463.00	14.85	-1,951.65	18,314.00	46.00	-486.63	17,873.37	-8,423.91	-7,677.55	-779.74
3	2011	4,413.00	0.00	180.00	555.00	1,250.00	0.00	0.00	1,038.00	0.00	29.20	7,465.20	60,568.00	0.00	-1,546.55	59,021.45	-20,684.28	-9,603.97	36,198.40
	2010	3,929.00	3,539.50	0.00	704.00		0.00		753.00	763.00	6.05	9,694.55	68,987.00	-60.00	-1,785.62	67,141.38	-14,955.16	-4,446.45	57,424.29
	DIFF.	484.00	-3,539.50	180.00	-149.00	1,250.00	0.00	0.00	285.00	-763.00	23.15	-2,229.35	-8,419.00	60.00	239.07	-8,119.93	-5,719.12	-5,157.49	-21,225.89
4	2011	5,767.00	0.00	0.00	458.00	400.00	0.00	0.00	2,963.00	0.00	29.00	9,617.00	27,681.00	0.00	-700.75	26,980.25	-9,621.43	-3,865.45	23,110.37
	2010	2,759.00	2,866.00	0.00	361.00		0.00		1,454.00	877.00	11.20	8,328.20	64,953.50	0.00	-1,658.77	63,294.73	-16,124.31	-4,349.46	51,149.14
	DIFF.	3,008.00	-2,866.00	0.00	97.00	400.00	0.00	0.00	1,509.00	-877.00	17.80	1,288.80	-37,272.50	0.00	958.02	-36,314.48	6,502.88	484.03	-28,038.77
5	2011	6,079.00	0.00	0.00	588.00	1,075.00	0.00	0.00	2,585.00	0.00	34.20	10,359.20	52,036.00	0.00	-1,275.41	50,760.59	-21,423.42	-7,786.19	31,910.18
	2010	3,270.00	3,247.25	0.00	319.50		0.00		859.00	861.00	38.65	8,595.40	25,553.00	0.00	-638.40	24,914.60	-7,760.97	-2,406.57	23,342.46
	DIFF.	2,809.00	-3,247.25	0.00	268.50	1,075.00	0.00	0.00	1,726.00	-861.00	-4.45	1,763.80	26,483.00	0.00	-637.01	25,845.99	-1,944.00	-5,379.62	8,567.72
6	2011	4,630.00	0.00	60.00	473.00	1,225.00	3,240.00	0.00	372.00	0.00	20.00	9,820.00	39,303.50	0.00	-982.49	38,321.01	-13,372.42	-4,445.61	30,323.08
	2010	5,150.50	3,184.00	20.00	531.00		0.00		2,209.00	2,198.00	3.65	13,296.15	53,697.50	0.00	-1,322.96	52,374.54	-13,634.32	-3,290.24	48,746.13
	DIFF.	-720.50	-3,184.00	40.00	-58.00	1,225.00	3,240.00	0.00	-1,837.00	-2,198.00	16.35	-3,476.15	-14,394.00	0.00	340.47	-14,053.53	261.90	-1,155.37	-18,423.05
7	2011	4,488.00	0.00	80.00	569.00	700.00	0.00	0.00	1,572.00	0.00	32.35	7,441.35	46,054.00	-60.00	-1,171.55	44,822.45	-12,866.96	-8,854.16	30,542.58
	2010	3,495.50	3,444.00	0.00	438.00		0.00		1,744.00	1,555.00	11.95	10,718.45	36,884.60	0.00	-926.02	35,958.48	-10,983.31	-1,957.46	33,736.16
	DIFF.	992.50	-3,444.00	80.00	131.00	700.00	0.00	0.00	-172.00	-1,555.00	20.40	-3,277.10	9,169.50	-60.00	-245.53	8,863.97	-1,883.65	-6,896.70	-3,193.48
8	2011	5,599.00	0.00	40.00	568.00	1,078.00	0.00	0.00	597.00	0.00	233.80	8,115.80	60,426.00	0.00	-1,551.60	58,874.40	-19,415.52	-12,866.26	34,908.42
	2010	3,223.50	3,874.50	0.00	419.00		0.00		142.00	586.00	116.30	8,161.30	50,043.52	0.00	-1,277.36	48,766.16	-12,526.88	-2,792.63	41,608.25
	DIFF.	2,375.50	-3,874.50	40.00	149.00	1,078.00	0.00	0.00	455.00	-586.00	117.50	-45.50	10,382.48	0.00	-274.24	10,108.24	-6,888.94	-9,873.63	-6,699.83
9	2011	5,713.00	0.00	0.00	498.00	925.00	0.00	0.00	3,288.00	0.00	19.05	10,443.05	73,872.00	0.00	-1,897.91	71,974.09	-27,195.89	-13,455.84	41,765.41
	2010	4,455.50	3,419.00	0.00	455.50		0.00		1,890.00	1,274.00	20.00	11,514.00	62,816.50	0.00	-1,627.62	61,188.88	-12,715.76	-4,540.71	53,446.41
	DIFF.	1,257.50	-3,419.00	0.00	42.50	925.00	0.00	0.00	1,398.00	-1,274.00	-0.95	-1,070.95	11,055.50	0.00	-270.29	10,785.21	-14,480.13	-8,915.13	-11,681.00
10	2011	5,521.00	0.00	30.00	546.00	625.00	0.00	0.00	1,043.00	0.00	87.90	7,852.90	81,051.00	0.00	-2,075.11	78,975.89	-29,598.58	-13,686.70	43,543.51
	2010	3,961.00	3,953.00	20.00	451.00		0.00		1,129.00	887.00	22.85	10,423.85	85,048.00	0.00	-2,198.90	82,849.10	-19,919.92	-8,150.91	65,202.12
	DIFF.	1,560.00	-3,953.00	10.00	95.00	625.00	0.00	0.00	-86.00	-887.00	65.05	-2,570.95	-3,997.00	0.00	123.79	-3,873.21	-9,678.66	-5,535.79	-21,658.61
1-10	2011	51,758.00	0.00	430.00	5,400.00	9,103.00	3,240.00	0.00	16,318.00	0.00	665.15	86,914.15	540,298.50	-60.00	-13,733.87	526,502.63	-183,245.52	-90,260.44	339,910.82
	2010	38,524.00	35,158.75	40.00	4,401.00	0.00	0.00	0.00	12,865.00	11,178.00	572.05	102,738.80	532,362.52	-153.00	-13,530.98	518,678.54	-131,344.82	-38,838.80	451,233.72
	DIFF.	13,234.00	-35,158.75	390.00	999.00	9,103.00	3,240.00	0.00	3,453.00	-11,178.00	93.10	-15,824.65	7,935.98	93.00	-202.89	7,824.09	-52,000.69	-51,421.64	-111,322.90
	% CHANGE	34.35%	-100.00%	975.00%	18.50%	100.00%	100.00%	ERR	26.84%	-100.00%	16.27%	-15.40%	1.49%	-60.78%	1.50%	1.51%	-0.08%	132.40%	-24.67%

Lindbergh Parking Inc. LOT 6

EMPLOYEE PARKING MONTHLY PORT REPORT
SAN DIEGO INTERNATIONAL AIRPORT PARKING FACILITY
JUNE 2011

DATE	ACCOUNT BILLING	CASH SALES			ACCOUNT COLLECTIONS	CREDIT CARDS	TOTAL CASH COLLECTED	TOTAL SALES
	HANG TAGS BLUE CARDS	COUPON BK. EXCEPTION	HANG TAGS	BLUE CARDS	HANG TAGS BLUE CARDS			
1	0.00	0.00	20.00	0.00	0.00	38.80	20.00	58.80
2	0.00	0.00	20.00	0.00	0.00	58.20	20.00	78.20
3	0.00	0.00	180.00	0.00	0.00	116.40	180.00	296.40
4	0.00	0.00	0.00	0.00	0.00	19.40	0.00	19.40
5	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6	0.00	0.00	60.00	0.00	0.00	0.00	60.00	60.00
7	0.00	0.00	80.00	0.00	0.00	0.00	80.00	80.00
8	0.00	0.00	40.00	0.00	0.00	0.00	40.00	40.00
9	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
10	0.00	0.00	20.00	0.00	10.00	38.80	30.00	68.80
11	0.00	0.00	0.00	0.00	0.00	19.40	0.00	19.40
12	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
13	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
14	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
15	20.00	0.00	60.00	0.00	0.00	0.00	60.00	60.00
16	12,600.00	0.00	90.00	0.00	20.00	281.30	110.00	391.30
17	17,730.00	0.00	330.00	0.00	0.00	911.80	330.00	1,241.80
18	0.00	0.00	0.00	0.00	0.00	87.30	0.00	87.30
19	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
20	0.00	0.00	110.00	0.00	0.00	611.10	110.00	721.10
21	4,500.00	0.00	0.00	0.00	0.00	13,822.50	0.00	13,822.50
22	4,590.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
23	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
24	2,250.00	0.00	310.00	0.00	0.00	0.00	310.00	310.00
25	0.00	0.00	90.00	0.00	0.00	349.20	90.00	439.20
26	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
27	0.00	0.00	450.00	0.00	84.00	0.00	534.00	534.00
28	3,600.00	0.00	720.00	0.00	180.00	611.10	900.00	1,511.10
29	10,440.00	0.00	630.00	0.00	0.00	0.00	630.00	630.00
30	90.00	0.00	810.00	0.00	5,430.00	1,222.20	6,240.00	7,462.20
31	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTALS	55,820.00	0.00	4,020.00	0.00	5,724.00	18,187.50	9,744.00	28,494.00

TOTAL HANG TAGS USED			MONTH
OLD			0
NEW			792
VOID			0
REPLACED	0		0
REFUND	0		0

LPI EMPLOYEE		0	-67
COUPON BOOKS	0		0
CREDIT CARD			-67
INVOICE			-620
TOTAL			38

38x90=3420 60x20=600

Lindbergh Parking Inc.

LOT 8

EMPLOYEE PARKING MONTHLY PORT REPORT
SAN DIEGO INTERNATIONAL AIRPORT PARKING FACILITY
June 2011

DATE	ACCOUNT BILLING	CASH SALES			ACCOUNT COLLECTIONS	CREDIT CARDS	TOTAL CASH COLLECTED	TOTAL SALES
	HANG TAGS BLUE CARDS	COUPON BK. EXCEPTION	HANG TAGS	BLUE CARDS	HANG TAGS BLUE CARDS			
1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6	0.00	0.00	0.00	0.00	3,240.00	0.00	3,240.00	3,240.00
7	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
8	0.00	0.00	0.00	0.00	0.00	19.40	0.00	19.40
9	0.00	0.00	0.00	0.00	0.00	38.80	0.00	38.80
10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
11	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
12	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
13	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
14	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
15	0.00	0.00	0.00	0.00	10.00	0.00	10.00	10.00
16	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
17	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
19	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
20	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
21	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
22	0.00	0.00	90.00	0.00	0.00	0.00	90.00	90.00
23	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
24	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
26	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
27	0.00	0.00	0.00	0.00	0.00	873.00	0.00	873.00
28	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
29	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
30	270.00	0.00	0.00	0.00	0.00	87.30	0.00	87.30
31	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTALS	290.00	0.00	90.00	0.00	3,250.00	1,018.50	3,340.00	4,390.00

3340
1018.50

TOTAL HANG TAGS USED			MONTH
OLD			0
NEW			15
VOID			0
REPLACED	0		0
REFUND	0		0

LPI EMPLOYEE		0	0
COUPON BOOKS	0		0
CREDIT CARD			-11
INVOICE			-3
TOTAL			1

1x90=90

Missing Ticket Report

JUNE 2011

Date		Beginning Lot Check	Entry	Exits	Ending Lot Check	Test Tickets	Total	Percentage
Wednesday	1	1062	4528	-4016	-1587	-5	-18	-0.40%
Thursday	2	1587	3905	-3959	-1481	-6	46	1.18%
Friday	3	1481	3750	-3756	-1525	-3	-53	-1.41%
Saturday	4	1525	3425	-3371	-1543	0	36	1.05%
Sunday	5	1543	3432	-3406	-1560	0	9	0.26%
Monday	6	1560	3002	-3103	-1457	-7	-5	-0.17%
Tuesday	7	1457	4237	-3808	-1928	-5	-47	-1.11%
Wednesday	8	1928	4139	-4108	-1925	-3	31	0.75%
Thursday	9	1925	4339	-4515	-1786	-8	-45	-1.04%
Friday	10	1786	3962	-4346	-1382	-8	12	0.30%
Saturday	11	1382	4088	-3864	-1559	0	47	1.15%
Sunday	12	1559	3658	-3641	-1596	0	-20	-0.55%
Monday	13	1596	3586	-3604	-1561	-5	12	0.33%
Tuesday	14	1561	4818	-4408	-1916	-3	52	1.08%
Wednesday	15	1916	4563	-4549	-1941	-5	-16	-0.35%
Thursday	16	1941	4455	-4627	-1824	-7	-62	-1.39%
Friday	17	1824	4213	-4243	-1876	-2	-84	-1.99%
Saturday	18	1876	3525	-3904	-1546	0	-49	-1.39%
Sunday	19	1546	3856	-3723	-1708	0	-29	-0.75%
Monday	20	1708	4263	-4023	-1861	-6	81	1.90%
Tuesday	21	1861	4481	-4439	-1818	-4	81	1.81%
Wednesday	22	1818	4298	-4372	-1708	-3	33	0.77%
Thursday	23	1708	4427	-4281	-1861	-5	-12	-0.27%
Friday	24	1861	3852	-3810	-1866	-8	29	0.75%
Saturday	25	1866	3704	-3968	-1644	0	-42	-1.13%
Sunday	26	1644	4024	-3891	-1817	0	-40	-0.99%
Monday	27	1817	3727	-4241	-1398	-5	-100	-2.68%
Tuesday	28	1398	4512	-4583	-1357	-2	-32	-0.71%
Wednesday	29	1357	5315	-4853	-1847	-10	-38	-0.71%
Thursday	30	1847	4151	-4367	-1533	-5	93	2.24%
	31						0	0.00%
Total		49,940	122,235	-121,779	-50,411	-115	-130	-0.11%

LOT 200 FREE EXIT TICKET SUMMARY

JUNE 2011

DATE	Lpi Emp.	Supervisor Validation	trans-aids Validation	Hang Tags	Vendors	Applicants	USO	GT SPECIAL EVENTS	PORT/ SDCRAA	Criminal Justic Dept or HPD	A-1 or A-Class	Totals
1-Jun	28	34	8	0	4	2	9	88	55	1	1	230
2-Jun	38	33	12	1	5	1	10	81	21	0	1	203
3-Jun	47	21	10	1	5	0	17	33	10	0	1	145
4-Jun	2	15	11	1	4	0	20	8	14	0	1	76
5-Jun	23	14	13	0	5	0	12	8	6	1	1	83
6-Jun	26	19	5	0	6	0	0	48	6	1	1	112
7-Jun	16	30	17	0	6	0	29	82	19	0	1	200
8-Jun	21	33	12	1	7	0	13	88	47	0	1	223
9-Jun	3	31	6	1	6	1	1	35	7	19	1	111
10-Jun	20	25	13	0	4	0	22	93	19	0	1	197
11-Jun	22	13	5	0	2	0	6	15	6	0	1	70
12-Jun	18	6	3	0	5	0	16	18	2	0	1	69
13-Jun	31	16	13	0	3	1	18	43	12	1	1	139
14-Jun	24	28	16	0	4	2	22	126	16	0	1	239
15-Jun	25	33	13	2	2	0	26	33	13	0	1	148
16-Jun	31	31	11	0	4	1	28	62	14	0	1	183
17-Jun	36	21	7	0	3	0	12	66	41	0	1	187
18-Jun	33	17	16	0	2	0	4	11	19	0	1	103
19-Jun	21	16	6	1	5	0	6	8	16	0	1	80
20-Jun	24	27	14	1	5	1	22	50	12	0	1	157
21-Jun	28	30	1	1	3	2	30	72	16	1	1	185
22-Jun	23	29	6	3	6	2	14	69	24	0	1	177
23-Jun	31	29	6	1	6	1	14	69	19	0	1	177
24-Jun	18	31	6	1	5	0	18	34	19	0	1	133
25-Jun	5	18	0	0	4	0	1	0	28	0	1	57
26-Jun	4	17	2	1	5	1	8	12	7	0	1	58
27-Jun	0	13	16	1	6	1	20	78	8	1	1	145
28-Jun	0	13	16	1	6	2	20	46	8	1	1	114
29-Jun	0	20	11	4	4	0	17	89	15	0	8	168
30-Jun	0	40	6	8	3	1	35	102	35	1	0	231
Totals	598	703	281	30	135	19	470	1567	534	27	36	4169

REVENUE **LOT vs. POF PERCENTAGES** **JUNE 2011**

	LOT				POF			
	LOT 1	LOT 2	Total Lot 1 +2	Percentage of Total	POF LOT 1	POF LOT 2	Total POF	Percentage of Total
1	14,237	0	14,237	47.01	16,048.00	0	16,048	52.99
2	13,239	0	13,239	39.85	19,981.00	0	19,981	60.15
3	15,564	0	15,564	44.93	19,079.00	0	19,079	55.07
4	12,253	0	12,253	57.31	9,126.00	0	9,126	42.69
5	16,335	0	16,335	54.40	13,693.00	0	13,693	45.60
6	11,170	0	11,170	48.59	11,816.00	0	11,816	51.41
7	14,230	0	14,230	49.23	14,675.00	0	14,675	50.77
8	18,551	0	18,551	55.12	15,103.00	0	15,103	44.88
9	18,094	0	18,094	43.19	23,800.00	0	23,800	56.81
10	19,399	0	19,399	49.13	20,086.00	0	20,086	50.87
SUB TOTAL	153,072		153,072	48.37	163,407		163,407	51.63
11	12,121	0	12,121	54.73	10,027.00	0.00	10,027	45.27
12	17,082	0	17,082	52.16	15,666	0	15,666	47.84
13	13,073	0	13,073	52.65	11,758	0	11,758	47.35
14	14,218	0	14,218	51.10	13,605	0	13,605	48.90
15	14,991	0	14,991	40.53	22,000	0	22,000	59.47
16	18,161	0	18,161	45.40	21,845	0	21,845	54.60
17	16,516	0	16,516	42.40	22,440	0	22,440	57.60
18	13,242	0	13,242	58.35	9,452	0	9,452	41.65
19	17,477	0	17,477	57.02	13,171	0	13,171	42.98
20	13,945	0	13,945	51.90	12,926	0	12,926	48.10
SUB TOTAL	150,826		150,826	49.66	152,890		152,890	50.34
21	15,897	0	15,897	52.43	14,425	0	14,425	47.57
22	17,073	0	17,073	48.57	18,081	0	18,081	51.43
23	16,946	0	16,946	42.86	22,592	0	22,592	57.14
24	16,557	0	16,557	44.66	20,514	0	20,514	55.34
25	13,847	0	13,847	57.83	10,098	0	10,098	42.17
26	17,004	0	17,004	52.16	15,597	0	15,597	47.84
27	14,788	0	14,788	59.43	10,093	0	10,093	40.57
28	14,245	0	14,245	47.43	15,788	0	15,788	52.57
29	19,199	0	19,199	49.88	19,295	0	19,295	50.12
30	18,886	0	18,886	44.51	23,542	0	23,542	55.49
31	0	0			0	0		
SUB TOTAL	164,441		164,441	49.17	170,025		170,025	50.83
TOTAL	468,339		468,339	49.06	486,322		486,322	50.94

TRANSACTIONS LOT vs. POF PERCENTAGES — **JUNE 2011**

	LOT				POF			
	LOT 1	LOT 2	Total Lot 1 + 2	Percentage of Total	POF LOT 1	POF LOT	Total POF	Percentage of Total
1	1,278		1,278	**54.13**	1,083		1,083	**45.87**
2	1,167		1,167	**51.43**	1,102		1,102	**48.57**
3	1,184		1,184	**51.77**	1,103		1,103	**48.23**
4	1,287		1,287	**56.82**	978		978	**43.18**
5	1,142		1,142	**56.45**	881		881	**43.55**
6	1,050		1,050	**57.92**	763		763	**42.08**
7	1,226		1,226	**59.14**	847		847	**40.86**
8	1,416		1,416	**62.21**	860		860	**37.79**
9	1,378		1,378	**52.58**	1,243		1,243	**47.42**
10	1,351		1,351	**51.88**	1,253		1,253	**48.12**
SUB TOTAL	12,479		12,479	**55.24**	10,113		10,113	**44.76**
11	1,396		1,396	**55.97**	1,098		1,098	**44.03**
12	1,169		1,169	**53.28**	1,025		1,025	**46.72**
13	1,207		1,207	**54.20**	1,020		1,020	**45.80**
14	1,395		1,395	**57.64**	1,025		1,025	**42.36**
15	1,355		1,355	**53.62**	1,172		1,172	**46.38**
16	1,493		1,493	**54.75**	1,234		1,234	**45.25**
17	1,315		1,315	**51.31**	1,248		1,248	**48.69**
18	1,427		1,427	**56.67**	1,091		1,091	**43.33**
19	1,291		1,291	**58.13**	930		930	**41.87**
20	1,367		1,367	**55.86**	1,080		1,080	**44.14**
SUB TOTAL	13,415		13,415	**55.12**	10,923		10,923	**44.88**
21	1,459		1,459	**60.07**	970		970	**39.93**
22	1,342		1,342	**56.27**	1,043		1,043	**43.73**
23	1,302		1,302	**53.38**	1,137		1,137	**46.62**
24	1,303		1,303	**52.35**	1,186		1,186	**47.65**
25	1,350		1,350	**54.99**	1,105		1,105	**45.01**
26	1,245		1,245	**54.01**	1,060		1,060	**45.99**
27	1,231		1,231	**52.63**	1,108		1,108	**47.37**
28	1,379		1,379	**55.52**	1,105		1,105	**44.48**
29	1,458		1,458	**54.89**	1,198		1,198	**45.11**
30	1,565		1,565	**53.36**	1,368		1,368	**46.64**
SUB TOTAL	13,634		13,634	**54.72**	11,280		11,280	**45.28**
TOTAL	39,528		39,528	**55.02**	32,316		32,316	**44.98**

TAXI DAILY REVENUE REPORT

Jun-11

	CASH	COINS	CREDIT CARD	TOTAL	COUPONS RECEIVED	COUPONS SOLD	COUPON CASH	COUPON C/C	COUPON TOTAL REVENUE	
1-Jun	$ 1,000.00	$ -	$ 25.00	$ 1,025.00	1963	2,050	$ 1,000.00	$ 25.00	$ 1,025.00	
2-Jun	$ 825.00	$ -	$ 75.00	$ 900.00	1905	1,800	$ 825.00	$ 75.00	$ 900.00	
3-Jun	$ 1,250.00	$ -	$ 150.00	$ 1,400.00	2324	2,800	$ 1,250.00	$ 150.00	$ 1,400.00	
4-Jun	$ 400.00	$ -	$ -	$ 400.00	1734	900	$ 400.00	$ -	$ 400.00	c.c. declined $50.00-
5-Jun	$ 1,075.00	$ -	$ 75.00	$ 1,150.00	2867	2,300	$ 1,075.00	$ 75.00	$ 1,150.00	
6-Jun	$ 1,225.00	$ -	$ 125.00	$ 1,350.00	2740	2,700	$ 1,225.00	$ 125.00	$ 1,350.00	
7-Jun	$ 700.00	$ -	$ 225.00	$ 925.00	1836	1,850	$ 700.00	$ 225.00	$ 925.00	
8-Jun	$ 1,078.00	$ -	$ 25.00	$ 1,103.00	2000	2,200	$ 1,078.00	$ 25.00	$ 1,103.00	over $3.00 in cash
9-Jun	$ 925.00	$ -	$ 175.00	$ 1,100.00	1873	2,150	$ 925.00	$ 175.00	$ 1,100.00	over $25.00 in cash
10-Jun	$ 625.00	$ -	$ -	$ 625.00	1881	1,250	$ 625.00	$ -	$ 625.00	
11-Jun	$ 600.00	$ -	$ 125.00	$ 725.00	1872	1,450	$ 600.00	$ 125.00	$ 725.00	
12-Jun	$ 1,450.00	$ -	$ 75.00	$ 1,525.00	2812	3,050	$ 1,450.00	$ 75.00	$ 1,525.00	
13-Jun	$ 1,225.00	$ -	$ 50.00	$ 1,275.00	2877	2,550	$ 1,225.00	$ 50.00	$ 1,275.00	
14-Jun	$ 1,275.00	$ -	$ 125.00	$ 1,400.00	2916	2,800	$ 1,275.00	$ 125.00	$ 1,400.00	
15-Jun	$ 1,149.00	$ -	$ 25.00	$ 1,174.00	2670	2,350	$ 1,149.00	$ 25.00	$ 1,174.00	short $1.00 in cash
16-Jun	$ 1,050.00	$ -	$ 275.00	$ 1,325.00	2080	2,650	$ 1,050.00	$ 275.00	$ 1,325.00	
17-Jun	$ 725.00	$ -	$ 100.00	$ 825.00	1621	1,650	$ 725.00	$ 100.00	$ 825.00	
18-Jun	$ 875.00	$ -	$ -	$ 875.00	1261	1,750	$ 875.00	$ -	$ 875.00	
19-Jun	$ 825.00	$ -	$ 100.00	$ 925.00	2435	1,850	$ 825.00	$ 100.00	$ 925.00	
20-Jun	$ 1,025.00	$ -	$ 125.00	$ 1,150.00	2311	2,300	$ 1,025.00	$ 125.00	$ 1,150.00	
21-Jun	$ 725.00	$ -	$ 125.00	$ 850.00	1410	1,700	$ 725.00	$ 125.00	$ 850.00	
22-Jun	$ 825.00	$ -	$ 100.00	$ 925.00	2127	1,850	$ 825.00	$ 100.00	$ 925.00	
23-Jun	$ 1,100.00	$ -	$ 100.00	$ 1,200.00	3068	2,500	$ 1,100.00	$ 100.00	$ 1,200.00	c/c dec. $75; over $25
24-Jun	$ 1,075.00	$ -	$ 125.00	$ 1,200.00	3184	2,400	$ 1,075.00	$ 125.00	$ 1,200.00	
25-Jun	$ 1,200.00	$ -	$ 50.00	$ 1,250.00	1616	2,500	$ 1,200.00	$ 50.00	$ 1,250.00	
26-Jun	$ 975.00	$ -	$ 75.00	$ 1,050.00	2235	2,100	$ 975.00	$ 75.00	$ 1,050.00	
27-Jun	$ 975.00	$ -	$ -	$ 975.00	2241	1,950	$ 975.00	$ -	$ 975.00	
28-Jun	$ 1,000.00	$ -	$ 100.00	$ 1,100.00	1789	2,200	$ 1,000.00	$ 100.00	$ 1,100.00	
29-Jun	$ 925.00	$ -	$ 200.00	$ 1,125.00	1791	2,250	$ 925.00	$ 200.00	$ 1,125.00	
30-Jun	$ 725.00	$ -	$ 75.00	$ 800.00	1788	1,700	$ 725.00	$ 75.00	$ 800.00	c.c. declined $50.00-
				$ -				$ -	$ -	
TOTAL	$ 28,827.00	$ -	$ 2,825.00	$ 31,652.00	65,227.00	63,550	$28,827.00	$2,825.00	31,652.00	short $123
					32614	31775				
					2161					
					1081					

Lindbergh Parking, Inc.

CHANGE FUND LOG

June -2011

	ORDER	DEPOSIT	RECEIVE
Date:	06-07-11	06-07-11	06-08-11
Amount	9,000.00	9,000.00	9,000.00
Reference #:	Ashley Assistance		
Initial			

	ORDER	DEPOSIT	RECEIVE
Date:	6-14-11	6-14-11	6-15-11
Amount	9,000.00	9,000.00	9,000.00
Reference #:	426701603	426701603	
Initial			

	ORDER	DEPOSIT	RECEIVE
Date:	6-21-	6-21-11	6-22-11
Amount	9,000.00	9,000.00	9,000.00
Reference #:	428431502	428431502	
Initial			

	ORDER	DEPOSIT	RECEIVE
Date:			
Amount			
Reference #:			
Initial			

San Park Monthly Financial Report

DAILY REVENUE REPORT FOR SAN PARK NTC

	CASH	CHECKS	MONTHLY	RECOVERY	TOTAL DEPOSIT	SPS CREDIT CARD SALES	CREDIT CARD + (-)	CREDIT CARD PROCESS FEE	CREDIT CARD NET REVENUE	NET REVENUE	JUNE 2011 TWO YEAR COMPARISON
1	1,207.00				1,207.00	4,122.00		-123.66	3,998.34	5,205.34	
2	1,046.00				1,046.00	7,936.00		-238.08	7,697.92	8,743.92	
3	728.00				728.00	8,264.00		-247.92	8,016.08	8,744.08	
4	616.00				616.00	3,583.00		-107.49	3,475.51	4,091.51	
5	1,523.00				1,523.00	7,733.00		-231.99	7,501.01	9,024.01	
6	1,521.00				1,521.00	4,043.00		-121.29	3,921.71	5,442.71	
7	1,108.00				1,108.00	4,703.00		-141.09	4,561.91	5,669.91	
8	1,264.00				1,264.00	9,632.00		-288.96	9,343.04	10,607.04	
9	1,830.00				1,830.00	11,867.00		-356.01	11,510.99	13,340.99	
10	1,249.00				1,249.00	13,060.00		-391.80	12,668.20	13,917.20	
11	1,312.00				1,312.00	6,019.00		-180.57	5,838.43	7,150.43	
12	1,952.00				1,952.00	6,687.00		-200.61	6,486.39	8,438.39	
13	1,393.00				1,393.00	5,311.00		-159.33	5,151.67	6,544.67	
14	1,329.00				1,329.00	4,566.00		-136.98	4,429.02	5,758.02	
15	899.00				899.00	8,061.00		-241.83	7,819.17	8,718.17	
16	1,139.00				1,139.00	12,858.00		-385.74	12,472.26	13,611.26	
17	1,219.00				1,219.00	12,592.00		-377.76	12,214.24	13,433.24	
18	788.00				788.00	5,804.00		-174.12	5,629.88	6,417.88	
19	1,727.00				1,727.00	6,099.00		-182.97	5,916.03	7,643.03	
20	1,003.00				1,003.00	3,563.00		-106.89	3,456.11	4,459.11	
21	1,134.00				1,134.00	3,265.00		-97.95	3,167.05	4,301.05	
22	1,225.00				1,225.00	7,076.00		-212.28	6,863.72	8,088.72	
23	1,635.00				1,635.00	9,393.00		-281.79	9,111.21	10,746.21	
24	1,046.00				1,046.00	9,254.00		-277.62	8,976.38	10,022.38	
25	1,112.00				1,112.00	5,046.00		-151.38	4,894.62	6,006.62	
26	1,578.00				1,578.00	6,319.00		-189.57	6,129.43	7,707.43	
27	937.00				937.00	5,502.00		-165.06	5,336.94	6,273.94	
28	1,007.00				1,007.00	5,051.00		-151.53	4,899.47	5,906.47	
29	1,241.00				1,241.00	7,588.00		-227.64	7,360.36	8,601.36	
30	1,324.00				1,324.00	10,401.00		-312.03	10,088.97	11,412.97	
31								0.00	0.00	0.00	
TOTAL	37,092.00				37,092.00	215,398.00	0.00	-6,461.94	208,936.06	246,028.06	322,686.35
											-76,658.29
% TOTAL	15.08%	0.00%	0.00%	0.00%	15.08%	87.55%		-2.63%	84.92%	100.00%	-0.2376

DAILY REVENUE REPORT FOR SAN PARK NTC

JUNE 2011

	CASH	CHECKS	MONTHLY	RECOVERY	TOTAL DEPOSIT	SPS CREDIT CARD SALES	CREDIT CARD + (-)	CREDIT CARD PROCESS FEE	CREDIT CARD NET REVENUE	NET REVENUE	TWO YEAR COMPARISON
1	1,207.00				1,207.00	4,122.00		-123.66	3,998.34	5,205.34	
2	1,046.00				1,046.00	7,936.00		-238.08	7,697.92	8,743.92	
3	728.00				728.00	8,264.00		-247.92	8,016.08	8,744.08	
4	616.00				616.00	3,583.00		-107.49	3,475.51	4,091.51	
5	1,523.00				1,523.00	7,733.00		-231.99	7,501.01	9,024.01	
6	1,521.00				1,521.00	4,043.00		-121.29	3,921.71	5,442.71	
7	1,108.00				1,108.00	4,703.00		-141.09	4,561.91	5,669.91	
8	1,264.00				1,264.00	9,632.00		-288.96	9,343.04	10,607.04	
9	1,830.00				1,830.00	11,867.00		-356.01	11,510.99	13,340.99	
10	1,249.00				1,249.00	13,060.00		-391.80	12,668.20	13,917.20	
11	1,312.00				1,312.00	6,019.00		-180.57	5,838.43	7,150.43	
12	1,952.00				1,952.00	6,687.00		-200.61	6,486.39	8,438.39	
13	1,393.00				1,393.00	5,311.00		-159.33	5,151.67	6,544.67	
14	1,329.00				1,329.00	4,566.00		-136.98	4,429.02	5,758.02	
15	899.00				899.00	8,061.00		-241.83	7,819.17	8,718.17	
16	1,139.00				1,139.00	12,858.00		-385.74	12,472.26	13,611.26	
17	1,219.00				1,219.00	12,592.00		-377.76	12,214.24	13,433.24	
18	788.00				788.00	5,804.00		-174.12	5,629.88	6,417.88	
19	1,727.00				1,727.00	6,099.00		-182.97	5,916.03	7,643.03	
20	1,003.00				1,003.00	3,563.00		-106.89	3,456.11	4,459.11	
21	1,134.00				1,134.00	3,265.00		-97.95	3,167.05	4,301.05	
22	1,225.00				1,225.00	7,076.00		-212.28	6,863.72	8,088.72	
23	1,635.00				1,635.00	9,393.00		-281.79	9,111.21	10,746.21	
24	1,046.00				1,046.00	9,254.00		-277.62	8,976.38	10,022.38	
25	1,112.00				1,112.00	5,046.00		-151.38	4,894.62	6,006.62	
26	1,578.00				1,578.00	6,319.00		-189.57	6,129.43	7,707.43	
27	937.00				937.00	5,502.00		-165.06	5,336.94	6,273.94	
28	1,007.00				1,007.00	5,051.00		-151.53	4,899.47	5,906.47	
29	1,241.00				1,241.00	7,588.00		-227.64	7,360.36	8,601.36	
30	1,324.00				1,324.00	10,401.00		-312.03	10,088.97	11,412.97	
31								0.00	0.00	0.00	
TOTAL	37,092.00				37,092.00	215,398.00	0.00	-6,461.94	208,936.06	246,028.06	322,686.35
											-76,658.29
% TOTAL	15.08%	0.00%	0.00%	0.00%	15.08%	87.55%		-2.63%	84.92%	100.00%	-0.2376

SAN PARK NTC DAILY REVENUE REPORT (JUNE 2011)

Date	Transactions Cash	Cr. Card	Trans. Total	Credit Card Percent	Revenue Totals Cash	Credit Cards	Total Revenue	Credit Ca. Percent	Overnight Inventory
1-Jun	347	106	453	23.40%	1,207.00	4,122.00	5,329.00	77.35%	393
2-Jun	366	198	564	35.11%	1,046.00	7,936.00	8,982.00	88.35%	331
3-Jun	280	168	448	37.50%	728.00	8,264.00	8,992.00	91.90%	293
4-Jun	251	83	334	24.85%	616.00	3,583.00	4,199.00	85.33%	286
5-Jun	262	148	410	36.10%	1,523.00	7,733.00	9,256.00	83.55%	284
6-Jun	264	99	363	27.27%	1,521.00	4,043.00	5,564.00	72.66%	409
7-Jun	409	128	537	23.84%	1,108.00	4,703.00	5,811.00	80.93%	572
8-Jun	445	239	684	34.94%	1,264.00	9,632.00	10,896.00	88.40%	572
9-Jun	376	268	644	41.61%	1,830.00	11,867.00	13,697.00	86.64%	440
10-Jun	372	238	610	39.02%	1,249.00	13,060.00	14,309.00	91.27%	357
11-Jun	362	116	478	24.27%	1,312.00	6,019.00	7,331.00	82.10%	354
12-Jun	322	126	448	28.13%	1,952.00	6,687.00	8,639.00	77.40%	312
13-Jun	304	105	409	25.67%	1,393.00	5,311.00	6,704.00	79.22%	351
14-Jun	397	132	529	24.95%	1,329.00	4,566.00	5,895.00	77.46%	552
15-Jun	315	201	516	38.95%	899.00	8,061.00	8,960.00	89.97%	508
16-Jun	268	256	524	48.85%	1,139.00	12,858.00	13,997.00	91.86%	399
17-Jun	238	209	447	46.76%	1,219.00	12,592.00	13,811.00	91.17%	303
18-Jun	254	125	379	32.98%	788.00	5,804.00	6,592.00	88.05%	303
19-Jun	169	107	276	38.77%	1,727.00	6,099.00	7,826.00	77.93%	212
20-Jun	292	84	376	22.34%	1,003.00	3,563.00	4,566.00	78.03%	350
21-Jun	277	81	358	22.63%	1,134.00	3,265.00	4,399.00	74.22%	447
22-Jun	338	175	513	34.11%	1,225.00	7,076.00	8,301.00	85.24%	435
23-Jun	440	218	658	33.13%	1,635.00	9,393.00	11,028.00	85.17%	355
24-Jun	339	168	507	33.14%	1,046.00	9,254.00	10,300.00	89.84%	291
25-Jun	268	87	355	24.51%	1,112.00	5,046.00	6,158.00	81.94%	280
26-Jun	278	127	405	31.36%	1,578.00	6,319.00	7,897.00	80.02%	278
27-Jun	277	102	379	26.91%	937.00	5,502.00	6,439.00	85.45%	402
28-Jun	299	132	431	30.63%	1,007.00	5,051.00	6,058.00	83.38%	409
29-Jun	246	177	423	41.84%	1,241.00	7,588.00	8,829.00	85.94%	386
30-Jun	325	200	525	38.10%	1,324.00	10,401.00	11,725.00	88.71%	295
Totals	9380	4603	13983	32.92%	$37,092.00	$215,398.00	252,490.00	85.31%	11159

San Park Monthly Statement - Valet

OPERATORS DAILY REVENUE & DEPOSITORY REPORT
SAN PARK VALET T-1 AND T-2

PART A: LOT SUMMARY								DATE: JUNE 2011	
LOT	FACILITY SUM DAILY REPORT	DIFF +/-	SYSTEM DAILY REPORT	CHECKS	ADJUSTED SYS REVENUE	ADJUSTMENTS PROCESSING	ADJUSTMENTS TICKETS	CASH OVER / SHORT	TOTAL CASH
1	28,256.00	0.00	28,256.00	0.00	28,256.00	0.00	0.00	0.00	28,256.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	28,256.00	0.00	28,256.00	0.00	28,256.00	0.00	0.00	0.00	28,256.00

B: REVENUE	
1.- GROSS SYSTEM REVENUE	28,256.00
2. CHECKS	0.00
3.- SYSTEM MALFUNCTION ERRORS-PROCESSING	0.00
4.- TICKET ADJUSTMENTS	0.00
5.- CASH OVER / (SHORT)	0.00
6.- TERMINAL LOTS (1) ADJUSTED-SUB-TOTAL	28,256.00
6A. AUTO DETAILING	120.00
	0.00
	0.00
7. RECOVERY	0.00
8. TOTAL DEPOSIT	28,376.00
9. CREDIT CARD	275,917.00
9A. AUTO DETAILING	2,855.00
10. CREDIT CARD PROCESSING FEE	-8,363.16
11. CREDIT CARD +(-)	0.00
	0.00
	0.00
12. NET REVENUE	298,784.84

13.- I DECLARE UNDER PENALTY OF PERJURY THAT THIS REPORT IS TRUE & CORREC

DAILY REVENUE REPORT FOR SAN PARK VALET T1-T2 JUNE 2011

	CASH	CASH AUTO DETAILING	MONTHLY	REFUND/ RECOVERY	TOTAL DEPOSIT	SPS CREDIT CARD SALES	C/C AUTO DETAILING	REFUND C/C	CREDIT TOTAL	CREDIT CARD PROCESS FEE	CREDIT CAR NET REVENU	NET REVENUE	JUNE 2011 TWO YEAR COMPARISON
1	942.00	0.00			942.00	4,961.00	105.00		5,066.00	-151.98	4,914.02	5,856.02	
2	1,020.00	0.00			1,020.00	11,172.00	150.00		11,322.00	-339.66	10,982.34	12,002.34	
3	1,122.00	60.00			1,182.00	9,901.00	0.00		9,901.00	-297.03	9,603.97	10,785.97	
4	170.00	0.00			170.00	3,905.00	80.00		3,985.00	-119.55	3,865.45	4,035.45	
5	1,258.00	0.00			1,258.00	7,997.00	30.00		8,027.00	-240.81	7,786.19	9,044.19	
6	306.00	0.00			306.00	4,583.00	0.00		4,583.00	-137.49	4,445.51	4,751.51	
7	770.00	0.00			770.00	9,128.00	0.00		9,128.00	-273.84	8,854.16	9,624.16	
8	1,103.00	0.00			1,103.00	12,953.00	105.00		13,058.00	-391.74	12,666.26	13,769.26	
9	1,076.00	30.00			1,106.00	13,692.00	180.00		13,872.00	-416.16	13,455.84	14,561.84	
10	952.00	0.00			952.00	13,755.00	355.00		14,110.00	-423.30	13,686.70	14,638.70	
11	1,054.00	0.00			1,054.00	4,479.00	40.00		4,519.00	-135.57	4,383.43	5,437.43	
12	1,158.00	0.00			1,158.00	6,553.00	0.00		6,553.00	-196.59	6,356.41	7,514.41	
13	340.00	0.00			340.00	4,435.00	0.00		4,435.00	-133.05	4,301.95	4,641.95	
14	1,332.00	0.00			1,332.00	7,336.00	265.00		7,601.00	-228.03	7,372.97	8,704.97	
15	1,378.00	0.00			1,378.00	10,588.00	0.00		10,588.00	-317.64	10,270.36	11,648.36	
16	578.00	0.00			578.00	16,235.00	0.00		16,235.00	-487.05	15,747.95	16,325.95	
17	510.00	0.00			510.00	12,760.00	0.00		12,760.00	-382.80	12,377.20	12,887.20	
18	1,020.00	0.00			1,020.00	5,645.00	0.00		5,645.00	-169.35	5,475.65	6,495.65	
19	1,361.00	0.00			1,361.00	8,192.00	105.00		8,297.00	-248.91	8,048.09	9,409.09	
20	476.00	0.00			476.00	4,019.00	80.00		4,099.00	-122.97	3,976.03	4,452.03	
21	724.00	30.00			754.00	8,795.00	30.00		8,825.00	-264.75	8,560.25	9,314.25	
22	1,828.00	0.00			1,828.00	11,352.00	200.00		11,552.00	-346.56	11,205.44	13,033.44	
23	1,088.00	0.00			1,088.00	15,053.00	400.00		15,453.00	-463.59	14,989.41	16,077.41	
24	612.00	0.00			612.00	16,682.00	180.00		16,862.00	-505.86	16,356.14	16,968.14	
25	1,118.00	0.00			1,118.00	5,829.00	0.00		5,829.00	-174.87	5,654.13	6,772.13	
26	1,734.00	0.00			1,734.00	9,147.00	70.00		9,217.00	-276.51	8,940.49	10,674.49	
27	666.00	0.00			666.00	5,759.00	0.00		5,759.00	-172.77	5,586.23	6,252.23	
28	816.00	0.00			816.00	6,864.00	70.00		6,934.00	-208.02	6,725.98	7,541.98	
29	894.00	0.00			894.00	11,016.00	110.00		11,126.00	-333.78	10,792.22	11,686.22	
30	850.00	0.00			850.00	13,131.00	300.00		13,431.00	-402.93	13,028.07	13,878.07	
31					0.00				0.00	0.00	0.00	0.00	
TOTAL	28,256.00	120.00			28,376.00	275,917.00	2,855.00		278,772.00	-8,363.16	270,408.84	298,784.84	141,162.89
													157,621.95
% TOTAL	9.46%	0.04%	0.00%	0.00%	9.50%						90.50%	100.00%	0.5275

SAN PARK VALET DAILY REPORT FOR T- 1 2011

Date JUNE 2011	Cash Trans Auto Detai	Cash Trans Valet	Cash Trans Total	C/C Trans Auto Detai	C/C Tran Valet	C/C Trans Total	Total Trans Cash/CC	C/C Percent	Cash Auto Detail	Cash Valet	Cash Refund	Cash Total	C/C Auto Detail	C/C Valet	C/C Refund	C/C Total	Total Revenue
1	0	11	11	1	72	73	84	86.71%	$0.00	$510.00		$510.00	$105.00	$4,120.00		$4,225.00	$4,735.00
2	0	11	11	1	98	99	110	89.09%	$0.00	$476.00		$476.00	$150.00	$6,496.00		$6,646.00	$7,122.00
3	1	11	12	0	84	84	96	87.50%	$60.00	$748.00		$808.00	$0.00	$6,387.00		$6,387.00	$7,195.00
4	0	1	1	0	22	22	23	95.65%	$0.00	$34.00		$34.00	$0.00	$2,092.00		$2,092.00	$2,126.00
5	0	8	8	1	48	49	57	84.21%	$0.00	$646.00		$646.00	$30.00	$4,799.00		$4,829.00	$5,475.00
6	0	4	4	0	36	36	40	90.00%	$0.00	$170.00		$170.00	$0.00	$3,098.00		$3,098.00	$3,268.00
7	0	13	13	0	91	91	104	87.50%	$0.00	$476.00		$476.00	$0.00	$5,615.00		$5,615.00	$6,091.00
8	0	11	11	1	121	122	133	90.98%	$0.00	$612.00		$612.00	$105.00	$7,950.00		$8,055.00	$8,667.00
9	1	8	9	3	117	120	129	90.70%	$30.00	$418.00		$448.00	$180.00	$8,729.00		$8,909.00	$9,357.00
10	0	5	5	1	84	85	90	93.33%	$0.00	$374.00		$374.00	$70.00	$7,111.00		$7,181.00	$7,555.00
11	0	13	13	1	27	28	41	65.85%	$0.00	$850.00		$850.00	$40.00	$2,580.00		$2,620.00	$3,470.00
12	0	10	10	0	34	34	44	77.27%	$0.00	$884.00		$884.00	$0.00	$3,877.00		$3,877.00	$4,761.00
13	0	3	3	0	40	40	43	93.02%	$0.00	$170.00		$170.00	$0.00	$2,595.00		$2,595.00	$2,765.00
14	0	16	16	4	87	91	107	81.31%	$0.00	$646.00		$646.00	$265.00	$4,360.00		$4,625.00	$5,271.00
15	0	16	16	0	122	122	138	88.41%	$0.00	$596.00		$596.00	$0.00	$7,279.00		$7,279.00	$7,875.00
16	0	10	10	0	135	135	145	93.10%	$0.00	$442.00		$442.00	$0.00	$9,183.00		$9,183.00	$9,625.00
17	0	6	6	0	88	88	94	93.62%	$0.00	$374.00		$374.00	$0.00	$7,572.00		$7,572.00	$7,946.00
18	0	5	5	0	26	26	31	83.87%	$0.00	$340.00		$340.00	$0.00	$2,714.00		$2,714.00	$3,054.00
19	0	10	10	0	45	45	55	81.82%	$0.00	$700.00		$700.00	$0.00	$5,020.00		$5,020.00	$5,720.00
20	0	6	6	0	38	38	44	86.36%	$0.00	$306.00		$306.00	$0.00	$2,672.00		$2,672.00	$2,978.00
21	1	10	11	1	107	108	119	89.92%	$30.00	$350.00		$380.00	$30.00	$6,269.00		$6,299.00	$6,679.00
22	0	22	22	1	122	123	145	84.14%	$0.00	$1,046.00		$1,046.00	$200.00	$7,616.00		$7,816.00	$8,862.00
23	0	19	19	1	142	143	162	87.65%	$0.00	$782.00		$782.00	$170.00	$9,129.00		$9,299.00	$10,081.00
24	0	8	8	3	101	104	112	90.18%	$0.00	$476.00		$476.00	$180.00	$10,257.00		$10,437.00	$10,913.00
25	0	9	9	0	28	28	37	75.68%	$0.00	$510.00		$510.00	$0.00	$2,294.00		$2,294.00	$2,804.00
26	0	14	14	1	42	43	57	73.68%	$0.00	$1,258.00		$1,258.00	$70.00	$5,287.00		$5,357.00	$6,615.00
27	0	4	4	0	49	49	53	92.45%	$0.00	$292.00		$292.00	$0.00	$3,517.00		$3,517.00	$3,809.00
28	0	13	13	1	72	73	86	83.72%	$0.00	$612.00		$612.00	$70.00	$4,203.00		$4,273.00	$4,885.00
29	0	12	12	2	130	132	144	90.28%	$0.00	$622.00		$622.00	$110.00	$7,433.00		$7,543.00	$8,165.00
30	0	8	8	2	122	124	132	92.42%	$0.00	$612.00		$612.00	$270.00	$9,528.00		$9,798.00	$10,410.00
			0			0	0	ERR				$0.00				$0.00	$0.00
Total	3	297	300	25	2330	2355	2655	87.76%	$120.00	$16,332.00	$0.00	$16,452.00	$2,045.00	$169,782.00	$0.00	$171,827.00	$188,279.00

3AN PARK VALET DAILY REPORT FOR T-2 2011

Date JUNE 2011	Cash Trans Auto Detail	Cash Trans Valet	Cash Trans Total	C/C Trans Auto Detail	C/C Trans Valet	C/C Trans Total	Tatal Trans Cash/CC	C/C Percent	Cash Auto Detail	Cash Valet	Cash Refund	Cash Total	C/C Auto Detail	C/C Valet	C/C Refund	C/C Total	Total Revenue
1	0	9	9	0	13	13	22	59.09%	$0.00	$432.00		$432.00	$0.00	$841.00		$841.00	$1,273.00
2	0	11	11	0	59	59	70	84.29%	$0.00	$544.00		$544.00	$0.00	$4,676.00		$4,676.00	$5,220.00
3	0	7	7	0	33	33	40	82.50%	$0.00	$374.00		$374.00	$0.00	$3,514.00		$3,514.00	$3,888.00
4	0	4	4	1	17	18	22	77.27%	$0.00	$136.00		$136.00	$80.00	$1,813.00		$1,893.00	$2,029.00
5	0	11	11	0	31	31	42	73.81%	$0.00	$612.00		$612.00	$0.00	$3,198.00		$3,198.00	$3,810.00
6	0	3	3	0	18	18	21	85.71%	$0.00	$136.00		$136.00	$0.00	$1,485.00		$1,485.00	$1,621.00
7	0	7	7	0	37	37	44	84.09%	$0.00	$294.00		$294.00	$0.00	$3,513.00		$3,513.00	$3,807.00
8	0	11	11	0	60	60	71	84.51%	$0.00	$491.00		$491.00	$0.00	$5,003.00		$5,003.00	$5,494.00
9	0	8	8	0	58	58	66	87.88%	$0.00	$658.00		$658.00	$0.00	$4,963.00		$4,963.00	$5,621.00
10	0	8	8	1	57	58	66	86.36%	$0.00	$578.00		$578.00	$285.00	$6,644.00		$6,929.00	$7,507.00
11	0	5	5	0	18	18	23	78.26%	$0.00	$204.00		$204.00	$0.00	$1,899.00		$1,899.00	$2,103.00
12	0	1	1	0	25	25	26	96.15%	$0.00	$274.00		$274.00	$0.00	$2,676.00		$2,676.00	$2,950.00
13	0	5	5	0	21	21	26	80.77%	$0.00	$170.00		$170.00	$0.00	$1,840.00		$1,840.00	$2,010.00
14	0	14	14	0	33	33	47	70.21%	$0.00	$686.00		$686.00	$0.00	$2,976.00		$2,976.00	$3,662.00
15	0	10	10	0	44	44	54	81.48%	$0.00	$782.00		$782.00	$0.00	$3,309.00		$3,309.00	$4,091.00
16	0	4	4	0	78	78	82	95.12%	$0.00	$136.00		$136.00	$0.00	$7,052.00		$7,052.00	$7,188.00
17	0	4	4	0	49	49	53	92.45%	$0.00	$136.00		$136.00	$0.00	$5,188.00		$5,188.00	$5,324.00
18	0	11	11	0	23	23	34	67.65%	$0.00	$680.00		$680.00	$0.00	$2,931.00		$2,931.00	$3,611.00
19	0	11	11	1	23	24	35	65.71%	$0.00	$661.00		$661.00	$105.00	$3,172.00		$3,277.00	$3,938.00
20	0	5	5	1	15	16	21	71.43%	$0.00	$170.00		$170.00	$80.00	$1,347.00		$1,427.00	$1,597.00
21	0	10	10	0	34	34	44	77.27%	$0.00	$374.00		$374.00	$0.00	$2,526.00		$2,526.00	$2,900.00
22	0	11	11	0	49	49	60	81.67%	$0.00	$782.00		$782.00	$0.00	$3,736.00		$3,736.00	$4,518.00
23	0	8	8	2	55	57	65	84.62%	$0.00	$306.00		$306.00	$230.00	$5,924.00		$6,154.00	$6,460.00
24	0	4	4	0	57	57	61	93.44%	$0.00	$136.00		$136.00	$0.00	$6,425.00		$6,425.00	$6,561.00
25	0	9	9	0	27	27	36	75.00%	$0.00	$608.00		$608.00	$0.00	$3,535.00		$3,535.00	$4,143.00
26	0	8	8	0	28	28	36	77.78%	$0.00	$476.00		$476.00	$0.00	$3,860.00		$3,860.00	$4,336.00
27	0	6	6	0	22	22	28	78.57%	$0.00	$374.00		$374.00	$0.00	$2,242.00		$2,242.00	$2,616.00
28	0	6	6	0	33	33	39	84.62%	$0.00	$204.00		$204.00	$0.00	$2,661.00		$2,661.00	$2,865.00
29	0	8	8	0	50	50	58	86.21%	$0.00	$272.00		$272.00	$0.00	$3,583.00		$3,583.00	$3,855.00
30	0	7	7	1	44	45	52	84.62%	$0.00	$238.00		$238.00	$30.00	$3,603.00		$3,633.00	$3,871.00
			0			0	0	ERR				$0.00				$0.00	$0.00
Total	0	226	226	7	1111	1118	1344	82.66%	$0.00	$11,924.00	$0.00	$11,924.00	$810.00	$106,135.00	$0.00	$106,945.00	$118,869.00

Credit Card Processor Report

UNTSR50-26 HEARTLAND PAYMENT SYSTEMS 07/01/11 PAGE 1
11182/10:35 MONTHLY SALES ACTIVITY REPORT NO: 50
BY TERMINAL
FOR MONTH JUNE 2011

COMPANY: LNDBRGPK LOCATION: 3665 N HARBOR SAN DIEGO CA TERMINAL ID: LIND010001

	SALES AMOUNT	SALES COUNT	RETURNS AMOUNT	RETURNS COUNT	NET SALES AMOUNT	GROSS SALES COUNT	YTD NET SALES AMOUNT	YTD GROSS COUNT
VISA	636,113.00	22,142	0.00	0	636,113.00	22,142	3,906,492.00	125,854
MASTERCARD	241,054.00	7,474	0.00	0	241,054.00	7,474	1,464,485.00	42,280
DISCOVER CARD	14,772.00	486	0.00	0	14,772.00	486	75,727.00	2,416
AMEX	431,253.00	9,840	0.00	0	431,253.00	9,840	2,844,387.00	59,407
DINERS CLUB	0.00	0	0.00	0	0.00	0	0.00	0
CARTE BLANCHE	0.00	0	0.00	0	0.00	0	0.00	0
CREDIT TOTAL	1,323,192.00	39,942	0.00	0	1,323,192.00	39,942	8,291,091.00	229,957
TERMINAL TOTAL	1,323,192.00	39,942	0.00	0	1,323,192.00	39,942	8,291,091.00	229,957

UNTSR50-26 HEARTLAND PAYMENT SYSTEMS 07/01/11 PAGE 2
11182/10:35 MONTHLY SALES ACTIVITY REPORT NO: 50
BY TERMINAL
FOR MONTH JUNE 2011

COMPANY: LNDBRGPK LOCATION: 3665 N HARBOR SAN DIEGO CA TERMINAL ID: LIND010002

	SALES AMOUNT	SALES COUNT	RETURNS AMOUNT	RETURNS COUNT	NET SALES AMOUNT	GROSS SALES COUNT	YTD NET SALES AMOUNT	YTD GROSS COUNT
VISA	4,866.00	74	126.00-	4	4,740.00	78	53,872.50	951
MASTERCARD	15,735.00	21	52.00-	2	15,683.00	23	48,206.50	218
DISCOVER CARD	0.00	0	0.00	0	0.00	0	1,284.00	22
AMEX	3,375.00	7	106.00-	3	3,269.00	10	13,274.01	95
DINERS CLUB	0.00	0	0.00	0	0.00	0	0.00	0
CARTE BLANCHE	0.00	0	0.00	0	0.00	0	0.00	0
CREDIT TOTAL	23,976.00	102	284.00-	9	23,692.00	111	116,637.01	1,286
TERMINAL TOTAL	23,976.00	102	284.00-	9	23,692.00	111	116,637.01	1,286

UNTSR50-26 HEARTLAND PAYMENT SYSTEMS 07/01/11 PAGE 3
11182/10:35 MONTHLY SALES ACTIVITY REPORT NO: 50
BY TERMINAL
FOR MONTH JUNE 2011

COMPANY: LNDBRGPK LOCATION: 3665 N HARBOR SAN DIEGO CA TERMINAL ID: LIND010003

	SALES AMOUNT	SALES COUNT	RETURNS AMOUNT	RETURNS COUNT	NET SALES AMOUNT	GROSS SALES COUNT	YTD NET SALES AMOUNT	YTD GROSS COUNT
VISA	8,655.12	203	60.00-	1	8,595.12	204	59,464.92	1,179
MASTERCARD	2,579.38	64	0.00	0	2,579.38	64	20,766.38	407
DISCOVER CARD	186.00	4	0.00	0	186.00	4	935.00	18
AMEX	5,114.00	92	0.00	0	5,114.00	92	34,366.00	479
DINERS CLUB	0.00	0	0.00	0	0.00	0	0.00	0
CARTE BLANCHE	0.00	0	0.00	0	0.00	0	0.00	0
CREDIT TOTAL	16,534.50	363	60.00-	1	16,474.50	364	115,532.30	2,083
TERMINAL TOTAL	16,534.50	363	60.00-	1	16,474.50	364	115,532.30	2,083

UNTSR50-26 HEARTLAND PAYMENT SYSTEMS 07/01/11 PAGE 4
11182/10:35 MONTHLY SALES ACTIVITY REPORT NO: 50
BY TERMINAL
FOR MONTH JUNE 2011

COMPANY: LNDBRGPK LOCATION: 3665 N HARBOR SAN DIEGO CA TERMINAL ID: LIND020101

	SALES AMOUNT	SALES COUNT	RETURNS AMOUNT	RETURNS COUNT	NET SALES AMOUNT	GROSS SALES COUNT	YTD NET SALES AMOUNT	YTD GROSS COUNT
VISA	69,176.00	968	0.00	0	69,176.00	968	383,688.62	5,367
MASTERCARD	25,789.00	347	0.00	0	25,789.00	347	144,500.50	1,990
DISCOVER CARD	459.00	10	0.00	0	459.00	10	5,149.00	70
AMEX	76,403.00	1,031	0.00	0	76,403.00	1,031	412,520.50	5,733
DINERS CLUB	0.00	0	0.00	0	0.00	0	0.00	0
CARTE BLANCHE	0.00	0	0.00	0	0.00	0	0.00	0
CREDIT TOTAL	171,827.00	2,356	0.00	0	171,827.00	2,356	945,858.02	13,160
TERMINAL TOTAL	171,827.00	2,356	0.00	0	171,827.00	2,356	945,858.02	13,160

UNTSR50-26 HEARTLAND PAYMENT SYSTEMS 07/01/11 PAGE 5
11182/10:35 MONTHLY SALES ACTIVITY REPORT NO: 50
BY TERMINAL
FOR MONTH JUNE 2011

COMPANY: LNDBRGPK LOCATION: 3855 N HARBOR SAN DIEGO CA TERMINAL ID: LIND020201

	SALES AMOUNT	SALES COUNT	RETURNS AMOUNT	RETURNS COUNT	NET SALES AMOUNT	GROSS SALES COUNT	YTD NET SALES AMOUNT	YTD GROSS COUNT
VISA	39,581.00	399	0.00	0	39,581.00	399	158,735.50	1,703
MASTERCARD	16,553.00	176	0.00	0	16,553.00	176	75,897.00	824
DISCOVER CARD	590.00	4	0.00	0	590.00	4	3,072.00	31
AMEX	50,221.00	541	0.00	0	50,221.00	541	230,116.88	2,477
DINERS CLUB	0.00	0	0.00	0	0.00	0	0.00	0
CARTE BLANCHE	0.00	0	0.00	0	0.00	0	0.00	0
CREDIT TOTAL	106,945.00	1,120	0.00	0	106,945.00	1,120	467,821.38	5,035
TERMINAL TOTAL	106,945.00	1,120	0.00	0	106,945.00	1,120	467,821.38	5,035

NTSR52-26 HEARTLAND PAYMENT SYSTEMS 07/01/11 PAGE 6
11182/10:35 MONTHLY SALES ACTIVITY REPORT NO: 52
BY COMPANY
FOR MONTH JUNE 2011

COMPANY: LNDBRGPK LOCATION: ALL

	SALES AMOUNT	SALES COUNT	RETURNS AMOUNT	RETURNS COUNT	NET SALES AMOUNT	GROSS SALES COUNT	YTD NET SALES AMOUNT	YTD GROSS COUNT
VISA	758,391.12	23,786	186.00-	5	758,205.12	23,791	4,562,252.94	135,054
MASTERCARD	301,710.38	8,082	52.00-	2	301,658.38	8,084	1,753,855.38	45,719
DISCOVER CARD	16,007.00	504	0.00	0	16,007.00	504	86,167.00	2,557
AMEX	566,366.00	11,511	106.00-	3	566,260.00	11,514	3,534,664.39	68,191
DINERS CLUB	0.00	0	0.00	0	0.00	0	0.00	0
CARTE BLANCHE	0.00	0	0.00	0	0.00	0	0.00	0
CREDIT TOTAL	1,642,474.50	43,883	344.00-	10	1,642,130.50	43,893	9,936,939.71	251,521
COMPANY TOTAL	1,642,474.50	43,883	344.00-	10	1,642,130.50	43,893	9,936,939.71	251,521

NTSR53-25 HEARTLAND PAYMENT SYSTEMS 07/01/11 PAGE 7
11182/10:35 MONTHLY SALES ACTIVITY REPORT NO: 53
COMPANY SUMMARY BY LOCATION
FOR MONTH JUNE 2011

COMPANY: LNDBRGPK

LOCATION	SALES AMOUNT	SALES COUNT	RETURNS AMOUNT	RETURNS COUNT	NET SALES AMOUNT	GROSS SALES COUNT	YTD NET SALES AMOUNT	YTD GROSS COUNT
LIND010001	1,323,192.00	39,942	0.00	0	1,323,192.00	39,942	8,291,091.00	229,957
LIND010002	23,976.00	102	284.00-	9	23,692.00	111	116,637.01	1,286
LIND010003	16,534.50	363	60.00-	1	16,474.50	364	115,532.30	2,083
LIND020101	171,827.00	2,356	0.00	0	171,827.00	2,356	945,858.02	13,160
LIND020201	106,945.00	1,120	0.00	0	106,945.00	1,120	467,821.38	5,035
COMPANY TOTAL	1,642,474.50	43,883	344.00-	10	1,642,130.50	43,893	9,936,939.71	251,521

*********END OF DAILY ACTIVITY FOR CLIENT REPORTING*********

XXEND 105

American Express Monthly Credit Card Report

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Settlements Grouped by:	**Submitting Location, show by Merchant #**
Statement Level of Detail:	**Detailed**
Location(s) Searched:	**All Locations**
Date Type:	**Settlement Date**
Date Range:	**June 1, 2011 - June 30, 2011**

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The settlements below consist of submissions (batches), adjustments, and chargebacks for the location(s) and date range listed above.
To get additional details for a summarized line, **click the settlement amount for that row.**
To view the transactions that make up a submission, **click the submission amount for that row.**

Print Download Generated: September 27, 2011 at 09:17:20 AM

Summary for Settlement Period

	Submission Amount	Trans Count	Sales Amount	Credit Amount	Discount Amount	Fees & Incentives	Settlement Amount
Regular Submissions	$627,172.50	12711	$627,278.50	$106.00	$18,191.14	$0.00	$608,981.36
Pre-Paid Cards	$202.00	11	$202.00	$0.00	$3.63	$0.00	$198.37
Total Adjustments	($68.00)	2	$0.00	$68.00	$0.00	$0.00	($68.00)
Totals	**$627,306.50**	**12724**	**$627,480.50**	**$174.00**	**$18,194.77**	**$0.00**	**$609,111.73**

Previous Pages: 1 Next

Submitting Location: 5048806426 N/A Payee Location: 5048806426 N/A

SE Date	Amex Date	Submission Amount	Trans Count	Sales Amount	Credit Amount	Discount Amount	Fees & Incentives	Settlement Amount	Settlement Date	Settlement #
SUBMISSIONS										
05/29/2011	05/29/2011	$6,145.00	118	$6,145.00	$0.00	$178.21	$0.00	$5,966.79	06/01/2011	150V2833

05/30/2011	05/30/2011	$8,301.00	144	$8,301.00	$0.00	$240.73	$0.00	$8,060.27	06/02/2011	151U3722
05/31/2011	05/31/2011	$11,881.00	189	$11,881.00	$0.00	$344.55	$0.00	$11,536.45	06/03/2011	152V1525
06/01/2011	06/01/2011	$9,193.00	230	$9,193.00	$0.00	$266.60	$0.00	$8,926.40	06/04/2011	153V8571
06/02/2011	06/02/2011	$13,178.00	348	$13,178.00	$0.00	$381.77	$0.00	$12,796.23	06/06/2011	154V6773
06/03/2011	06/03/2011	$47.00	1	$47.00	$0.00	$1.36	$0.00	$45.64	06/06/2011	154V6773
06/03/2011	06/03/2011	$24,353.00	548	$24,353.00	$0.00	$706.24	$0.00	$23,646.76	06/06/2011	154V6773
06/04/2011	06/04/2011	$23,202.00	465	$23,202.00	$0.00	$672.86	$0.00	$22,529.14	06/07/2011	155V8774
06/05/2011	06/05/2011	$10,120.00	208	$10,120.00	$0.00	$293.46	$0.00	$9,826.54	06/08/2011	157V5540
06/06/2011	06/06/2011	$11,870.00	212	$11,870.00	$0.00	$344.23	$0.00	$11,525.77	06/09/2011	158V3054
06/07/2011	06/07/2011	$11,782.00	235	$11,782.00	$0.00	$341.68	$0.00	$11,440.32	06/10/2011	159V6173
06/08/2011	06/08/2011	$17,161.00	386	$17,161.00	$0.00	$497.67	$0.00	$16,663.33	06/11/2011	160V8300
06/09/2011	06/09/2011	$24,473.00	502	$24,473.00	$0.00	$709.32	$0.00	$23,763.68	06/13/2011	161V0805
06/10/2011	06/10/2011	$30,320.00	582	$30,320.00	$0.00	$879.28	$0.00	$29,440.72	06/13/2011	161V0805
06/11/2011	06/11/2011	$31,803.00	539	$31,803.00	$0.00	$922.20	$0.00	$30,880.80	06/14/2011	162V8374
06/12/2011	06/12/2011	$7,664.00	183	$7,664.00	$0.00	$222.26	$0.00	$7,441.74	06/15/2011	164V4593
06/13/2011	06/13/2011	$11,628.00	235	$11,628.00	$0.00	$337.21	$0.00	$11,290.79	06/16/2011	165V3592
06/14/2011	06/14/2011	$51.00	1	$51.00	$0.00	$1.48	$0.00	$49.52	06/17/2011	166V4435
06/14/2011	06/14/2011	$10,454.00	262	$10,454.00	$0.00	$303.12	$0.00	$10,150.88	06/17/2011	166V4435
06/15/2011	06/15/2011	$14,374.00	373	$14,374.00	$0.00	$416.85	$0.00	$13,957.15	06/18/2011	167V8486
06/16/2011	06/16/2011	$24,754.00	512	$24,754.00	$0.00	$717.87	$0.00	$24,036.13	06/20/2011	168V1218
06/17/2011	06/17/2011	$31,702.00	648	$31,702.00	$0.00	$919.36	$0.00	$30,782.64	06/20/2011	168V1218
06/18/2011	06/18/2011	$30,040.00	493	$30,146.00	$106.00	$874.18	$0.00	$29,165.82	06/21/2011	169V9223
06/19/2011	06/19/2011	$125.00	1	$125.00	$0.00	$3.63	$0.00	$121.37	06/22/2011	171V3601
06/19/2011	06/19/2011	$10,455.00	182	$10,455.00	$0.00	$303.20	$0.00	$10,151.80	06/22/2011	171V3601
06/20/2011	06/20/2011	$14,175.00	236	$14,175.00	$0.00	$411.08	$0.00	$13,763.92	06/23/2011	172V2290
06/21/2011	06/21/2011	$9,094.00	225	$9,094.00	$0.00	$263.73	$0.00	$8,830.27	06/24/2011	173V3259
06/22/2011	06/22/2011	$14,642.00	352	$14,642.00	$0.00	$424.62	$0.00	$14,217.38	06/25/2011	174V7828
06/23/2011	06/23/2011	$18.00	1	$18.00	$0.00	$0.52	$0.00	$17.48	06/27/2011	175V9462
06/23/2011	06/23/2011	$24,248.00	529	$24,248.00	$0.00	$703.19	$0.00	$23,544.81	06/27/2011	175V9462
06/24/2011	06/24/2011	$28,850.00	589	$28,850.00	$0.00	$836.45	$0.00	$28,013.55	06/27/2011	175V9462
06/25/2011	06/25/2011	$28,607.00	495	$28,607.00	$0.00	$829.56	$0.00	$27,777.44	06/28/2011	176V8486
06/26/2011	06/26/2011	$9,576.00	200	$9,576.00	$0.00	$277.70	$0.00	$9,298.30	06/29/2011	178V4351
06/27/2011	06/27/2011	$15,700.00	247	$15,700.00	$0.00	$455.28	$0.00	$15,244.72	06/30/2011	179V7320
ADJUSTMENTS										
05/30/2011	05/30/2011	($47.00)	1	$0.00	$47.00	$0.00	$0.00	($47.00)	06/01/2011	150V2833
06/09/2011	06/09/2011	($21.00)	1	$0.00	$21.00	$0.00	$0.00	($21.00)	06/11/2011	160V8300
Totals		**$519,918.00**	**10473**	**$520,092.00**	**$174.00**	**$15,081.45**	**$0.00**	**$504,836.55**		

Submitting Location: 5049717077 N/A — **Payee Location: 5049717077 N/A**

SE Date	Amex Date	Submission Amount	Trans Count	Sales Amount	Credit Amount	Discount Amount	Fees & Incentives	Settlement Amount	Settlement Date	Settlement #
SUBMISSIONS										
05/29/2011	05/29/2011	$1,677.00	25	$1,677.00	$0.00	$48.63	$0.00	$1,628.37	06/01/2011	150V2840
05/29/2011	05/29/2011	$77.00	1	$77.00	$0.00	$2.23	$0.00	$74.77	06/01/2011	150V2840
05/30/2011	05/30/2011	$2,947.50	58	$2,947.50	$0.00	$85.48	$0.00	$2,862.02	06/02/2011	151U3729
05/30/2011	05/30/2011	$55.00	1	$55.00	$0.00	$1.60	$0.00	$53.40	06/02/2011	151U3729
05/31/2011	05/31/2011	$5,367.00	107	$5,367.00	$0.00	$155.64	$0.00	$5,211.36	06/03/2011	152V1533
06/01/2011	06/01/2011	$3,063.00	53	$3,063.00	$0.00	$88.83	$0.00	$2,974.17	06/04/2011	153V8578
06/02/2011	06/02/2011	$11.00	1	$11.00	$0.00	$0.32	$0.00	$10.68	06/06/2011	154V6781
06/02/2011	06/02/2011	$2,086.00	48	$2,086.00	$0.00	$60.49	$0.00	$2,025.51	06/06/2011	154V6781
06/03/2011	06/03/2011	$2,891.00	79	$2,891.00	$0.00	$83.84	$0.00	$2,807.16	06/06/2011	154V6781
06/04/2011	06/04/2011	$99.00	2	$99.00	$0.00	$2.87	$0.00	$96.13	06/07/2011	155V8779
06/04/2011	06/04/2011	$4,402.00	103	$4,402.00	$0.00	$127.66	$0.00	$4,274.34	06/07/2011	155V8779
06/05/2011	06/05/2011	$2,941.00	46	$2,941.00	$0.00	$85.29	$0.00	$2,855.71	06/08/2011	157V5546
06/06/2011	06/06/2011	$4,321.00	87	$4,321.00	$0.00	$125.31	$0.00	$4,195.69	06/09/2011	158V3063
06/06/2011	06/06/2011	$60.00	1	$60.00	$0.00	$1.74	$0.00	$58.26	06/09/2011	158V3063
06/07/2011	06/07/2011	$3,413.00	63	$3,413.00	$0.00	$98.98	$0.00	$3,314.02	06/10/2011	159V6178
06/08/2011	06/08/2011	$2,386.00	51	$2,386.00	$0.00	$68.22	$0.00	$2,317.78	06/11/2011	160V8306
06/09/2011	06/09/2011	$2,656.00	78	$2,656.00	$0.00	$77.02	$0.00	$2,578.98	06/13/2011	161V0814
06/10/2011	06/10/2011	$4,812.00	116	$4,812.00	$0.00	$139.55	$0.00	$4,672.45	06/13/2011	161V0814
06/11/2011	06/11/2011	$5,296.00	114	$5,296.00	$0.00	$153.58	$0.00	$5,142.42	06/14/2011	162V8381
06/12/2011	06/12/2011	$88.00	1	$88.00	$0.00	$2.55	$0.00	$85.45	06/15/2011	164V4600
06/12/2011	06/12/2011	$2,717.00	51	$2,717.00	$0.00	$78.79	$0.00	$2,638.21	06/15/2011	164V4600
06/13/2011	06/13/2011	$3,795.00	76	$3,795.00	$0.00	$110.06	$0.00	$3,684.94	06/16/2011	165V3599
06/14/2011	06/14/2011	$2,721.00	57	$2,721.00	$0.00	$78.91	$0.00	$2,642.09	06/17/2011	166V4442
06/14/2011	06/14/2011	$44.00	1	$44.00	$0.00	$1.28	$0.00	$42.72	06/17/2011	166V4442
06/15/2011	06/15/2011	$2,805.00	58	$2,805.00	$0.00	$81.35	$0.00	$2,723.65	06/18/2011	167V8493
06/16/2011	06/16/2011	$3,239.00	77	$3,239.00	$0.00	$93.93	$0.00	$3,145.07	06/20/2011	168V1224
06/17/2011	06/17/2011	$4,665.00	113	$4,665.00	$0.00	$135.29	$0.00	$4,529.71	06/20/2011	168V1224
06/18/2011	06/18/2011	$5,533.00	106	$5,533.00	$0.00	$160.46	$0.00	$5,372.54	06/21/2011	169V9230
06/18/2011	06/18/2011	$143.00	2	$143.00	$0.00	$4.15	$0.00	$138.85	06/21/2011	169V9230
06/19/2011	06/19/2011	$3,520.00	56	$3,520.00	$0.00	$102.08	$0.00	$3,417.92	06/22/2011	171V3609
06/20/2011	06/20/2011	$3,866.00	76	$3,866.00	$0.00	$112.11	$0.00	$3,753.89	06/23/2011	172V2297
06/21/2011	06/21/2011	$3,344.00	60	$3,344.00	$0.00	$96.98	$0.00	$3,247.02	06/24/2011	173V3266
06/22/2011	06/22/2011	$2,794.00	56	$2,794.00	$0.00	$81.03	$0.00	$2,712.97	06/25/2011	174V7837
06/22/2011	06/22/2011	$55.00	1	$55.00	$0.00	$1.60	$0.00	$53.40	06/25/2011	174V7837

06/23/2011	06/23/2011	$3,014.00	79	$3,014.00	$0.00	$87.41	$0.00	$2,926.59	06/27/2011	175V9472
06/24/2011	06/24/2011	$4,169.00	104	$4,169.00	$0.00	$120.90	$0.00	$4,048.10	06/27/2011	175V9472
06/25/2011	06/25/2011	$5,137.00	111	$5,137.00	$0.00	$148.97	$0.00	$4,988.03	06/28/2011	176V8492
06/26/2011	06/26/2011	$132.00	1	$132.00	$0.00	$3.83	$0.00	$128.17	06/29/2011	178V4357
06/26/2011	06/26/2011	$3,096.00	50	$3,096.00	$0.00	$89.78	$0.00	$3,006.22	06/29/2011	178V4357
06/27/2011	06/27/2011	$3,907.00	80	$3,907.00	$0.00	$113.30	$0.00	$3,793.70	06/30/2011	179V7328
06/27/2011	06/27/2011	$44.00	1	$44.00	$0.00	$1.28	$0.00	$42.72	06/30/2011	179V7328
Totals		**$107,388.50**	**2251**	**$107,388.50**	**$0.00**	**$3,113.32**	**$0.00**	**$104,275.18**		

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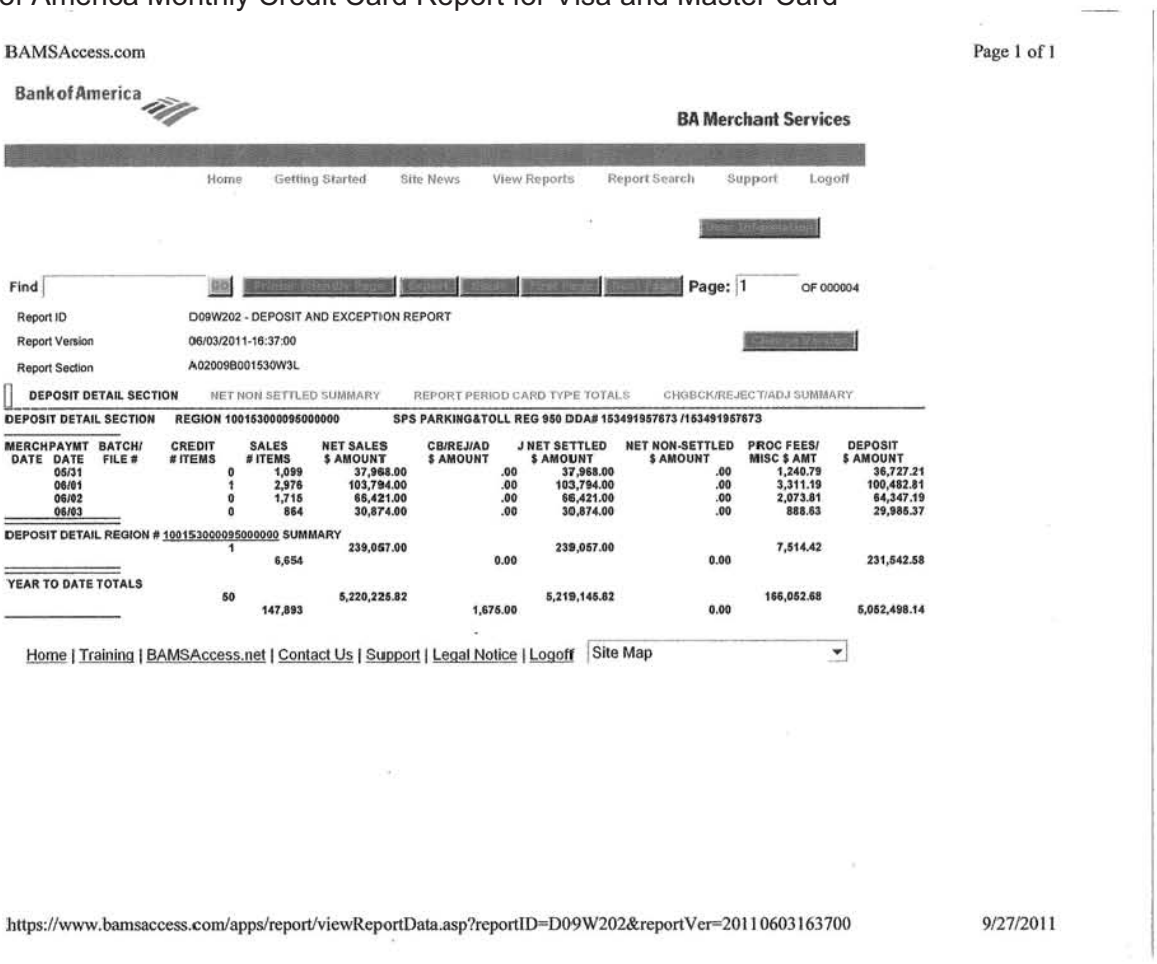

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Report Section: A02009B001530W3L

DEPOSIT DETAIL SECTION | NET NON SETTLED SUMMARY | REPORT PERIOD CARD TYPE TOTALS | CHGBCK/REJECT/ADJ SUMMARY

DEPOSIT DETAIL SECTION REGION 100153000095000000 SPS PARKING&TOLL REG 950 DDA# 153491957673 /153491957673

MERCH DATE	PAYMT DATE	BATCH/ FILE #	CREDIT # ITEMS	SALES # ITEMS	NET SALES $ AMOUNT	CB/REJ/AD $ AMOUNT	J NET SETTLED $ AMOUNT	NET NON-SETTLED $ AMOUNT	PROC FEES/ MISC $ AMT	DEPOSIT $ AMOUNT
	05/31		0	1,099	37,968.00	.00	37,968.00	.00	1,240.79	36,727.21
	06/01		1	2,976	103,794.00	.00	103,794.00	.00	3,311.19	100,482.81
	06/02		0	1,715	66,421.00	.00	66,421.00	.00	2,073.81	64,347.19
	06/03		0	864	30,874.00	.00	30,874.00	.00	888.63	29,985.37
DEPOSIT DETAIL REGION # 100153000095000000 SUMMARY			1		239,057.00		239,057.00		7,514.42	
				6,654		0.00		0.00		231,542.58
YEAR TO DATE TOTALS			50		5,220,225.82		5,219,145.82		166,052.68	
				147,893		1,675.00		0.00		5,052,498.14

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Report Section A02009B001530W3L

DEPOSIT DETAIL SECTION NET NON SETTLED SUMMARY REPORT PERIOD CARD TYPE TOTALS CHGBCK/REJECT/ADJ SUMMARY

DEPOSIT DETAIL SECTION **REGION 100153000095000000** **SPS PARKING&TOLL REG 950 DDA# 153491957673 /153491957673**

MERCH PAYMT DATE	DATE	BATCH/ FILE #	CREDIT # ITEMS	SALES # ITEMS	NET SALES $ AMOUNT	CB/REJ/AD $ AMOUNT	J NET SETTLED $ AMOUNT	NET NON-SETTLED $ AMOUNT	PROC FEES/ MISC $ AMT	DEPOSIT $ AMOUNT
	06/06		0	1,009	27,427.00	.00	27,427.00	.00	849.56	26,677.44
	06/07		0	2,877	87,145.00	.00	87,145.00	.00	2,776.05	84,368.95
	06/08		0	963	39,375.00	.00	39,375.00	.00	1,189.65	38,185.35
	06/09		0	876	27,203.50	.00	27,203.50	.00	831.98	26,371.52
	06/10		1	895	28,149.00	.00	28,149.00	.00	892.68	27,256.32
DEPOSIT DETAIL REGION # 100153000095000000 SUMMARY			1		209,299.50		209,299.50		6,539.92	
				6,620		0.00		0.00		202,759.58
YEAR TO DATE TOTALS			51		5,429,525.32		5,428,445.32		172,592.60	
				154,513		1,675.00		0.00		5,255,257.72

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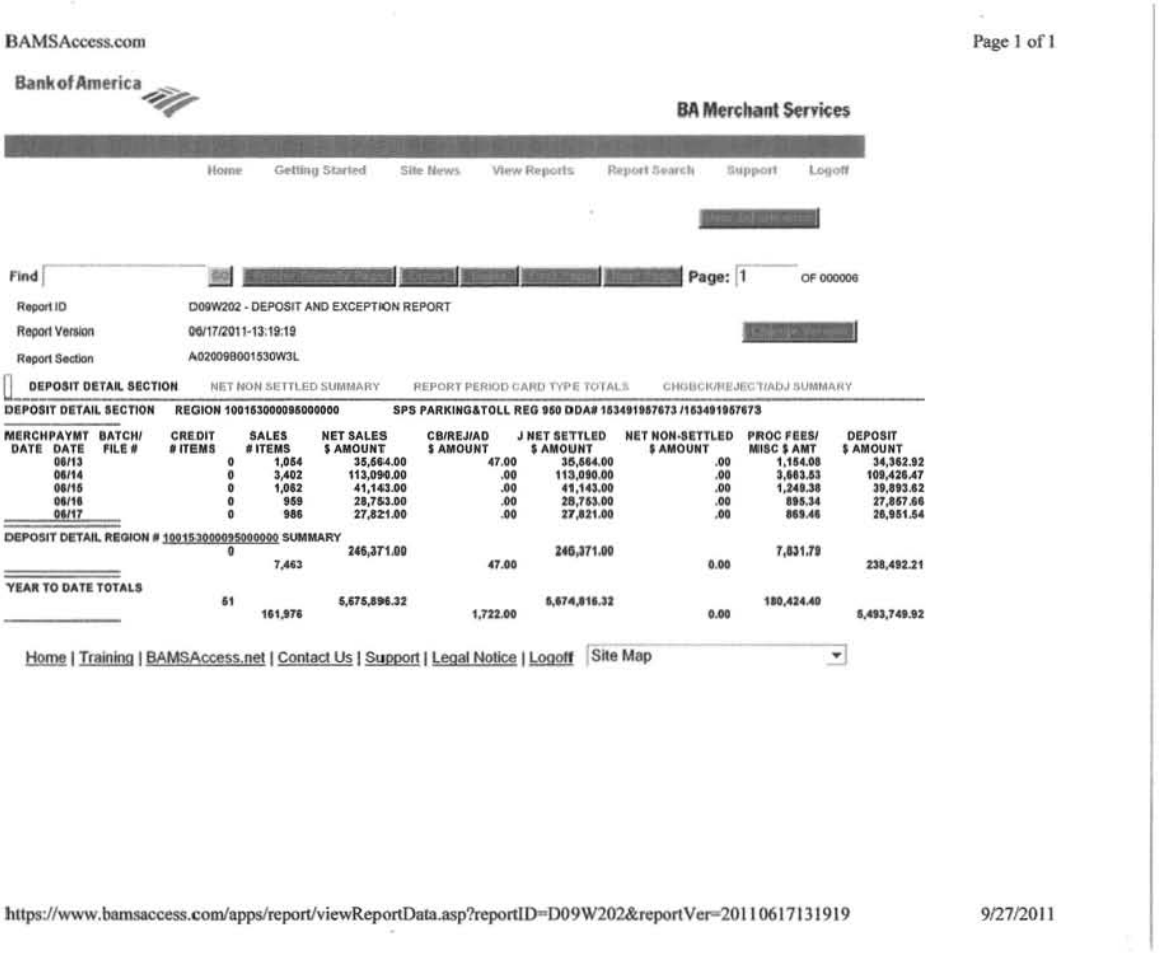

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Report Section: A020098001530W3L

DEPOSIT DETAIL SECTION | NET NON SETTLED SUMMARY | REPORT PERIOD CARD TYPE TOTALS | CHGBCK/REJECT/ADJ SUMMARY

DEPOSIT DETAIL SECTION REGION 100163000095000000 SPS PARKING&TOLL REG 950 DDA# 163491957673 /163491957673

MERCH DATE	PAYMT DATE	BATCH/ FILE #	CREDIT # ITEMS	SALES # ITEMS	NET SALES $ AMOUNT	CB/REJ/AD $ AMOUNT	J NET SETTLED $ AMOUNT	NET NON-SETTLED $ AMOUNT	PROC FEES/ MISC $ AMT	DEPOSIT $ AMOUNT
	06/13		0	1,054	35,564.00	47.00	35,564.00	.00	1,154.08	34,362.92
	06/14		0	3,402	113,090.00	.00	113,090.00	.00	3,663.53	109,426.47
	06/15		0	1,062	41,143.00	.00	41,143.00	.00	1,249.38	39,893.62
	06/16		0	959	28,753.00	.00	28,753.00	.00	895.34	27,857.66
	06/17		0	986	27,821.00	.00	27,821.00	.00	869.46	26,951.54
DEPOSIT DETAIL REGION # 100153000095000000 SUMMARY			0		246,371.00		246,371.00		7,831.79	
				7,463		47.00		0.00		238,492.21
YEAR TO DATE TOTALS			51		5,675,896.32		5,674,816.32		180,424.40	
				161,976		1,722.00		0.00		5,493,749.92

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Report Section A02009B001530W3L

DEPOSIT DETAIL SECTION NET NON SETTLED SUMMARY REPORT PERIOD CARD TYPE TOTALS CHGBCK/REJECT/ADJ SUMMARY

DEPOSIT DETAIL SECTION REGION 100153000095000000 SPS PARKING&TOLL REG 950 DDA# 163491957673 /163491957673

MERCH DATE	PAYMT DATE	BATCH/ FILE #	CREDIT # ITEMS	SALES # ITEMS	NET SALES $ AMOUNT	CB/REJ/AD $ AMOUNT	J NET SETTLED $ AMOUNT	NET NON-SETTLED $ AMOUNT	PROC FEES/ MISC $ AMT	DEPOSIT $ AMOUNT
	06/20		0	1,220	36,600.00	.00	36,600.00	.00	1,144.74	34,455.26
	06/21		10	3,360	113,745.00	104.00-	113,849.00	.00	3,649.46	110,199.54
	06/22		0	1,076	36,811.00	.00	36,811.00	.00	1,107.18	35,703.82
	06/23		0	987	27,918.00	.00	27,918.00	.00	844.19	27,073.81
	06/24		0	941	41,516.00	.00	41,516.00	.00	1,314.22	40,201.78
DEPOSIT DETAIL REGION # 100153000095000000 SUMMARY			10		255,590.00		255,694.00		8,059.79	
				7,584		104.00-		0.00		247,634.21
YEAR TO DATE TOTALS			61		5,931,486.32		5,930,510.32		188,484.18	
				169,560		1,618.00		0.00		5,741,384.14

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DEPOSIT DETAIL SECTION NET NON SETTLED SUMMARY REPORT PERIOD CARD TYPE TOTALS CHGBCK/REJECT/ADJ SUMMARY

DEPOSIT DETAIL SECTION REGION 100153000095000000 SPS PARKING&TOLL REG 950 DDA# 153491957673 /153491957673

MERCH DATE	PAYMT DATE	BATCH/ FILE #	CREDIT # ITEMS	SALES # ITEMS	NET SALES $ AMOUNT	CB/REJ/AD $ AMOUNT	J NET SETTLED $ AMOUNT	NET NON-SETTLED $ AMOUNT	PROC FEES/ MISC $ AMT	DEPOSIT $ AMOUNT
	06/27		0	1,113	37,067.00	.00	37,067.00	.00	1,189.95	35,877.05
	06/28		0	3,325	118,527.00	.00	118,527.00	.00	3,802.89	114,724.31
	06/29		0	1,101	42,706.00	.00	42,706.00	.00	1,283.84	41,422.16
	06/30		0	1,031	32,725.00	.00	32,725.00	.00	988.51	31,736.49
	07/01		0	1,044	31,040.00	.00	31,040.00	.00	984.37	30,055.63
DEPOSIT DETAIL REGION # 100153000095000000 SUMMARY			0		262,065.00		262,065.00		8,249.36	
				7,614		0.00		0.00		253,815.64
YEAR TO DATE TOTALS			61		6,193,551.32		6,192,575.32		196,733.54	
				177,174		1,618.00		0.00		5,995,199.78

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Monthly Change Fund Log

LPI Lindbergh Parking, Inc.

CHANGE FUND LOG June-2011

	ORDER	DEPOSIT	RECEIVE
Date:	06-07-11	06-07-11	06-08-11
Amount	9,000.00	9,000.00	9,000.00
Reference #:	Ashley Assistant		
Initial			

	ORDER	DEPOSIT	RECEIVE
Date:	6-14-11	6-14-11	6-15-11
Amount	9,000.00	9,000.00	9,000.00
Reference #:	426701603	426701603	
Initial			

	ORDER	DEPOSIT	RECEIVE
Date:	6-21-	6-21-11	6-22-11
Amount	9,000.00	9,000.00	9,000.00
Reference #:	428431502	428431502	
Initial			

	ORDER	DEPOSIT	RECEIVE
Date:			
Amount			
Reference #:			
Initial			

Taxi Daily Revenue Report

TAXI DAILY REVENUE REPORT

Jun-11

	CASH	COINS	CREDIT CARD	TOTAL	COUPONS RECEIVED	COUPONS SOLD	COUPON CASH	COUPON C/C	COUPON TOTAL REVENUE	
1-Jun	$ 1,000.00	$ -	$ 25.00	$ 1,025.00	1963	2,050	$ 1,000.00	$ 25.00	$ 1,025.00	
2-Jun	$ 825.00	$ -	$ 75.00	$ 900.00	1905	1,800	$ 825.00	$ 75.00	$ 900.00	
3-Jun	$ 1,250.00	$ -	$ 150.00	$ 1,400.00	2324	2,800	$ 1,250.00	$ 150.00	$ 1,400.00	
4-Jun	$ 400.00	$ -	$ -	$ 400.00	1734	900	$ 400.00	$ -	$ 400.00	c.c. declined $50.00-
5-Jun	$ 1,075.00	$ -	$ 75.00	$ 1,150.00	2867	2,300	$ 1,075.00	$ 75.00	$ 1,150.00	
6-Jun	$ 1,225.00	$ -	$ 125.00	$ 1,350.00	2740	2,700	$ 1,225.00	$ 125.00	$ 1,350.00	
7-Jun	$ 700.00	$ -	$ 225.00	$ 925.00	1836	1,850	$ 700.00	$ 225.00	$ 925.00	
8-Jun	$ 1,078.00	$ -	$ 25.00	$ 1,103.00	2000	2,200	$ 1,078.00	$ 25.00	$ 1,103.00	over $3.00 in cash
9-Jun	$ 925.00	$ -	$ 175.00	$ 1,100.00	1873	2,150	$ 925.00	$ 175.00	$ 1,100.00	over $25.00 in cash
10-Jun	$ 625.00	$ -	$ -	$ 625.00	1881	1,250	$ 625.00	$ -	$ 625.00	
11-Jun	$ 600.00	$ -	$ 125.00	$ 725.00	1872	1,450	$ 600.00	$ 125.00	$ 725.00	
12-Jun	$ 1,450.00	$ -	$ 75.00	$ 1,525.00	2812	3,050	$ 1,450.00	$ 75.00	$ 1,525.00	
13-Jun	$ 1,225.00	$ -	$ 50.00	$ 1,275.00	2877	2,550	$ 1,225.00	$ 50.00	$ 1,275.00	
14-Jun	$ 1,275.00	$ -	$ 125.00	$ 1,400.00	2916	2,800	$ 1,275.00	$ 125.00	$ 1,400.00	
15-Jun	$ 1,149.00	$ -	$ 25.00	$ 1,174.00	2670	2,350	$ 1,149.00	$ 25.00	$ 1,174.00	short $1.00 in cash
16-Jun	$ 1,050.00	$ -	$ 275.00	$ 1,325.00	2080	2,650	$ 1,050.00	$ 275.00	$ 1,325.00	
17-Jun	$ 725.00	$ -	$ 100.00	$ 825.00	1621	1,650	$ 725.00	$ 100.00	$ 825.00	
18-Jun	$ 875.00	$ -	$ -	$ 875.00	1261	1,750	$ 875.00	$ -	$ 875.00	
19-Jun	$ 825.00	$ -	$ 100.00	$ 925.00	2435	1,850	$ 825.00	$ 100.00	$ 925.00	
20-Jun	$ 1,025.00	$ -	$ 125.00	$ 1,150.00	2311	2,300	$ 1,025.00	$ 125.00	$ 1,150.00	
21-Jun	$ 725.00	$ -	$ 125.00	$ 850.00	1410	1,700	$ 725.00	$ 125.00	$ 850.00	
22-Jun	$ 825.00	$ -	$ 100.00	$ 925.00	2127	1,850	$ 825.00	$ 100.00	$ 925.00	
23-Jun	$ 1,100.00	$ -	$ 100.00	$ 1,200.00	3068	2,500	$ 1,100.00	$ 100.00	$ 1,200.00	c/c dec. $75; over $25
24-Jun	$ 1,075.00	$ -	$ 125.00	$ 1,200.00	3184	2,400	$ 1,075.00	$ 125.00	$ 1,200.00	
25-Jun	$ 1,200.00	$ -	$ 50.00	$ 1,250.00	1616	2,500	$ 1,200.00	$ 50.00	$ 1,250.00	
26-Jun	$ 975.00	$ -	$ 75.00	$ 1,050.00	2235	2,100	$ 975.00	$ 75.00	$ 1,050.00	
27-Jun	$ 975.00	$ -	$ -	$ 975.00	2241	1,950	$ 975.00	$ -	$ 975.00	
28-Jun	$ 1,000.00	$ -	$ 100.00	$ 1,100.00	1789	2,200	$ 1,000.00	$ 100.00	$ 1,100.00	
29-Jun	$ 925.00	$ -	$ 200.00	$ 1,125.00	1791	2,250	$ 925.00	$ 200.00	$ 1,125.00	
30-Jun	$ 725.00	$ -	$ 75.00	$ 800.00	1788	1,700	$ 725.00	$ 75.00	$ 800.00	c.c. declined $50.00-
				$ -				$ -	$ -	
TOTAL	$ 28,827.00	$ -	$ 2,825.00	$ 31,652.00	65,227.00	63,550	$28,827.00	$2,825.00	31,652.00	short $123
					32614	31775				
					2161					
					1081					

Valet Daily Activity Tracking Report

Valet Daily Activity Tracking Report

Date	Starting Count	Tickets Issued	Tickets collected	Ending Count	T1 Total	T2 Total	Detail Rev.	Grand Total	Detail Charges
Monday, August 01, 2011	221	100	76	245	$3,160.00	$2,004.00	$0.00	$5,164.00	$0.00
Tuesday, August 02, 2011	245	152	93	304	$2,582.00	$3,022.00	$10.00	$5,613.00	$40.00
Wednesday, August 03, 2011	304	163	172	295	$5,377.00	$4,549.00	$40.00	$9,966.00	$255.00
Thursday, August 04, 2011	295	111	185	221	$6,994.00	$5,762.00	$10.00	$12,766.00	$40.00
Friday, August 05, 2011	221	72	125	168	$5,834.00	$331.00	$0.00	$6,165.00	$0.00
Saturday, August 06, 2011	168	55	63	160	$3,785.00	$2,773.00	$0.00	$6,558.00	$0.00
Sunday, August 07, 2011	160	50	75	135	$3,785.00	$2,773.00	$0.00	$6,558.00	$0.00
Monday, August 08, 2011	135	130	64	201	$2,852.00	$2,053.00	$0.00	$4,905.00	$0.00
Tuesday, August 09, 2011	201	177	109	269	$4,528.00	$2,526.00	$0.00	$7,054.00	$0.00
Wednesday, August 10, 2011	269	220	196	293	$8,266.00	$4,523.00	$30.00	$12,819.00	$130.00
Thursday, August 11, 2011	293	93	199	187	$9,287.00	$6,029.00	$25.00	$15,341.00	$225.00
Friday, August 12, 2011	187	91	113	165	$6,052.00	$3,925.00	$20.00	$9,997.00	$160.00
Saturday, August 13, 2011	165	34	50	149	$2,712.00	$1,167.00	$0.00	$3,879.00	$0.00
Sunday, August 14, 2011	149	65	83	131	$5,939.00	$3,467.00	$0.00	$9,406.00	$0.00
Monday, August 15, 2011	131	134	87	178	$3,404.00	$4,369.00	$10.00	$7,783.00	$30.00
Tuesday, August 16, 2011	178	198	127	249	$5,129.00	$2,866.00	$10.00	$8,005.00	$30.00
Wednesday, August 17, 2011	249	191	156	284	$6,464.00	$4,098.00	$10.00	$10,572.00	$40.00
Thursday, August 18, 2011	284	91	204	171	$9,643.00	$5,615.00	$10.00	$15,268.00	$70.00
Friday, August 19, 2011	171	113	140	144	$7,447.00	$4,332.00	$0.00	$11,779.00	$0.00
Saturday, August 20, 2011	144	47	64	127	$5,091.00	$2,809.00	$0.00	$7,900.00	$0.00
Sunday, August 21, 2011	127	66	101	92	$5,900.00	$2,425.00	$0.00	$8,325.00	$0.00
Monday, August 22, 2011	92	142	78	156	$4,387.00	$2,423.00	$0.00	$6,810.00	$0.00
Tuesday, August 23, 2011	156	232	136	252	$5,885.00	$2,904.00	$10.00	$8,799.00	$40.00
Wednesday, August 24, 2011	252	184	175	261	$7,824.00	$3,802.00	$0.00	$11,626.00	$0.00
Thursday, August 25, 2011	261	112	194	179	$11,195.00	$5,233.00	$20.00	$16,418.00	$140.00
Friday, August 26, 2011	179	92	142	129	$6,250.00	$4,368.00	$10.00	$10,628.00	$70.00
Saturday, August 27, 2011	129	28	53	104	$3,391.00	$2,010.00	$0.00	$5,401.00	$0.00
Sunday, August 28, 2011	104	30	71	63	$5,920.00	$1,384.00	$0.00	$7,304.00	$0.00
Monday, August 29, 2011	63							$0.00	
Tuesday, August 30, 2011								$0.00	
Wednesday, August 31, 2011								$0.00	
Monthly Totals:		3173	3331	5352	$159,052.00	$93,542.00	$215.00	$252,809.00	$1,270.00
						Daily average		$9,028.89	
	Avr. Inventory	190.79					Projected income:	$279,895.68	

g. Describe how programs and methodologies identified in (2) above will enhance revenues and contain costs at SDIA. Provide specific examples with the estimated revenue increase or cost reduction.

During the proposal process, **Ace Parking was the only bidder** to suggest site specific enhancements for the parking operations at SDIA. In the BAFO, we have defined them even further. We have broken them out into several categories for your review.

This proactive approach to operations is what truly separates us from other parking management companies. It is always our goal to identify new revenue opportunities, improve customer experience and contain costs. The recommended enhancements were all designed around those three priorities.

The goal of our enhancements is to create new sources of income, utilize technology to reduce operating costs and improve the customer's experience at the various operations. Listed below is a table of the enhancements and the benefits of each. Additional detail on each of our recommendations is included after the summary table.

The first enhancements are ones that Ace Parking is providing as part of our proposal and will be paid for by Ace Parking and should not require approval by the Airport's staff or board. The enhancements are listed in the table below:

Ace Parking Provided Enhancements

#	Enhancement	Enhancement Cost	Benefit to Airport
1	Taxi Staging & Hold Lot Monitoring System	$37,000	$90,000 in annual payroll savings
2	Mobile License Plate Recognition Inventory System	$100,000	$50,000 in annual payroll savings
3	Web PARCS Software Upgrade	$25,000	On-line reporting capabilities for PARCs
	Total Value To Airport	**$162,000**	**$302,000 year 1 and $1,000,000 over 5 years**

Ace Parking Recommended Revenue Enhancements & Cost Savings

#	Enhancement	Benefit to Airport	Detail
4	Restriping T1 lot Adds 130 spaces	$750,000 to $1,000,000	in additional parking income
5	Credit Card Express Exit Lanes T1 & T2	$450,000	annual payroll savings starting in 2014
6	New ZEAG System San Park Pacific	$80,000	annual payroll savings starting in 2013 to 2014
7	Premium Priced Covered Parking T1 & T2 Lots & Solar Energy Canopies	$400,000	in additional parking income
8	Airport Marketing Plan & VIP Parker Program	$750,000 to $1,000,000	in additional revenues
9	Valet Concierge Services	$12,000	in income to Airport & increased customer services
10	Overhead lighted message sign San Park Pacific Hwy Lot	$110,000 +	increased parking revenues annually

This table represents a myriad of improvements that will enhance SDIA's bottom line and the customer's over all parking experience at the Airport.

Enhancement #1 (cost provided by Ace Parking)
Taxi Staging & Hold Lot Monitoring System - $37,000 cost
This enhancement is intended to modernize the CSR position and the Taxi and shuttle Dispatching Process. Ace Parking, **at its own cost** will install a camera monitoring system and automated dispatch system at the three terminals. The camera system will record activity at each of the terminals and be utilized in dispute resolution and time monitoring. The automated dispatch system will allow us to automate the dispatching process in the hold lot. The system will include monitors, so the drives can see what is going on at the terminals and know when vehicles are needed. This system would include the ability to record the activities in the public areas as well as send signals to the hold facility to send up additional for hire vehicles. We would also put a couple of monitors in the hold lot, so the drivers could see that the pickup area was full or was in need of additional vehicles. The added benefit to this system is that we will be able to eliminate 16 hours per day of the second hold lot dispatch attendant. This payroll and payroll related expense savings will amount to $90,000 per year and nearly $500,000 over the 5 year term of the agreement.

Enhancement #2 (cost provided by Ace Parking)
Mobile License Plate Inventory System – $ 115,000 in annual labor savings
Ace Parking is proposing to purchase the proposed mobile license plate inventory system, on behalf of SDIA for $100,000. This system will integrate a LPR system for the Airport's current parking equipment system (ZEAG/CTR) and will improve the overall efficiency. We encourage the Airport to allow Ace Parking to purchase the mobile option for this system. The mobile LPR would cut our costs of doing



inventory by as much as 50%. That equates to approximately $50,000 annually in payroll and payroll related operating expense savings and nearly $275,000 over the 5 year term of the agreement. The system will cost us around $100,000 to purchase.



The integrated LPR system is mounted on a vehicle and license plate inventory is completed while driving and scanning license plates versus manually imputing them on our current handheld LPI system. The new system will require 1 to 2 employees versus the 4 we currently utilize. Once this is implemented we can utilize license plates for missing tickets by just typing in the license plate number. The fee computer will automatically search for the plate and charge the appropriate parking fees.

Enhancement #3 (cost provided by Ace Parking)

PARCS Software Upgrade

Web PARCS Software Upgrade to the existing ZEAG/CTR PARCs system. This upgrade will be provided by Ace Parking as part of our proposal at no cost to the Airport. The cost is $25,000 for this upgrade. The current software does not allow the Airport Staff or Ace Parking to go on-line and do real time reporting from the parking operations. We know this is important to the Airport and without this software neither Ace Parking nor Standard can provide SDIA with **"real time activity and reporting".**

This software upgrade will allow us to provide the Airport with real time activity reports including usage reports, revenue projections, cashier, parking analytical, unusual, lost ticket reports to name just a few. Ace Parking will also be to design even more customized reports for any parking related data as desired.

The other major benefit of this software is its ability for reporting real time lot capacity counts that could be assigned to roadway message signs letting customers know where the available parking at anytime. ***The software will also allow us to have the capacity counts uploaded to a smart phone app that gives customers a look at the parking lots availability.*** This app could also lead the customer to our reservation parking site that would allow them to reserve a parking space in a particular parking facility.

If the enhancement costs the Airport nothing and it drives just 10 to 30 new parkers per day to park on airport versus off airport with the competition, the additional annual parking revenue would be approximately $110,000 to $330,000 at an average ticket price per car parked of $30.

Over the 5 year term of this agreement that equates to as much as $1,650,000 in additional parking revenues.

Enhancement #4

Restriping T1 lot - Adds approximately 130 spaces – Increase existing revenues on this lot by $1,000,000 or more on an annual basis

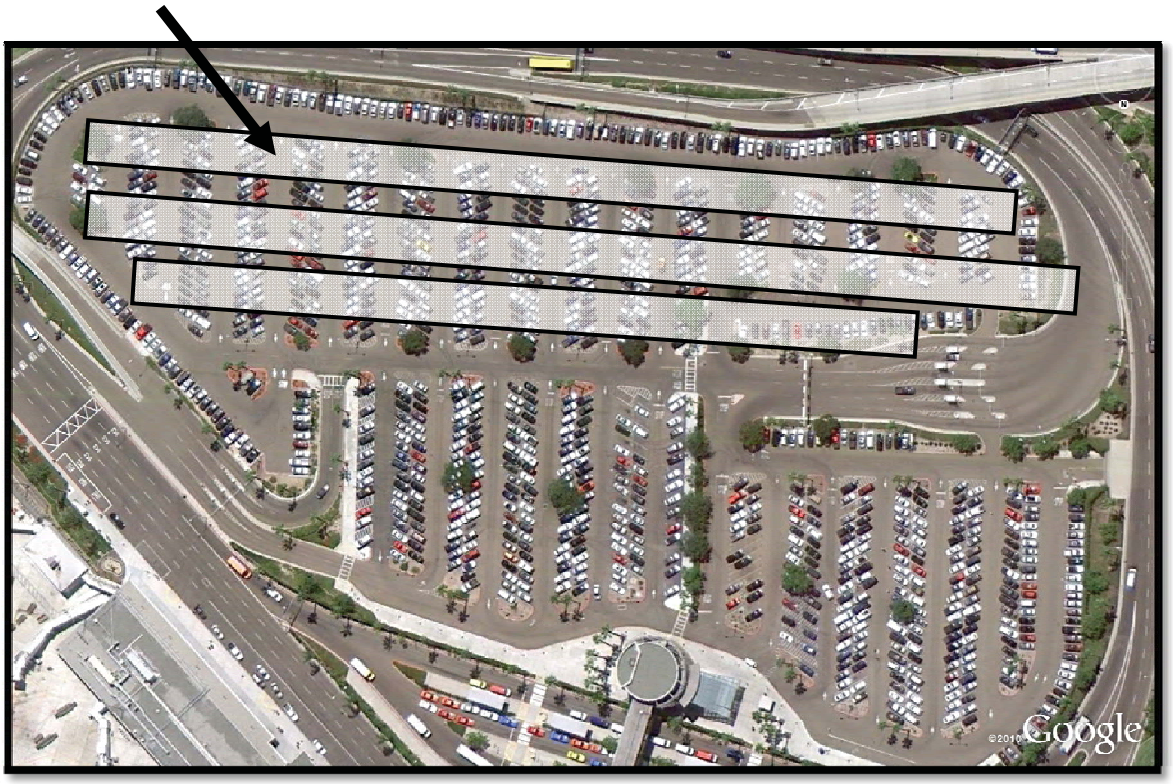
We have looked at changing the layout of the southern half of Terminal 1 surface parking lot. The changed layout will increase the number of parking spaces in the busiest parking facility we manage. We have enclosed a general diagram of the new layout for your review. The cost of doing this improvement is approximately $150,000 to $200,000. **Ace Parking would be willing to finance and pay for the costs associated with this project and then amortize it over a 12 month period as an operating expense.** Adding 110 to 130 new parking stalls to this facility is a win-win for both the customer and the Airport.

The increase in parking spaces at T1 is a no brainer of an enhancement. This enhancement has the ability to generate millions of dollars in revenues over the 5 year term of the agreement.

Conservative Projections: 100 spaces x $30 per space x 70% occupancy x 365 days = $766,500 annually x 5 years = $3,832,500

Normal Projections: 130 spaces x $30 per space x 80% occupancy x 365 days = $1,139,000 annually x 5 years = $5,694,000

Not only does this generate significant revenues it also is a customer service enhancement on the busiest parking facility to not have it be full as often.



Enhancement #5
Credit Card Express Exit Lanes

When the construction is completed and T2 lot has reopened, we know that T1 & T2 will each have new ZEAG/CTR equipment and that each of the exit lanes will have exit verifiers that allow for in-lane credit card payments as well as at the existing pay-on-foot machines. Starting in Year 3 of the agreement, we have assumed that this equipment has been installed and T2 has reopened. This will allow us to automate the facilities even further and reduce the cashier staffing required at T1 & T2. The table below shows the potential savings in payroll and payroll related costs associated with the express credit card exit lanes in these facilities. This reduced staffing equates to significant expense savings in the future. We see the following staffing reductions once the equipment has been installed.

Staffing Reductions & Expense Savings

Parking Facility	Daily Staffing Reductions	Monthly Expense Reduction	Annual Expense Reduction – Starting Year 3	3 Year Total Savings
Terminal 1	32 hours	$21,400	$256,800	$770,400
Terminal 2	24 hours	$16,000	$192,000	$576,000
Total Savings	**56 hours**	**$37,400**	**$448,800**	**$1,346,400**

Enhancement #6
New ZEAG/CTR System San Park Pacific

In Staff's response back to the Q&A for the BAFO RFP, it was stated that the Airport was replacing the San Park PARCs system with the ZEAG/CTR hardware and software currently being utilized at each of the other parking facilities at SDIA. This is a recommendation we made in our original proposal. This will allow for PCI compliance and integration of this facility into the remainder of the parking operation. In addition, when this system is upgraded we will be able to automate the exiting process in the current toll plaza. This automation will allow us to reduce staffing by a minimum of 16 hours per day. Though not factored into our BAFO budget, the annual payroll savings from this staffing reduction will be $80,000 per year.

Enhancement #7
Premium covered parking and Solar Energy Canopies for the covered parking = Sustainability plus $400,000 in increase parking revenue.

In T1 & T2 we recommend looking at implementing a premium parking area for our customers. The premium area would come equipped with covered parking canopies. The canopies could also include solar energy panels (solar trees). This enhancement would allow SDIA to charge a premium up charge for the reserved parking area as well as generate clean energy from the solar trees.



Cover parking premium surcharge for covered space. The solar trees should be put in Terminal 1 & 2 surface lots. If we cover 100 to 200 spaces in a designated area of both lots we could charge a $4.00 per space covered parking premium over and above our normal self parking rates. **If these spaces were 75% utilized that would increase the annual parking revenues by approximately $220,000 to a high of nearly $500,000.**

Low: **200 spaces x $4 x 75% occupied x 365 days = $220,000 annually**

High: **400 spaces x $4 x 85% occupied x 365 days = $500,000 annually**

Ace Parking is willing to negotiate a leaseback arrangement with the Airport where Ace Parking will pay for the installation and sell the electricity back to the Airport. Generally, these relationships between public and private sectors would provide lower overall cost to the public entity when compared to the public entity offering the installation themselves.

Enhancement #8

Comprehensive Marketing Plan

Empty parking stalls mean potential revenue. Ace Parking would like to sell the empty spaces to groups at a discount rate, for groups that are not currently parking at the airport. We can do this through a number of marketing initiatives included in our Comprehensive Marketing Plan.

The following marketing plan will discuss multiple programs that Ace Parking currently utilizes at other parking operations. We have found these programs to be very productive in increasing the number of parkers and the parking revenues for SDIA.

These initiatives have the ability to bring in millions of dollars of new parking revenues SDIA.

On an annual basis, we project that a combination of the following initiatives will bring in additional parking revenues to SDIA of approximately $750,000 annually. At Phoenix's Airport we are generating more than $500,000 annually from a holiday discount coupon marketing plan that we implemented just 2 years ago.

Marketing programs we will be presenting represent a dramatic shift in the standard operating philosophies of publically managed Airport Parking operations. The areas we will present include:

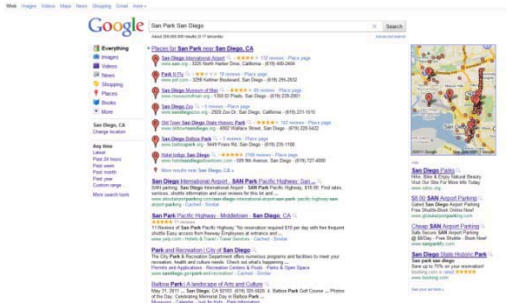
1. Internet Marketing & Social Media Program
2. Southwest Airlines Frequent Flyer Program
3. Online Boarding Pass Tag Couponing (Sojern)
4. Utilization of Airport Parking Reservation Sites
5. Online Discounted Parking Rates & Coupons
6. Frequent Parker Programs/Corporate Parking Programs
7. Costar Tennant Direct Marketing
8. GottaPark

Online Marketing Presence

The explosive growth of the internet is something that cannot be ignored. Many travelers today turn to the internet to find information about airport parking as well as to shop rates for the local offerings. As a result there, is a real opportunity for the Airport to increase parking income by utilizing internet marketing.

Search Engine Marketing Produces Effective Results

Every month, San Diego based internet user's rack up over 135,000 searches for the term "San Park San Diego." Research shows that most people click one of the top five results and seldom if ever click to the second page. This means that if your website is popular enough to rank high on the page you will have a virtual flood of potential customers that are looking for more information about your service or product.



San Diego International Airport's own website, http://www.san.org, ranks very well for the top ten search results as shown in the table 1 below. So well in fact that the need to use Pay-Per-Click advertising to purchase a result in the sponsored link section of the page is almost not necessary. However, it could be explored in the future to bolster the most popular phrase, "***San Park San Diego***" which receives 300% more search traffic than the next runner up. In addition, the parking section of Airport's website could be further optimized to target this very popular search phrase. **This is and should be our power phrase.** If we capture just 1% of the "***San Park San Diego***" search traffic through redirection and refocus of our efforts we could increase parking revenues by nearly **$500,000 (1350 new parkers per month x $10 x 3 day length of stay x 12 months).**

Table 1 (Google Results)

Keyword Search Top Ten Search Phrases	Local Monthly Searches	Airport's Ranking
San Park San Diego	135,000	6
Airport Parking San	33,100	1
San Airport Parking	33,100	1
Airport Parking San Diego	12,100	2
Parking at San Diego Airport	12,100	1
Parking San Diego Airport	12,100	1
San Diego Airport Parking	12,100	1
San Diego Long Term Parking	1,900	6
Long Term Parking San Diego Airport	1,300	1
San Diego Airport Long Term Parking	1,300	1

The Big Missed Opportunity

Although the website ranks at the top for many of the organic results, it's missing a major opportunity by not including a way to purchase parking from the website. The competition is onto this fact and exploiting it. Ace Parking Management can change that by creating a San Diego International Airport's Parking specific website that would be offered as a link in the parking section of' Airport s website. It would enable the

sale of parking reservations for all airport lots or possibly just target the outliers. The strategy can be tailored to meet the needs of the Airport.

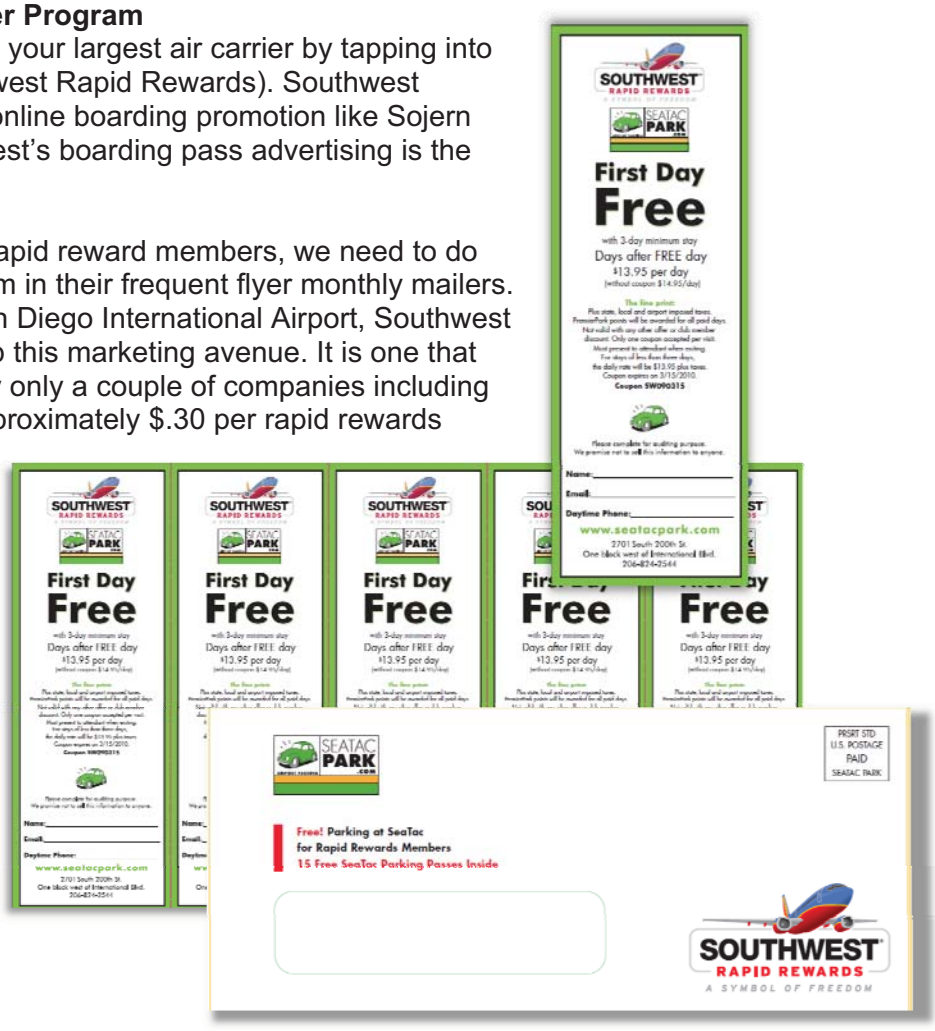
Strategies for Online Marketing
As shown above, the website ranks number one for seven of the top ten most popular keyword searches. The SEO work we would recommend would be targeted at the other three phrases, especially "SAN PARK SAN DIEGO." A few subtle changes to the wording on the parking section pages could dramatically improve the ranking for the three laggards.

In addition to the SEO recommendation above, and if it was deemed appropriate, a Pay-Per-Click (PPC) campaign can be initiated on Google, Bing and Yahoo to target one or more of the underperforming keywords, as well as any others of interest. Pay-Per-Click campaigns are a great way to get instant results, but they can get expensive. Judicious use of this service can produce great results however, and it should always be something to consider when things need a little boost.

Keys to Success
Ace Parking has proven strength and experience in parking management and parking reservation systems. Our network of websites process more than $2,000,000 dollars of reservations annually and we have a team dedicated to following the Search Engine Marketing trends to ensure our continued success.

Southwest Airlines Frequent Flyer Program
This program is one that works with your largest air carrier by tapping into their frequent flyer program (Southwest Rapid Rewards). Southwest Airlines does not participate in the online boarding promotion like Sojern which can be regionalized. Southwest's boarding pass advertising is the same at every airport.

To reach the tens of thousands of rapid reward members, we need to do an advertising or couponing program in their frequent flyer monthly mailers. It will take a joint effort between San Diego International Airport, Southwest Airlines and Ace Parking to open up this marketing avenue. It is one that has been done very successfully by only a couple of companies including Ace Parking. The cost of this is approximately $.30 per rapid rewards member. The pay off at other off-airport parking operations where this has been utilized has been great. On the low side, a 200% return on advertising dollars spent, to a high return on advertising dollars of over 2000%. In Ace Parking's opinion, the biggest bang for your advertising dollar you will produce will come from this program, as it will help to



introduce many of the recommendations listed below. If it is as successful as we know it can be, we can consider rolling out similar programs with your other airlines.

This program and what we eventually put on the coupons will be up to San Diego International Airport. With Southwest Airlines, you want to put multiple coupons in the mailer. It helps to create and build long term use of the Airport's parking. It also gets to a group of parkers in a manner that none of the outside competition can.

Online Boarding Pass Tag Marketing

This is the most direct marketing program the Airport can utilize in their efforts to increase the number of parkers. This marketing program hits the consumer up to 24 hours before they are scheduled to fly out of the airport. Today's computer savvy traveler often utilizes this method to check in for their flights. **There is not a more direct marketing program the Airport could use that gets in front of such a large target audience that is flying out of the airport within the next 24 hours.**



With this program, the bottom half of the boarding pass is utilized for advertising of all types; including parking discounts at off-airport parking operations. Ace Parking is currently utilizing this program at our off-airport operation in Seattle with great success. At our Seattle operation, we are working with Alaska Airlines; the largest carrier in this market. While enplanements are down at Seattle/Tacoma Airport, our parking operation is running at the highest occupancy in this market. The company we use, Sojern, specializes in selling this advertising on select airlines. Their cost is based on the number of boarding passes printed, which are currently priced at $45 per 1000. It is our understanding that in Phoenix, the off-site operators have it locked up. Ace Parking has approached and will negotiate to get this for the Airport when the current contract expires.

Utilization of Airport Parking Reservation Sites

Reservation websites provide many marketing advantages; including targeting individuals that will be traveling sometime in the near future. It also provides the traveling public with a reservation and a guaranteed parking space. It is very important for the traveling public to know that during periods of heavy airport activity, a parking space will be available for them upon their arrival. The peace of mind this provides is something travelers value greatly and are willing to pay for. Additionally, the reservation site will help create a parking experience that will promote continued patronage of your facilities.

AIRPORT PARKING™ CONNECTION .COM

As your parking operator, we can modify the reservation site to allow the income to be directly deposited to the Airport's bank. The majority of reservation sites require the income be

deposited with them. They will then hold on to the money and reimburse the Airport on a monthly basis. We know this has been problematic for the Airport over the past year, so we have worked with a site that will redirect 100% of the revenue flow to the Airport's bank. The customer will be charged a separate reservation fee of around $2 that will flow to the reservation sites bank. . This program is also flexible in that it can utilize discounting on multiple levels, and be modified in just minutes.

How the reservation sites work:

1. The reservation sites have business relationships and national accounts set up with frequent flyers.
2. They utilize search engines (Google) to drive parking inquiries to the reservation websites.
3. Website links from the Airport's official website. (The Airport would need to add a link to the reservation sites on the home page of their website.)
4. Links from on-line travel reservation sites.
5. Customers can purchase their parking stay on these reservation websites for their entire parking stay.
6. Once parking has been purchased, the customer can print their parking voucher on-line. (Again, in most cases, the Airport is does not receive the revenue until the end of each month.)
7. Parking managers will be notified each day, as well as weekly, regarding how many reservations are expected to arrive. This feature greatly assists managers with ensuring proper staffing levels are in place, etc.

A reservation site will enable the Airport to compete with the off-airport operators who have no problem utilizing reservation systems to fill their parking spaces. It is also a huge customer service enhancement for frequent and infrequent travelers. If the Airport is going to do any type of marketing to the public, a reservation site should certainly be part of the plan.

GottaPark Online Parking Marketing and Reservations

Ace Parking has recently entered into a national partnership with GottaPark. This interactive service allows users to reserve parking online for any type of parking application. Their most valuable feature is the way they market our clients' parking spaces and locations across the web. This brings our clients' parking locations to the consumer using keywords, social media and search optimization. If consumers in Phoenix are booking tickets to an event in the local area, they will be able to book parking in your garage during the same transaction. GottaPark is free to post parking spaces and has a strong presence on the West Coast and is expanding rapidly across the country.

Discounted Parking Rates & Coupons

Our marketing plan would utilize a discount couponing program. This program would piggyback off of the boarding pass and reservation system programs. It would also work as a standalone marketing program. We recommend targeting the economy and covered parking facilities for the initial rollout of this program. The goal is to increase the revenue generated from these parking facilities by driving more customers to them. These will be important hooks to how we present the other marketing programs. Our initial coupon recommendations are listed below.

We have used this coupon program with great success at Phoenix Sky Harbor International Airport where it has helped add parkers, and increase revenue in their main parking garages. At Phoenix Sky Harbor, we were able increase net revenues by five hundred thousand dollars annually. If the majority of the coupon program is tied to website advertising then there is little or no cost to the Airport. If we utilize print media the costs could be a few thousand dollars per month.

Frequent Parker/Corporate Parking Programs
This program is designed to create an Airport loyalty parking program. The program would provide customers with discounts, monthly parking rates and rewards for frequent parking. We see this program being marketed to large and small employers in the San Diego area. We will utilize direct e-mail marketing, Facebook, Linked In, Twitter, face to face calling and telemarketing to reach these potential customers. We see this program being marketed to large and small employers in the San Diego area, attracting their employees who travel frequently and could benefit from our services. We would also suggest putting advertising in the Airport, on the reader boards, shuttles and handouts at the exit plazas.

The program could utilize a membership mag-stripe card identifying them as a VIP parker. This card would be utilized at the exit booths to identify the customer, discount their parking fee, and record their parking activity. See the example for Seattle's International Airport below.





Another way this program could be utilized is by providing pre-paid access cards to the VIPs that would have a fixed monthly parking rate. The cards would allow the customers to enter and exit any of the facilities they have paid for access. We would record their activity and debit their account on a monthly basis. Our staff would handle these responsibilities internally and send e-mail account activity reports to each VIP parker. They would also invoice for additional funds as VIP prepaid cards reached certain minimum thresholds. As an added benefit to this VIP program, and as a method of retaining the customer base, we could add free days to their card after a designated number of stays. These credits could be utilized by the customer for vacation trips taken, etc. We have found this perk to be well received by the frequent traveler who will most likely utilize this program for work related trips.

Corporate billing programs
Provide direct billing to companies who have employees who frequently use the parking facilities. This would be tied to the revenue control system through the proximity card reader system. The program could specially target local companies who frequent airport.

Ace Parking's Executive Team sits on many community and business boards including the Chamber, San Diego Downtown Partnership, Sharp Hospital, Hotel Motel Association and San Diego Taxpayer Association that we can leverage these contacts into direct sales leads

with companies' decision makers. In addition, we can direct market to the 50,000 daily parkers that currently park at one of our facilities. ***No other company can provide the direct sales leads that Ace Parking can provide***



VIP Parker Marketing Program - Enhance customer service and income potential
We recommend the implementation of a VIP/Frequent Parker Program. There are a number of benefits and amenities that would be offered to customers participating in the program. The main focus of our VIP program is convenience, speed of service, and the availability of optional customer services.

In order to implement the program, we would install proximity card readers at the entrances where they are not currently installed. This will allow VIP parkers the ability to use any of the entrances and swipe their membership (proximity) card. Likewise, proximity card readers will be installed at all exit lanes. This will provide the infrastructure for the VIP program and also allow us to implement other "speed of service" programs that do not require cashier involvement with the payment transactions.

VIP parkers will register a credit card number that will be linked to their access card that will charge the customer automatically upon leaving the parking facility.

CoStar Tenant Direct Marketing
Ace Parking has a national account with Costar. This is a commercial office building data base. We are able to tap into the San Diego commercial market and get listing of almost every office tenant in the City; big and small. We have utilized this database to create e-mail and direct mail campaigns to promote airport parking. This database gives us access to thousands of employers to whom we can send information on the various parking discount programs we will be introducing.



Enhancement #9 **$12,000 per year in revenues to**

Valet Concierge Services – Enhance Revenues and Customer Service

The valet parking operation that we jointly launched so successfully provides us with an opportunity to do even more for the traveling public that utilizes the valet service. We can up additional services like auto detailing, dry cleaning, dent doctor & windshield repair and other services that can be completed while our customer is traveling.



Ace Parking has an amenity program that we have developed for some of our other clients that we could customize for the Airport. The amenities program can be done on-line or at the time the valet customer drops off their car. The Airport would benefit from a percentage of the sales or an add on service fee from each amenity service booked. The program includes a multitude of services that would benefit valet parkers and make their parking experience more convenient (car wash/detail, mobile oil change, dry cleaning drop off, bumper, ding & windshield repairs).

We see the Airport making additional income in the range of $1,000 to $2,000 per month from add on fees or service sales commissions once program is fully rolled out. Though not a lot of money it is more about keeping the valet customer happy and making the service do even more for them if they desire it too.

Enhancement #10 **Estimated Cost: $100,000 to the Airport**

Overhead LED Message Sign at entrance to San Park Pacific Hwy This parking facility offers us the best opportunity to add a Digital LED Message sign to enhance the presence of this lot from I5, Sassafras, and Pacific Hwy and Kettner streets. This sign would have lighted and changeable messaging. We see it pulling additional traffic in to the San Park lot on Pacific Highway. This facility has extra space available most times of the year. This sign would pull additional parkers in that may be parking with the off-site competitors. **If it pulls in 10 new parkers per day we will see an annual increase in parking income $110,000 based on a 3 day average length of stay. Over 5 years that would equate to over $500,000.**



4. WORKER RETENTION PROGRAM

Worker Retention Program:

a. ***(0 points) State whether your proposal will meet the Worker Retention Program and how it will do so. Failure to meet the requirements of the Worker Retention Program will make the proposal non-responsive.***

b. ***(2 points) The Authority established additional consideration during the evaluation process, in the form of up to two (2) bonus points, for any proposal that exceeds the Worker Retention requirements as specified in Part 2, Section B of the RFP. If your proposal intends to exceed the Authority's Worker Retention requirements, please provide a written explanation and commitment detailing how and to what degree your performance of the agreement will exceed the Worker Retention requirements.***

Ace Parking's proposal and BAFO response meets and exceeds the Worker Retention Program. We will meet and exceed the program in the below listed ways.

1. It is our intent to retain **all incumbent** employees who have been employed with Ace Parking/LPI for the preceding twelve (12) months as required by the Worker Retention Program. They will all be retained beyond the 90 day minimum requirement of the plan. We already know the quality of work they provide and they each meet all of our job requirements.

2. We will retain all incumbent workers during the 90 day period under the terms and conditions established by Ace Parking or as required by law or applicable agreement. They are our employees and all will be retained beyond the 90 day period.

3. Ace will apply the term "contractor" to "subcontractors" where applicable.

4. Ace Parking will pool incumbent workers by job classification and to interview and hire from these pools for the first 6 months of operations at the Airport or until terminated contractor completely ceases operations at the Airport, whichever comes first. Since we are keeping all incumbent workers this will not be an issue for Ace Parking.

5. Ace Parking will maintain a preferential hiring list of all incumbent workers not initially hired. Since all incumbent workers will be retained this will not be an issue for Ace Parking.

6. Ace Parking will not be released from any obligation to hire from the job classifications pools until all incumbent workers within a job classification pool have received a 90 day employment offer or pooling period as defined above has expired. Since all incumbent workers will be retained this will not be an issue for Ace Parking.

This ***exceeds*** the Worker Retention program by:

- Hiring all employees including all employees with less than one-year tenure, all management and other key individuals.
- All employees will be paid their current wages or higher. No person will be required to take a cut in pay.
- All employees will retain their current benefits and health insurance coverage. ***We are the only company that can ensure there will be no lapse in health insurance coverage due to changing and enrolling in a new plan.***
- In the event there are shift eliminations due to proposed efficiencies and enhancements that will provide the Airport Authority significant cost savings, ***we will transfer the employees to other Ace Parking locations within the City so that they will not lose their job. This is something no other parking company can offer the existing workforce.***

Section 2 of 5

Standard Parking®
Superior People. Superior Performance.

1301 East 9th Street
Suite 1050
Cleveland, OH 44114
216-522-0700
www.standardparking.com

VIA EMAIL DELIVERY

September 28, 2011

Larry Rodriguez, Sr. Procurement Analyst
San Diego County Regional Airport Authority
Commuter Terminal, 3rd Floor, Reception Desk
3225 North Harbor Drive
San Diego, CA 92101

Re: Parking Management Services Request for Proposal – Best and Final Offer

Dear Mr. Rodriguez:

Standard Parking Corporation is pleased to submit the attached comprehensive Best and Final Offer ("BAFO") as additional evaluation criteria to be considered by the Authority Board for selection of an operator to provide Parking Management Services at San Diego International Airport ("SAN"). We trust that the information contained in our response specifically addresses the information requested in your letter of September 19, 2011 and further demonstrates our unique qualifications and commitment to meeting the scope of the operations at SAN and exceeding the Authority's, and your patron's, expectations for the highest levels of service.

The following highlights the detailed information provided in our response:

Airport Parking 5 Year Proforma
Standard Parking has provided a summary of our proposed Annual Base Management Fees, Payroll Expenses and Operating Expenses by category and subcategory on the form provided as "Attachment A". Our financial proposal demonstrates our strong desire to serve the San Diego County Regional Airport Authority. In additional to the requirements set forth in the RFP document, Standard Parking will provide, **at no cost to the Authority**, the following:

- $150,000 in capital for purchase of mobile LPR system and video monitoring system for the Ground Transportation operation.
- Comprehensive review and analysis of all parking facility layouts/configurations, including the T1 Lot, and provide recommendations for improvements that will benefit the Airport Authority through increased revenues.
- Complete evaluation of the existing PRCS system along with recommendations for upgrades and enhancements through our Advanced Parking Technologies division. Further, Standard Parking offers to prepare a comprehensive specification for the replacement of part or all of the current revenue control system and serve as the liaison and project manager from RFP process through final testing and acceptance.
- Comprehensive review of all interior signage (including rate signs, row markers, pedestrian way-finding and other ingress/egress signs) and detailed recommendations for improvements.

- Thorough market share analysis and comprehensive plan to recapture revenues from off-airport competitors.
- Creative ideas for branding each of the SAN parking facilities through our strategic marketing partnership with R-Solutions.
- Automated biometric workforce management system to accurately track time and attendance resulting in reduced labor-related operating costs.
- Access to ClientView, our on-line reporting system that will allow the Airport staff to view real-time revenue and expense history of the SAN facilities throughout each month and provide a variety of reports and analysis that serves as useful tools in forecasting, budgeting and planning.

In addition to the $150,000 capital investment commitment for equipment, the value of the other value-added services offered by Standard Parking exceeds $100,000:

Enhancement	Investment/Value	Bottom Line Impact	Cost to Authority
Equipment/Capital Investment	$150,000	$50,000 - $75,000	$0
Facility Layout Analysis	$30,000	$500,000 - $2,500,000	$0
Evaluation of PARCs System	$10,000	$150,000 - $300,000	$0
Equipment Specs and Project Management Services	$50,000	$150,00 - $300,00	$0
Market Share Analysis / Marketing Plan	$10,000	$1,000,000 - $2,500,000	$0
Signage Review	$15,000	$25,000 - $50,000	$0
Workforce Management System	$15,000	$25,000 - $50,000	$0
ClientView Financial Reporting	Time Efficiency	Green Initiative	$0

Experience & Qualifications



Standard Parking is the nation's leading provider of airport parking and transportation services. Our Airport Division serves some of the nation's premier hubs including Denver, Chicago O'Hare, Dallas-Fort Worth and Hartsfield-Jackson Atlanta International Airports. By selecting Standard Parking, the Airport Authority will benefit from an airport parking team with over 150 years of combined airport experience. Drawing from our operations at over 60 airports across the country, Standard Parking delivers our clients innovative solutions and best practices from across the industry.

As requested, we have provided a description of three airport agreements similar to SAN. All three of these locations include the three service areas comprising the Parking Management operations at San Diego International Airport (parking management services, ground transportation service and valet services). All are currently being operated by Standard Parking

with exceptional levels of customer satisfaction. It's important to note the relevance of our experience in these locations to San Diego International Airport's parking operations; in size, in scope and in complexity. Smaller airports and off-airport locations simply do not compare in terms of the demands of these high-volume locations.

Standard Parking has taken over two airport parking operations from Ace Parking in the past five years, including Portland International Airport in July of 2006 and Fresno Yosemite International Airport in March of 2009. We strongly encourage you contact these airports and inquire about the immediate improvements and lasting positive impact brought by Standard Parking, especially related to the areas of revenue control and customer service.

Marketing Capabilities

No other parking company can offer the same level of experience, expertise and proven ability to re-capture on-airport market share, as Standard Parking can, in competing with off-airport competitors. We have highlighted our successful marketing strategies at numerous airports across the country and look forward to working with the Authority to implement our proven programs at SAN.

Unlike the current SAN parking operator, Standard Parking does not own, manage, operate or otherwise have conflicting interests in any off-airport parking facilities that would draw potential parkers away from San Diego International Airport's parking facilities and revenues.

Financial Strength

Our financial strength is evidenced by the detailed financial information we have provided, and our full compliance with all Sarbanes-Oxley requirements. As a publicly traded company, we also understand the unique fiduciary responsibilities of collecting public money and accurately reporting that revenue with ***proven*** Sarbanes-Oxley compliance. In this regard, we adhere to strict accounting, internal control and reporting standards that are far more rigorous than those followed by our non-public competitors.

Plan of Operation

Unlike most parking providers, Standard Parking maintains a dedicated Airport Parking and Transportation Division. This approach prevents our management from having to split their attention with urban or institutional clients that typically have different operating needs and objectives than airports do. By selecting Standard Parking, the Authority will benefit from a multi-disciplined team of airport parking professionals. Our diverse experience and dedicated corporate resources also allow us to provide our airports with in-depth technical support such as demand and rate analysis, revenue control consulting, project management and technical specifications development. Our proposal illustrates the depth of our organization and our ability to deliver a menu of landside services that is unmatched by our competition.

Standard Parking's Approach to Services



As the nation's leader in airport parking and transportation management we prefer to measure our success not by the number of contracts we manage but rather by how well we serve our clients. Our primary mission is ***"To maximize the value provided to our clients through excellence, innovation and efficiency in management services provided by a superior team of transportation and parking professionals dedicated to the highest levels of customer service."*** To meet these high standards we underscore the importance of our employees and empower them to be the cornerstone of our customer service philosophy.



Our combined operations at over 60 airports allow us to bring a depth of experience and innovation that no other parking operator can offer. Proven success lies in our ability to implement best practices in that we develop from a wide range of airport-specific operations. At San Diego International Airport, we are confident that we can improve customer service and achieve significant cost savings through effective management, enhanced training and skilled use of technology.

Award Winning Training and Customer Service

At Standard Parking we realize that our success lies in the empowerment and training of our management and staff. Through comprehensive training and reward-recognition programs, each member of our organization is given the tools to meet our high expectations - an approach that differentiates us as the industry innovator and leader. The cornerstone of our award-winning customer service is our own ***Three Keys to Customer Satisfaction*** training program.

Through ***Standard University*** we deliver web-based job-specific training to all levels of hourly and supervisory employees. *Standard University* offers over 300 different training modules, from ticket-to-tape audit to harassment and diversity policies, to on-the-job safety. Our training programs are monitored for compliance and measured by local and regional managers as well as our corporate audit department. Excellence is rewarded through a number of creative programs and communicated by our corporate ***Standard of Excellence*** newsletter.

Unparalleled Revenue Control Expertise

Standard Parking has developed extensive revenue control procedures to ensure the collection and accurate reporting of all revenues. Our multi-level accounting and audit procedures start with effective use of the on-site PRCS system. All aspects of daily cash and non-cash transactions are examined and integrated into customized reports that start with individual cashier totals and end with a summary of daily activity that is electronically entered into our AS 400 reporting platform. This highly flexible platform allows us to create customized reports that suit individual client needs.

Standard Parking has invested millions of dollars in IT capabilities which allow our management team to track all aspects of revenues and expenses at each of our client facilities on a daily basis. From exception transaction auditing and credit card recaps to cash handling and deposit procedures, Standard Parking has developed a system of checks and balances that is unmatched in the industry. Our *ClientView*™ technology allows our clients secure, online access to real-time revenue and accounting data. Regional management performs quarterly field audits at all of our operations and our national audit staff will perform frequent unannounced audits at San Diego International Airport. A more detailed description of our revenue control procedures is included in our response.



Technology Experts

Standard Parking manages some of the most sophisticated revenue control systems in the industry, including multi-million dollar PRCS systems at Denver International and Hartsfield-Jackson Atlanta International Airports. We have extensive experience operating both the Zeag and Federal APD systems currently in place at SAN.

Standard Parking installed the industry's first automated exit lane more that twenty years ago and has since installed more automation at airports than any other operator. Our parking operation at Portland

International Airport is arguably the most automated in the country with more than 85% of all customers using automated (cashier-less) payment methods. We are confident that we can help the Authority achieve the maximum level of efficiency through effective utilization of your PRCS technology, without sacrificing first-class customer service.

Worker Retention Program

As indicated in our RFP submittal, Standard Parking remains committed to exceeding the Worker Retention requirements as specified in Part 2, Section B of the RFP. Like the Airport Authority, Standard Parking recognizes that Incumbent Workers possess valuable knowledge, skills and experience concerning the performance of the agreement being awarded, having provided the same services under the terminating agreement. If selected, Standard Parking will hire/retain all Incumbent Workers, including supervisors, meeting our selection criteria.

Meaningful ACDBE Participation

Standard Parking has constructed a long track record of developing and creating meaningful ACDBE opportunities to meet community goals at a wide range of airports across the country. At San Diego International Airport, we propose to subcontract the Ground Transportation component of the contract to DAJA International, a proven provider of paring and ground transportation services at high-volume airports like San Francisco International. The Customer Service Representatives provided by DAJA represent approximately 61,100 annual hours, at a value of over $725,000 per year. DAJA's will provide management and supervision, on-site and off, and will work under the oversight of Standard's highly experienced GT management team.

In closing, Standard Parking is confident that our BAFO submittal represents a best value approach that will ensure the highest levels of operating efficiency and customer satisfaction – to the Authority, the Airport and its patrons – and appreciate the opportunity to demonstrate why more airports choose Standard Parking to manage and operate their parking facilities than any other operator.

Sincerely,



Jack Ricchiuto
Executive Vice President, Airports

Green Airport
Redefining Hassle-Free Travel

PVD Frequent Parker PROGRAM

2011-2012 ESTIMATED PLANNING BUDGET

Standard Parking

R solutions
sales promotions and partnerships

2011-2012 Schedule	JULY				AUGUST					SEPTEMBER				OCTOBER					NOVEMBER				DECEMBER				JANUARY					FEBRUARY				MARCH				APRIL					MAY				JUNE				TOTAL
WEEK OF:	4	11	18	25	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	5	12	19	26	2	9	16	23	30	6	13	20	27	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	
DUNKIN DONUTS - CO-OP PROMOTION (2mo program)														■	■	■	■	■	■	■	■	■																															$2,500.00
FREQUENT PARKER PROGRAM CUSTOMER REFERRAL PROGRAM																																■	■	■	■	■	■	■	■															$1,500.00
"OUTTA THE PARK" PROMOTION																																								■	■	■	■	■	■	■	■	■								$3,600.00
PBN DAILY E-BLAST CAMPAIGN (2mo program)										■	■	■	■						■	■	■	■					■	■	■	■	■																						$6,800.00
ADDITIONAL FREQUENT PARKER PROGRAM SURVEY EBLAST					■	■	■	■	■														■	■	■	■														■	■	■	■	■									$1,000.00
PREMIER PARKING PROGRAM										■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	$1,048.00
GARAGE B & LOT E COUPON PROMOTIONS (INCLUDES WEBSITE REVISIONS & MANAGER USE COUPONS)	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	$5,700-$7,050
FREQUENT PARKER PROGRAM ENROLLMENT BROCHURE (REVISED)					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	$2,068.00
AIRPORT INFO DESK HANDOUT REPRINT										■	■																																										$1,933.00
CASHIER & BUS HANDOUT REPRINT					■	■																																																$1,380.00
FREQUENT PARKER PROGRAM MANAGEMENT	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	$15,600.00
CORPORATE PARKING PROGRAM MANAGEMENT	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	$2,500-$4,000
																																																				ESTIMATED BUDGET	$45,629-$48,479

Dunkin Donuts Partnership

Objective: Increase PVD Frequent Parker Program Awareness and Encourage Enrollment

Promotion: T.F. GREEN'S TREAT!

When a Frequent Parker Program member shows their PVD FPP card at participating Dunkin' Donuts, they will receive a Free small coffee or any donut with a purchase.

How It Works:
R solutions will negotiate with the RI franchisee co-op to align PVD with one of America's best-loved brands, Dunkin' Donuts

PVD will promote the Partnership with Dunkin' Donuts by advertising with Signage (in the backlits available and Attendant Booth Clings) and with Attendant Booth Signage/Bus Handouts

Dunkin' Donuts will promote the Partnership with in-store counter-materials and window clings that will drive customers to the www.parkpvdairport.com website to sign up for the Frequent Parker Program



"Outta the Park" Pawtucket Red Sox & PVD Cross Promotion

Objective: Drive travelers to park on-airport. Increase awareness of on-airport parking options and encourage PVD Frequent Parker Program enrolln

Promotion: Outta the Park!
PVD will pass out sample size bags of peanuts with a discount coupon attached to all fans enterering/exiting the ballpark

How It Works:
R solutions will work with the promotions department of the baseball team to allow handouts to fans entering/exiting the stadium during 2012 Home Games.

PVD will handout individual sized packets of peanuts with a coupon for discount parking stickered to the front

Baseball fans that receive the coupon, will then redeem the coupon for the lot specified the next time they travel.
They will also be encouraged to enroll in the Frequent Parker Program.

Customer Referral Program

Objective: Increase PVD Frequent Parker Program enrollment

Promotion: PVD Customer Referral Program
Utilizing the current Frequent Parker Program member database, members will be encouraged to "refer a friend (or family member) to sign up in the Frequent Parker Program

How It Works:

1. R solutions will send an e-blast to all current FPP members explaining how the customer referral program works and the benefit to them (earn 50 points per referral up to a max of 200 points) to the FPP member database.
2. The FPP member will then forward the email to as many friends/family that they wish that are NOT currently enrolled in the program
3. The referral recipient, if interested will click a link in the email to "sign up" in the PVD FPP.
4. Recipient that is signing up will first be directed to a "Verification" page where they will have to enter their Name & Email address.
   a. They will be required to use the same email address on the "verification" page as in the FPP account that they create.
5. After submitting their name and email address, the referral recipient will then be automatically redirected to the FPP Create an Account page upon which they will fill out the form to sign up in the FPP
   a. R solutions will then receive a Notification email that a Referral Recipient will be signing up in the FPP. The email will contain the following information:
      i. Referral Recipient's name and email address
      ii. FPP Card Member (that made the referral) Name and Card#
6. When fulfilling new FPP member enrolls, R solutions will have to cross-reference with my notification emails for the following:
   a. Person that filled out "Verification" form has signed in the FPP Account
      i. FPP member will receive points based on actual sign up of referral recipient.
      ii. Referral Recipient is not already a member
7. Once all has been verified, Referral Recipient will receive Prox card and FPP member will receive bonus points in account

PVD Frequent Parker PROGRAM

R solutions℠
merchandising • promotions • marketing

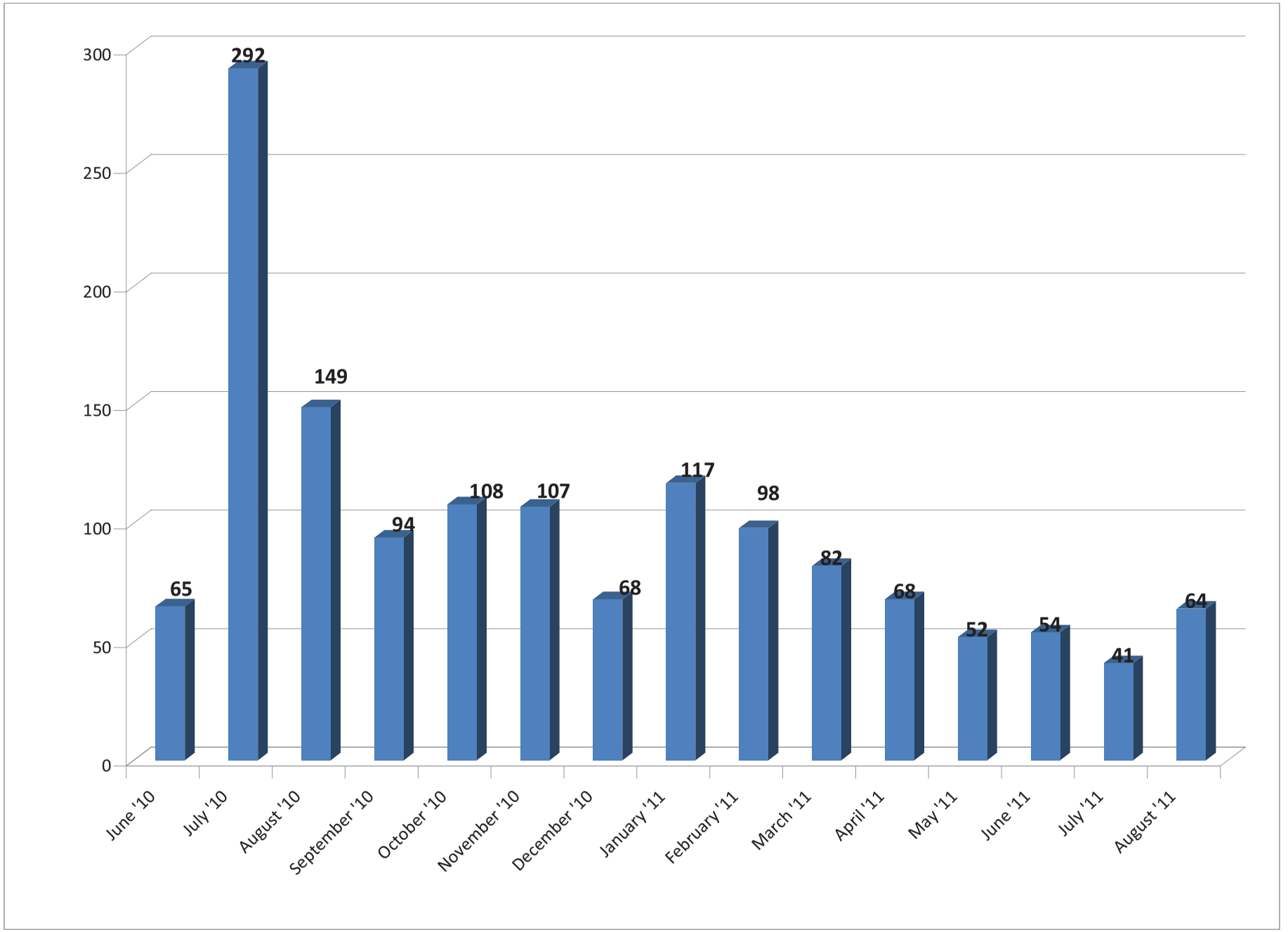
AUGUST 2011

Enrollments in JULY	64
Total Enrollments	1458
Active Enrollments	

Total Member Demographics

MA residents	631	44%
RI residents	609	41%
CT residents	166	11%
Other	55	4%

PVD FREQUENT PARKER PROGRAM SIGN-UPS



		GAR A $22	GAR B $18
Date Redeemed	**Name**	**Card #**	**Dates for Free Parking**
8/30/2011	ANGELA LUKIN	20834	9/1/11-9/4/11
8/31/2011	DANIEL VARGA	20271	9/2-9/8
8/30/2011	MARC LESSARD	20883	9/4-9/10
8/30/2011	ORGE VAZQUEZ TORRES	20858	9/2-9/8
8/29/2011	ROBIN OMALLEY	20795	8/30-8/31
8/29/2011	BARBARA LALIBERTE	20612	9/6-9/12
8/29/2011	ED BARD	20579	8/30-9/1
8/26/2011	JAMES FERRATO	20273	8/26-8/29
8/25/2011	TODD TEIXEIRA	20453	8/25-8/31
8/25/2011	TODD TEIXEIRA	20453	8/29-9/4
8/22/2011	LARRY RICH	20895	8/23-8/29
8/22/2011	ANDREW PETRUCCELLI	20952	9/22-9/28
8/22/2011	MICHAEL O'BOYLE	20083	8/23-8/30
8/20/2011	JOHN COTTRILL	20053	8/26-9/6
8/19/2011	STEPHEN MCBRIDE	22884	8/19-8/20
8/19/2011	ANGELO BUTERA	20660	8/21-8/27
8/18/2011	STEVEN CHINSKY	20320	9/1-9/7
8/18/2011	DENNIS ARGALL	20757	9/24-10/1
8/17/2011	SHAWN KERACHSKY	20950	8/18-8/26
8/16/2011	BRIAN MELILLO	20153	8/17-8/23
8/14/2011	ZHEN ZHENG	20526	8/15-8/21
8/13/2011	ANTONIO DECASTRO	20940	8/22-8/26
8/12/2011	PHILIP GARROW	20184	8/13-8/13
8/11/2011	JOHN IGOE	23128	8/13-8/16
8/10/2011	WILLIAM TWARK	23023	8/12-8/13

8/9/2011	TODD WHITAKER	20637	8/10-8/11
8/8/2011	ROBERT SINGLETON	20734	8/11-8/20
8/7/2011	PAULA DISA	20899	8/8-8/14
8/5/2011	JASON THOMA	20761	8/13-8/19
8/5/2011	DAVID BERENSHTEYN	23132	8/6-8/12
8/1/2011	ROBERT STAMBAUGH	20405	8/3-8/9
8/1/2011	PETER THOMAS	23207	8/21-8/21
8/1/2011	ED BARD	20579	8/2-8/4

GAR C $15/DAY $60/WK	LOT D $26	LOT E $11/DAY $55/WK	
Number of Days	Lot Redeemed	Redemption Point Cost	Value of Free Parking
4	D	1040	$104
7	C	600	$60
7	C	600	$60
7	C	600	$60
2	E	220	$22
7	C	600	$60
3	C	450	$45
4	A	880	$88
7	C	600	$60
7	C	600	$60
7	C	600	$60
7	C	600	$60
8	C	750	$75
12	B	2160	$216
2	C	300	$30
7	C	600	$60
7	E	550	$55
8	C	750	$75
9	C	900	$90
7	E	550	$55
7	E	550	$55
5	A	1100	$110
1	C	150	$15
4	B	720	$72
2	E	220	$22

2	C	300	$30
10	E	880	$88
7	C	600	$60
7	C	600	$60
7	C	600	$60
7	C	600	$60
1	C	150	$15
3	C	450	$45
192		**20870**	**$2,087**

T.F. GREEN OFF-AIRPORT PARKING RATES

AIRPORT VALET

DATE	STANDARD DAILY	STANDARD WEEKLY	INTERNET/DISCOUNT DAILY	INTERNET/DISCOUNT WEEKLY
4/10/2008	$14.00 + TAX	$56.00 + TAX	$12.00 + TAX	$48.00 + TAX
4/29/2008	$14.00 + TAX	$56.00 + TAX	$12.00 + TAX	$48.00 + TAX
7/15/2008	$14.00 + TAX	$56.00 + TAX	$12.00 + TAX	$48.00 + TAX
7/30/2008	$14.00 + TAX	$56.00 + TAX	$12.00 + TAX	$48.00 + TAX
8/15/2008	$14.00 + TAX	$56.00 + TAX	$10.00 + TAX	$48.00 + TAX
9/2/2008	$14.00 + TAX	$56.00 + TAX	$12.00 + TAX	$48.00 + TAX
10/15/2008	$14.00 + TAX	$56.00 + TAX	$10.00 + TAX	$48.00 + TAX
10/30/2008	$14.00 + TAX	$56.00 + TAX	$12.00 + TAX	$48.00 + TAX
11/14/2008	$14.00 + TAX	$56.00 + TAX	$12.00 + TAX	$48.00 + TAX
12/1/2008	$14.00 + TAX	$56.00 + TAX	$12.00 + TAX	$48.00 + TAX
12/16/2008	$14.00 + TAX+$2.00 FEE	$56.00 + TAX+$2.00 FEE	$12.00 + TAX+$2.00 FEE	$48.00 + TAX+$2.00 FEE
12/30/2008	$14.00 + TAX+$2.00 FEE	$56.00 + TAX+$2.00 FEE	$12.00 + TAX+$2.00 FEE	$48.00 + TAX+$2.00 FEE
1/9/2009	$14.00 + TAX+$2.00 FEE	$56.00 + TAX+$2.00 FEE	$12.00 + TAX+$2.00 FEE	$48.00 + TAX+$2.00 FEE
1/30/2009	$14.00 + TAX+$2.00 FEE	$56.00 + TAX+$2.00 FEE	$12.00 + TAX+$2.00 FEE	$48.00 + TAX+$2.00 FEE
2/16/2009	$14.00 + TAX+$2.00 FEE	$56.00 + TAX+$2.00 FEE	$10.00 + TAX	$48.00 + TAX
3/13/2009	$14.00 + TAX+$2.00 FEE	$56.00 + TAX+$2.00 FEE	$12.00 + TAX+$2.00 FEE	$48.00 + TAX+$2.00 FEE
3/31/09/2009	$14.00 + TAX+$2.00 FEE	$56.00 + TAX+$2.00 FEE	$12.00 + TAX+$2.00 FEE	$48.00 + TAX+$2.00 FEE
4/30/2009	$14.00 + TAX+$2.00 FEE	$56.00 + TAX+$2.00 FEE	$10.00 (if you mention internet) + TAX+$2.00 FEE	$48.00 + TAX+$2.00 FEE

T.F. GREEN OFF-AIRPORT PARKING RATES

AIRPORT VALET

5/15/2009	$14.00 + TAX+$2.00 FEE	$56.00 + TAX+$2.00 FEE	$12.00 + TAX+$2.00 FEE	$12.00 + TAX+$2.00 FEE

T.F. GREEN OFF-AIRPORT PARKING RATES

PAYLESS

401) 773-7740	http://airportparkingtfgreen com/			
DATE	STANDARD DAILY	STANDARD WEEKLY	NTERNET/DISCOUNT DA LY	INTERNET/DISCOUNT WEEKLY
4/10/2008	$6 99 +TAX (13%)	$41 99+TAX	NONE	NONE
4/29/2008	$6 99 +TAX (14%)	$41 99 TAX	NONE	NONE
5/8/2008	$7.99+14%TAX +$3 00 SURCHARGE	$49.99+TAX+$3.00 SURCHARGE	NONE	$10 OFF COUPON AVAILABLE FOR ANY SERVICE OVER $50
5/15/2008	$7.99 + TAX	$49.99 + TAX	$10 OFF ANY SERVICE OVER $50	$10 OFF ANY SERVICE OVER $51
6/2/2008	$7 99+TAX+$3 00 SURCHARGE	$49.99+TAX+$3.00 SURCHARGE	$8.49+TAX+$3.00 SURCHARGE (AAA OFFERS 5% DISCOUNT) (20% ONLINE	$40 99+TAX+$3 00 SURCHARGE (AAA OFFERS 5% DISCOUNT) (20% ONLINE COUPON)
6/17/2008	SAME	SAME	SAME	SAME
6/30/2008	SAME	49.99+TAX	SAME	SAME
7/15/2008	$8.49 + TAX + SURCHARGE	49.99+TAX	$7 99+14%TAX+$3 00 SURCHARGE	$41.99+14%TAX+3.00 SURCHARGE
7/30/2008	$9.99 + TAX + SURCHARGE	$51.99 + TAX + SURCHARGE	$8.49 +TAX, 30% OFF COUPON AVA L. TOTAL $6.99	$49 99 + TAX, 20% OFF COUPON AVA L.TOTAL $39.99
8/15/2008	$9.99 + TAX + SURCHARGE	$51.99 + TAX + SURCHARGE	$8.49 +TAX, 30% OFF COUPON AVAIL. TOTAL $6.100	$49.99 + TAX, 20% OFF COUPON AVA L.TOTAL $39.100
9/2/2008	$9.99 + TAX + SURCHARGE	$51.99 + TAX + SURCHARGE	$6 99 + TAX	$39 99 + TAX
10/15/2008	$9.99 + TAX + SURCHARGE	$51.99 + TAX + SURCHARGE	$7 99 + TAX	$41.99 +TAX
10/30/2008	$9.99 + TAX + SURCHARGE	$51.99 + TAX + SURCHARGE	$7.99 + TAX+SURCHARGE	$41.99 +TAX+SURCHARGE
11/14/2008	$9.99 + TAX + SURCHARGE	$51.99 + TAX + SURCHARGE	$7.99 + TAX+SURCHARGE	$41.99 +TAX+SURCHARGE
12/1/2008	$9.99 + TAX + SURCHARGE	$51.99 + TAX + SURCHARGE	$7.99 + TAX+SURCHARGE	$41.99 +TAX+SURCHARGE
12/16/2008	$9.99 + TAX + SURCHARGE	$51.99 + TAX + SURCHARGE	$7.99 + TAX+SURCHARGE	$41.99 +TAX+SURCHARGE
12/30/2008	$9.99 + TAX + SURCHARGE	$51.99 + TAX + SURCHARGE	$7.99 + TAX+SURCHARGE	$41.99 +TAX+SURCHARGE
1/15/2009	$9.99 + TAX + SURCHARGE	$51.99 + TAX + SURCHARGE	$7.99 + TAX+SURCHARGE	$41.99 +TAX+SURCHARGE
1/30/2009	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$7 99 + TAX+ $3 SURCHARGE	$41 99 +TAX+ $3 SURCHARGE
2/16/2009	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$7 99 + TAX+ $3 SURCHARGE	$41 99 +TAX+ $3 SURCHARGE
3/13/2009	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$7 99 + TAX+ $3 SURCHARGE	$41 99 +TAX+ $3 SURCHARGE
3/31/2009	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$7 99 + TAX+ $3 SURCHARGE	$41 99 +TAX+ $3 SURCHARGE
4/30/2009	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$7 99 + TAX+ $3 SURCHARGE	$41 99 +TAX+ $3 SURCHARGE
5/15/2009	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$7 99 + TAX+ $3 SURCHARGE	$41 99 +TAX+ $3 SURCHARGE
6/1/2009	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	just mention internet rate to receive discount)	$41 99 +TAX+ $3 SURCHARGE (can just mention internet rate to receive discount)
6/15/2009	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$7 99 + TAX+ $3 SURCHARGE	$41 99 +TAX+ $3 SURCHARGE
7/15/2009	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$7 99 + TAX+ $3 SURCHARGE	$41 99 +TAX+ $3 SURCHARGE
8/3/2009	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$7 99 + TAX+ $3 SURCHARGE	$41 99 +TAX+ $3 SURCHARGE
9/15/2009	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$7.99+ TAX+ $3 SURCHARGE	$41 99 +TAX+ $3 SURCHARGE
9/30/2009	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$7.99+ TAX+ $3 SURCHARGE	$41 99 +TAX+ $3 SURCHARGE

T.F. GREEN OFF-AIRPORT PARKING RATES

PAYLESS

10/30/2009	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$7.99+ TAX+ $3 SURCHARGE	$41 99 +TAX+ $3 SURCHARGE
11/30/2009	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$7.99+ TAX+ $3 SURCHARGE	$41 99 +TAX+ $3 SURCHARGE
12/30/2009	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$7.99+ TAX+ $3 SURCHARGE	$41 99 +TAX+ $3 SURCHARGE
1/29/2010	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$7.99+ TAX+ $3 SURCHARGE	$41 99 +TAX+ $3 SURCHARGE
2/28/2010	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$7.99+ TAX+ $3 SURCHARGE	$41 99 +TAX+ $3 SURCHARGE
3/31/2010	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$7.99+ TAX+ $3 SURCHARGE	$41 99 +TAX+ $3 SURCHARGE
7/28/2010	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$7.99+ TAX+ $3 SURCHARGE	$41 99 +TAX+ $3 SURCHARGE
8/31/2010	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$7.99+ TAX+ $3 SURCHARGE	$41 99 +TAX+ $3 SURCHARGE
9/30/2010	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$7.99+ TAX+ $3 SURCHARGE	$50.09+TAX+ $3 SURCHARGE
10/30/2010	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$7.99+ TAX+ $3 SURCHARGE	$50.09+TAX+ $3 SURCHARGE
11/30/2010	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$7.99+ TAX+ $3 SURCHARGE	$41.99+TAX+ $3 SURCHARGE
12/30/2011	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$7.99+ TAX+ $3 SURCHARGE	$41.99+TAX+ $3 SURCHARGE
1/31/2011	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$7.99+ TAX+ $3 SURCHARGE	$41.99+TAX+ $3 SURCHARGE
2/28/2011	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$7.99+ TAX+ $3 SURCHARGE	$41.99+TAX+ $3 SURCHARGE
31-Mar	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$7.99+ TAX+ $3 SURCHARGE	$41.99+TAX+ $3 SURCHARGE
30-Apr	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$7.99+ TAX+ $3 SURCHARGE	$41.99+TAX+ $3 SURCHARGE
31-May	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$6.99+ TAX+ $3 SURCHARGE	$36.39+TAX+ $3 SURCHARGE
30-Jun	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$6.99+ TAX+ $3 SURCHARGE	$36.39+TAX+ $3 SURCHARGE
31-Jul	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$6.99+ TAX+ $3 SURCHARGE	$36.39+TAX+ $3 SURCHARGE
31-Aug	$9 99 + TAX + $3 SURCHARGE	$51.99 + TAX + $3 SURCHARGE	$6.99+ TAX+ $3 SURCHARGE	$36.39+TAX+ $3 SURCHARGE

T.F. GREEN OFF-AIRPORT PARKING RATES

PREFLIGHT PARKING

401-732-5605	www preflightparking.com			
DATE	STANDARD DAILY	STANDARD WEEKLY	NTERNET/DISCOUNT DA LY	INTERNET/DISCOUNT WEEKLY
4/10/2008	$12 50 + TAX	$59 50 + TAX	$8.80 + TAX & FEES (THRU 7/14)	$42.18+TAX & FEES (THRU 7/14)
4/29/2008	$12.50+$3 SURCHARGE	$59.50 + $3 SURCHARGE	$10 + $3 SURCHARGE, W/COUPON	$47 96+ $3 SURCHARGE W/COUPON
5/8/2008	SAME	SAME	SAME	SAME
5/15/2008	SAME (20% OFF COUPON AVA LABLE)	SAME (20% OFF COUPON AVA LABLE)	SAME (20% OFF COUPON AVAILABLE)	SAME (20% OFF COUPON AVA LABLE)
6/2/2008	SAME	SAME	SAME	SAME
6/17/2008	SAME	SAME	SAME	SAME
6/30/2008	SAME	SAME	SAME	SAME
7/15/2008	SAME	SAME	SAME	SAME
7/30/2008	$12 50 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	$59 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10 TOTAL	20% OFF COUPON, $47 96 TOTAL
8/15/2008	$12 50 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	$59 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10 TOTAL	20% OFF COUPON, $47 96 TOTAL
9/2/2008	$12 50 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	$59 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10 TOTAL	20% OFF COUPON, $47 96 TOTAL
10/15/2008	$12 50 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	$59 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10 TOTAL	20% OFF COUPON, $47 96 TOTAL
10/30/2008	$12 50 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	$59 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10 TOTAL	20% OFF COUPON, $47 96 TOTAL
11/14/2008	$12 50 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	$59 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10 TOTAL	20% OFF COUPON, $47 96 TOTAL
12/1/2008	$12 50 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	$59 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10 TOTAL	20% OFF COUPON, $47 96 TOTAL
12/16/2008	$12 50 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	$59 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10 TOTAL	20% OFF COUPON, $47 96 TOTAL
12/30/2008	$12 50 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	$59 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10 TOTAL	20% OFF COUPON, $47 96 TOTAL
1/15/2009	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.23 TOTAL	20% OFF COUPON, $49 56 TOTAL
1/30/2009	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL	20% OFF COUPON, $49 56 TOTAL
2/16/2009	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL	20% OFF COUPON, $49 56 TOTAL
3/13/2009	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL	20% OFF COUPON, $49 56 TOTAL
3/31/2009	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL	20% OFF COUPON, $49 56 TOTAL
4/30/2009	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL	20% OFF COUPON, $49 56 TOTAL
5/15/2009	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL	20% OFF COUPON, $49 56 TOTAL
6/1/2009	12.95 TOTAL (NCLUDING TAX SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX SURCHARGE ETC.)	20% OFF COUPON $10.36 TOTAL	20% OFF COUPON $49 56 TOTAL
6/15/2009	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL	20% OFF COUPON, $49 56 TOTAL
7/15/2009	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL	20% OFF COUPON, $49 56 TOTAL
8/3/2009	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL	20% OFF COUPON, $49 56 TOTAL
9/15/2009	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL	20% OFF COUPON, $49 56 TOTAL

T.F. GREEN OFF-AIRPORT PARKING RATES

PREFLIGHT PARKING

9/30/2009	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL	20% OFF COUPON, $49 56 TOTAL
10/30/2009	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL	20% OFF COUPON, $49 56 TOTAL

T.F. GREEN OFF-AIRPORT PARKING RATES
PREFLIGHT PARKING

11/30/2009	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL	20% OFF COUPON, $49 56 TOTAL
12/30/2009	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL	20% OFF COUPON, $49 56 TOTAL
1/29/2010	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL	20% OFF COUPON, $49 56 TOTAL
2/28/2010	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL	20% OFF COUPON, $49 56 TOTAL
3/31/2010	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL	20% OFF COUPON, $49 56 TOTAL
7/28/2010	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL	20% OFF COUPON, $49 56 TOTAL
8/31/2010	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL	20% OFF COUPON, $49 56 TOTAL
9/30/2010	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL	20% OFF COUPON, $49 56 TOTAL
10/30/2010	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL	20% OFF COUPON, $49 56 TOTAL
11/30/2010	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL	20% OFF COUPON, $49 56 TOTAL
12/30/2011	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL	20% OFF COUPON, $49 56 TOTAL
1/31/2011	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL or 25% OFF with PREPAID RESERVATION $9.71 TOTAL	20% OFF COUPON, $49 56 TOTAL or 25% OFF with PREPAID RESERVATION $46.46 TOTAL
2/28/2011	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL or 25% OFF with PREPAID RESERVATION $9.71 TOTAL	20% OFF COUPON, $49 56 TOTAL or 25% OFF with PREPAID RESERVATION $46.46 TOTAL
3/31/2011	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL or 25% OFF with PREPAID RESERVATION $9.71 TOTAL	20% OFF COUPON, $49 56 TOTAL or 25% OFF with PREPAID RESERVATION $46.46 TOTAL
4/30/2011	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL or 25% OFF with PREPAID RESERVATION $9.71 TOTAL	20% OFF COUPON, $49 56 TOTAL or 25% OFF with PREPAID RESERVATION $46.46 TOTAL
5/31/2011	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL or 25% OFF with PREPAID RESERVATION $9.71 TOTAL	20% OFF COUPON, $49 56 TOTAL or 25% OFF with PREPAID RESERVATION $46.46 TOTAL
6/30/2011	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL or 25% OFF with PREPAID RESERVATION $9.71 TOTAL	20% OFF COUPON, $49 56 TOTAL or 25% OFF with PREPAID RESERVATION $46.46 TOTAL
7/31/2011	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL or 25% OFF with PREPAID RESERVATION $9.71 TOTAL	20% OFF COUPON, $49 56 TOTAL or 25% OFF with PREPAID RESERVATION $46.46 TOTAL
8/31/2011	12.95 TOTAL (NCLUDING TAX, SURCHARGE ETC)	$61 95 TOTAL (INCLUD NG TAX, SURCHARGE ETC.)	20% OFF COUPON, $10.36 TOTAL or 25% OFF with PREPAID RESERVATION $9.71 TOTAL	20% OFF COUPON, $49 56 TOTAL or 25% OFF with PREPAID RESERVATION $46.46 TOTAL

T.F. GREEN OFF-AIRPORT PARKING RATES

THRIFTY

www.thriftypvd.com	401-732-2000 3			
DATE	STANDARD DAILY	STANDARD WEEKLY	INTERNET/DISCOUNT DAILY	INTERNET/DISCOUNT WEEKLY
4/10/2008	$15.95	$57.95+TAX	$15.95 (AAA %10 OFF)	$57.95 (AAA 10% OFF)
4/29/2008	$14.95 + TAX	$57.95+TAX	$14.95 + TAX (AAA 10% OFF)	$57 96 + 14%TAX (AAA 10% OFF)
5/8/2008	SAME	SAME	SAME	SAME
5/15/2008	SAME	SAME	$14.95 + TAX (10,15,20% DISCOUNTS AVAILABLE)	$57.95 + TAX (10,15,20% DISCOUNTS AVAILABLE)
6/2/2008	$17.05 W/ TAX	$66.07 W/TAX	$17.05 W/TAX (AAA %10 OFF)	$66.07 W/TAX (AAA %10 OFF)
6/17/2008	SAME	SAME	SAME	SAME
6/30/2008	SAME	SAME	SAME	SAME
7/15/2008	$14 95+TAX	$57.95 + TAX	$14,95 + TAX (AAA 10% OFF)	$57.95 + TAX 10% COUPON
7/30/2008	$14 95+TAX	$57.95 + TAX	$14,95 + TAX 15% COUPON AVAIL. (AAA 10% OFF)	$57.95 + TAX 15% COUPON AVAIL. (AAA 10% OFF)
8/15/2008	$15.95 W/TAX	$57.95 + TAX	$14,95 + TAX 15% COUPON AVAIL. (AAA 10% OFF)	$57.95 + TAX 15% COUPON AVAIL. (AAA 10% OFF)
9/2/2008	$14.95 + TAX	$57.95 + TAX	$14,95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)	$57.95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)
10/15/2008	$14.95 + TAX	$57.95 + TAX	$14,95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)	$57.95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)
10/30/08	$14.95 + TAX	$57.95 + TAX	$14,95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)	$57.95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)
11/14/2008	$14.95 + TAX	$57.95 + TAX	$14,95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)	$57.95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)
12/1/2008	$14.95 + TAX	$57.95 + TAX	$14,95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)	$57.95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)
12/16/2008	$14.95 + TAX	$57.95 + TAX	$14,95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)	$57.95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)
12/30/2008	$14.95 + TAX	$57.95 + TAX	$14,95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)	$57.95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)
1/15/2009	$14.95 + TAX	$57.95 + TAX	$14,95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)	$57.95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)
1/30/2009	$14.95 + TAX	$57.95 + TAX	$14,95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)	$57.95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)
2/16/2009	$14.95 + TAX	$57.95 + TAX	$14,95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)	$57.95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)
3/13/2009	$14.95 + TAX	$57.95 + TAX	$14,95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)	$57.95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)
3/31/2009	$14.95 + TAX	$57.95 + TAX	$14,95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)	$57.95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)
4/30/2009	$14.95 + TAX	$57.95 + TAX	$14,95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)	$57.95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)

T.F. GREEN OFF-AIRPORT PARKING RATES

THRIFTY

5/15/2009	$14.95 + TAX	$57.95 + TAX	$14 5 + TAX 10% COUPON AVAIL. (AAA 10% OFF)	$57.95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)
6/1/2009	$14.95 + TAX	$57.95 + TAX	$14,95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)	$57.95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)
6/15/2009	$14.95 + TAX	$57.95 + TAX	$14 95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)	$57.95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)
7/15/2009	$14.95 + TAX	$57.95 + TAX	$14 95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)	$57.95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)
8/3/2009	$14.95 + TAX	$57.95 + TAX	$14 95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)	$57.95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)
9/15/2009	$14.95 + TAX	$57.95 + TAX	$14 95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)	$57.95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)
9/30/2009	$14.95 + TAX	$57.95 + TAX	$14 95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)	$57.95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)
10/30/2009	$14.95 + TAX	$57.95 + TAX	$14 95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)	$57.95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)
11/30/2009	$14.95 + TAX	$57.95 + TAX	$14 95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)	$57.95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)
12/30/2009	$14.95 + TAX	$57.95 + TAX	$14 95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)	$57.95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)
1/29/2010	$14.95 + TAX	$57.95 + TAX	$14 95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)	$57.95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)
3/31/2010	$9.95+ TAX	$49.95 + TAX	$14 95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)	$57.95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)
7/28/2010	$14.95 + TAX	$57.95 + TAX	$14 95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)	$57.95 + TAX 10% COUPON AVAIL. (AAA 10% OFF)
8/31/2010	$9.95 + TAX	$49.95 + TAX		
9/30/2010	$9.95 + TAX	$49.95 + TAX		
10/30/2010	$9.95 + TAX	$49.95 + TAX		
11/30/2010	$9.95 + TAX	$49.95 + TAX		
12/30/2011	$9.95 + TAX	$49.95 + TAX		
1/31/2011	$9.95 + TAX	$49.95 + TAX		
2/28/2011	14.95 + TAX	57 95 + TAX		
3/31/2011	14.95 + TAX	57 95 + TAX		
4/30/2011	14.95 + TAX	57 95 + TAX		
5/31/2011	14.95 + TAX	57 95 + TAX		
6/30/2011	14.95 + TAX	57 95 + TAX		
7/31/2011	14.95 + TAX	57 95 + TAX		

T.F. GREEN OFF-AIRPORT PARKING RATES
THRIFTY

8/31/2011	14.95 + TAX	57 95 + TAX		

T.F. GREEN OFF-AIRPORT PARKING RATES
USAVE AUTO RENTAL

DATE	STANDARD DAILY	STANDARD WEEKLY	INTERNET/DISCOUNT DAILY	INTERNET/DISCOUNT WEEKLY
4/10/2008	$6.99 + TAX	$39.99 + TAX	$6.64 + TAX (AAA OR AARP 5% OFF)	$37.99+TAX (AAA OR AARP 5% OFF)
4/29/2008	$6.99 + TAX+ $3 SURCHARGE	$39.99 + TAX+ $3 SURCHARGE	$6.64+ TAX+$3 (AAA OR AARP 5% OFF)	$37.99+ TAX+$3 (AAA OR AARP 5% OFF)
5/8/2008	SAME	SAME	SAME	SAME
5/15/2008	SAME	SAME	SAME	SAME
6/2/2008	$6.99+TAX+$3.42 SURCHARGE=$11.39	$39.99+TAX+$3.42 SURCHARGE=$49.01	AAA 5% DISCOUNT	AAA 5% DISCOUNT
6/17/2008	SAME	SAME	SAME	SAME
6/30/2008	SAME	SAME	SAME	SAME
7/15/2008	$7.99 + TAX (NO SURCH.)	$39.99+TAX (NO SURCH)	$6.64+TAX (NO SURCH) 5% DISCOUNT	$37.99+TAX (NO SURCH.) 5% DISCOUNT
7/30/2008	$7.99 + TAX (NO SURCH.)	$41.99+TAX (NO SURCH)	AAA or AARP 5% DISCOUNT	AAA or AARP 5% DISCOUNT
8/15/2008	$7.99 + TAX (NO SURCH.)	$41.99+TAX (NO SURCH)	AAA or AARP 5% DISCOUNT	AAA or AARP 5% DISCOUNT
9/2/2008	$7.99 + TAX (NO SURCH.)	$41.99+TAX (NO SURCH)	AAA or AARP 5% DISCOUNT	AAA or AARP 5% DISCOUNT
10/15/2008	$7.99 + TAX (NO SURCH.)	$41.99+TAX (NO SURCH)	AAA or AARP 5% DISCOUNT	AAA or AARP 5% DISCOUNT
10/30/2008	$7.99 + TAX (NO SURCH.)	$41.99+TAX (NO SURCH)	AAA or AARP 5% DISCOUNT	AAA or AARP 5% DISCOUNT
11/14/2008	$7.99 + TAX (NO SURCH.)	$41.99+TAX (NO SURCH)	AAA or AARP 5% DISCOUNT	AAA or AARP 5% DISCOUNT
12/1/2008	$7.99 + TAX (NO SURCH.)	$41.99+TAX (NO SURCH)	AAA or AARP 5% DISCOUNT	AAA or AARP 5% DISCOUNT
12/16/2008	$7.99 + TAX (NO SURCH.)	$41.99+TAX (NO SURCH)	AAA or AARP 5% DISCOUNT	AAA or AARP 5% DISCOUNT
12/30/2008	$7.99 + TAX (NO SURCH.)	$41.99+TAX (NO SURCH)	AAA or AARP 5% DISCOUNT	AAA or AARP 5% DISCOUNT
1/15/2009	$7.99 + TAX (NO SURCH.)	$41.99+TAX (NO SURCH)	AAA or AARP 5% DISCOUNT	AAA or AARP 5% DISCOUNT
1/30/2009	$7.99 + TAX (NO SURCH.)	$41.99+TAX (NO SURCH)	AAA or AARP 5% DISCOUNT	AAA or AARP 5% DISCOUNT
2/16/2009	$7.99 + TAX (NO SURCH.)	$41.99+TAX (NO SURCH)	AAA or AARP 5% DISCOUNT	AAA or AARP 5% DISCOUNT
3/13/2009	$7.99 + TAX (NO SURCH.)	$41.99+TAX (NO SURCH)	AAA or AARP 5% DISCOUNT	AAA or AARP 5% DISCOUNT
3/31/2009	$7.99 + TAX (NO SURCH.)	$41.99+TAX (NO SURCH)	AAA or AARP 5% DISCOUNT	AAA or AARP 5% DISCOUNT
4/30/2009	$7.99 + TAX (NO SURCH.)	$45.99+TAX (NO SURCH)	AAA or AARP 5% DISCOUNT	AAA or AARP 5% DISCOUNT
5/15/2009	$7.99 + TAX (NO SURCH.)	$45.99+TAX (NO SURCH)	AAA or AARP 5% DISCOUNT	AAA or AARP 5% DISCOUNT
6/1/2009	$7.99 + TAX (NO SURCH.)	$41.99+TAX (NO SURCH)	AAA or AARP 5% DISCOUNT	AAA or AARP 5% DISCOUNT
6/15/2009	$7.99 + TAX (NO SURCH.)	$41.99+TAX (NO SURCH)	AAA or AARP 5% DISCOUNT	AAA or AARP 5% DISCOUNT
7/15/2009	$7.99 + TAX (NO SURCH.)	$41.99+TAX (NO SURCH)	AAA or AARP 5% DISCOUNT	AAA or AARP 5% DISCOUNT
8/3/2009	$7.99 + TAX (NO SURCH.)	$41.99+TAX (NO SURCH)	AAA or AARP 5% DISCOUNT	AAA or AARP 5% DISCOUNT
9/15/2009	$7.99 + TAX (NO SURCH.)	$41.99+TAX (NO SURCH)	AAA or AARP 5% DISCOUNT	AAA or AARP 5% DISCOUNT
9/30/2009	$7.99 + TAX (NO SURCH.)	$41.99+TAX (NO SURCH)	AAA or AARP 5% DISCOUNT	AAA or AARP 5% DISCOUNT
10/30/2009	$7.99 + TAX (NO SURCH.)	$41.99+TAX (NO SURCH)	AAA or AARP 5% DISCOUNT	AAA or AARP 5% DISCOUNT
11/30/2009	$7.99 + TAX (NO SURCH.)	$41.99+TAX (NO SURCH)	AAA or AARP 5% DISCOUNT	AAA or AARP 5% DISCOUNT
12/31/2009	**CLOSED 12/31/09**			

T.F. GREEN OFF-AIRPORT PARKING RATES

USAVE AUTO RENTAL

GREEN AIRPORT VALET

DATE	STANDARD DAILY	STANDARD WEEKLY	INTERNET/DISCOUNT DAILY	INTERNET/DISCOUNT WEEKLY
7/30/2010	$9.99	$49.99		
8/31/2010	$9.99	$49.99		
9/30/2010	$9.99	$49.99		
10/30/2010	$9.99	$49.99		
11/30/2010	$9.99	$49.99		
12/30/2011	$9.99	$49.99		
1/31/2011	$9.99	$49.99		
CLOSED				

Standard Parking®

Superior People. Superior Performance.



BAFO RESPONSE
PARKING MANAGEMENT SERVICES RFP
San Diego International Airport

Submitted to:

San Diego County Regional Airport Authority

September 29, 2011

1. **Airport Parking 5 Year *Pro Forma***: (15 points). Complete "Attachment A" – Airport Parking 5 Year Pro Forma. "Attachment A" is intended to be a summary of the Annual Base Management Fees, Payroll Expenses and Operating Expenses by category and subcategory, as listed on the form. The summaries shall include all items to be expensed under in the Parking Management Services contract. Respondents are requested to provide their best price for the Base Management Fees. Respondents shall be prepared to substantiate the details, assumptions and basis for each entry under Payroll Expenses and Operating Expenses.

SAN DIEGO COUNTY
REGIONAL AIRPORT AUTHORITY

ATTACHMENT A – AIRPORT PARKING 5-YEAR PRO FORMA

INCOME	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
Estimated Annual Revenues based on current operations		$ 32,526,980	$ 33,340,154	$ 34,173,658	$ 35,027,999	$ 35,903,699

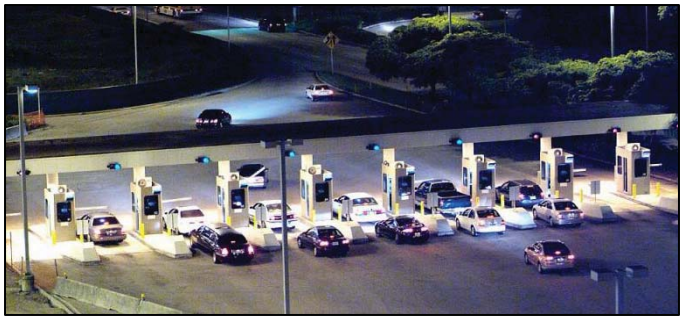
Instructions: Attachment A is intended to summarize Annual Base Management Fees, Payroll Expenses and Operating Expenses by category. The summaries shall include all items to be expensed under in the Parking Management Services contract. Respondents are requested to provide their best price for the Base Management Fees and to be prepared to substantiate all expenses and costs.

EXPENSES - PAYROLL	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
Management	GM, Asst GM and Manager Payroll	$ 322,500	$ 330,563	$ 338,827	$ 347,297	$ 355,980
Staff	Supervisors, Cashiers, Traffic Directors, Valet, Cleaning, LPI, Audit and CSR Payroll	$ 2,790,550	$ 3,006,676	$ 3,150,250	$ 3,229,007	$ 3,309,732
Payroll Burden	Payroll Taxes, Health & Welfare and Payroll Processing	$ 721,308	$ 770,815	$ 814,526	$ 853,370	$ 894,461
Other	Vacation, Holiday, Sick and Other Pay	$ 246,865	$ 264,643	$ 276,684	$ 283,601	$ 290,691
Sub-Total Payroll Expenses		**$ 4,081,223**	**$ 4,372,696**	**$ 4,580,286**	**$ 4,713,274**	**$ 4,850,863**

OPERATING EXPENSES	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
Utilities and trash removal	Telephone, Water, Sewer and Electricity Expenses	$ 65,401	$ 66,820	$ 68,270	$ 69,751	$ 71,265
Maintenance, repairs and supplies	Equipment Repairs, Rental, Uniforms, Signs, Tickets and Supplies	$ 665,743	$ 642,764	$ 459,745	$ 468,094	$ 476,624
Vehicle and Fuel expenses	Gas, Oil and Keys/Locks	$ 32,205	$ 32,903	$ 33,617	$ 34,347	$ 35,092
Office expenses	Office Supplies, Xerox/Printing, Postage and Business Licenses	$ 45,511	$ 46,498	$ 47,507	$ 48,538	$ 49,591
Security services expenses	Professional Security and Armored Car	$ 93,902	$ 95,939	$ 98,021	$ 100,148	$ 102,322
Special projects	Recruiting/Training, Employee Incentives, Shopping Tests and Customer Service	$ 59,664	$ 60,959	$ 62,281	$ 63,633	$ 65,014
Sub-Total Operating Expenses		**$ 962,425**	**$ 945,883**	**$ 769,442**	**$ 784,511**	**$ 799,908**
TOTAL EXPENSES BEFORE BASE MANAGEMENT FEE		**$ 5,043,648**	**$ 5,318,580**	**$ 5,349,729**	**$ 5,497,786**	**$ 5,650,771**
Base Management Fee		**$ 443,750**	**$ 453,379**	**$ 463,218**	**$ 473,270**	**$ 483,539**
TOTAL EXPENSES		**$ 5,487,398**	**$ 5,771,959**	**$ 5,812,946**	**$ 5,971,055**	**$ 6,134,310**

2. **<u>Experience & Qualifications</u>: (25 points). Describe Respondent's relevant experience demonstrating a capable, working knowledge of performing the services requested in this RFP. Provide information related to employee training, revenue enhancement, cost containment, financial/audit reports, and other relevant programs and methodologies implemented and included in your base operations for Parking Management. Describe three similar agreements with similar management responsibilities (parking management services, ground transportation services and valet services) performed by Respondent during the past five (5) years.**

Overview



Standard Parking is the nation's leading provider of airport parking and related landside services, managing more than sixty airport parking, shuttle and other landside operations. We set ourselves apart from the competition by managing all of our airport operations through a dedicated Airport Division that focuses solely on the unique demands of airports. Standard Parking was the first to introduce the concept of paid airport parking in the United States – at Cleveland-Hopkins in 1951 – and now serves some of the largest airport parking facilities in North America, including Chicago O'Hare, Denver, Hartsfield-Jackson Atlanta and Dallas-Fort Worth International Airports.

Standard Parking is a publicly traded company (NASDAQ: STAN) with annual gross revenues in excess of $1.5 billion. Founded in 1929, we now manage and staff over 2,000 self-park, valet facilities, ground transportation, shuttle and related services across the United States and Canada.

Standard Parking is not part of a multi-faceted corporation or holding company with disparate business interests setting the company's priorities. We are a premier provider of closely related services such as parking, valet, shuttle services and ground transportation management. This is Standard's core competency and the focus of all of our over 12,000 employees, from the CEO to frontline cashiers and drivers. Our locations are managed through two operating divisions:



The Urban Division manages all non-airport parking facilities and currently provides long-term staffing for more than 1,800 locations. These facilities are located at properties of all kinds (office, shopping and sports centers, hospitals, universities) and include some of the most prestigious locations in America.

The Airport/Transportation Division ***manages over 270,000 airport parking spaces, collects over $650 million in airport revenues per year and processes almost 100,000 airport parking transactions per day***. We also move more than 20 million passengers each year with a fleet of almost 500 shuttle buses, and currently staff over 60 parking, shuttle and other landside operations at airports across the U.S. Our Airport Division - over 2,500 employees dedicated solely to our airport locations - allows us to focus on the specific operating needs of our airport clients and customers. No other company can offer such a robust resume of airport parking

experience. From Portland, Maine, to Portland, Oregon, Standard Parking is recognized as the industry's premier airport parking service provider.

Standard has developed nationally recognized programs and services that help our airport clients maximize the potential of their facilities while reducing costs through effective use of technology and sound staffing management practices. Our comprehensive menu of services, programs and expertise are all included in our parking management services and allow us to deliver our clients a range of landside capabilities that is unmatched in the industry. With 60 years of airport-specific parking experience and a management team with over 150 years of airport parking experience, no other company can assemble a comparable team. Specific management team qualifications, responsibilities and organization charts are detailed in Section 3. Plan of Operation.

Having pioneered the concept of "paid" airport parking, Standard has developed many of the practices and programs now considered industry standards. We worked with the revenue contrl technology industry to develop the first hand-held LPI systems and the first automated credit card exit lane, and initiated the first consolidated rental car shuttle. No company better understands how to bring the operating efficiencies and cost-savings that new technologies can offer, to the Authority. More about those capabilities and our specific recommendations for San Diego International Airport, are described later in this BAFO.

Standard Parking is a corporate member, and actively engaged in, a number of pertinent airport and parking industry organizations, including:

- Airports Council International (ACI)
- American Association of Airport Executives (AAAE)
- International Parking Institute (IPI)
- Green Parking Council (GPC)

Our airport team members actively support these organizations and regional chapters, participating in industry conferences and workshops and frequently speaking at relevant events.



Valet Parking Expertise

Standard Parking has been providing first-class valet parking services for over 40 years. We currently manage numerous valet operations of various types, sizes and complexities at airports, hotels, medical centers and other high-traffic public venues.

Although each valet operation is unique, Standard Parking has developed comprehensive operating plans that address revenue control and system software, arrival and retrieval procedures, vehicle controls and more, designed specifically for high-volume airport locations.

Ground Transportation Management Experience

Standard Parking is the nation's leading provider of airport landside services. Our taxicab dispatch and ground transportation management clients include O'Hare and Midway Airports in Chicago, Cleveland Hopkins International Airport, Hartsfield-Jackson Atlanta International Airport and Portland International Airport - where in total we dispatch almost 5 million taxis, shuttles and limousine each year. This experience, combined with that of DAJA International,

our ACDBE certified Ground Transportation Management Services provider, make us exceptionally well-qualified to manage the operations at San Diego International Airport.



For the past 16 years, DAJA has provided similar services at Airports throughout the country. This includes implementing the first comprehensive curbside management program at any airport throughout the country while at San Francisco International Airport (SFO).

We consistently provide recommendations to improve and enhance services and we have demonstrated our ability to provide professional personnel focused on providing parking and curbside management services. With customer service and safety paramount, DAJA will work with Standard Parking and SAN to exceed the expectations of the requirements of the RFP by bringing out our depth of knowledge to this important service.

At SFO, DAJA's comprehensive curbside program consisted of almost 100 employees, and approximately 40-45 employees per shift. The primary focus was managing the taxicab dispatch and shared-ride van system, which averaged over 1,460,000 trips per year.



We administered the taxicab and door-to-door van hold lots, ensuring that the facilities were clean and usable. Our curbside management team was responsible for cuing and dispatch of taxicabs and shared-ride vans from the hold lots to the curb. The door-to-door van service was built on an intricate, zone-based model which allowed for the best flow of traffic.

Our comprehensive approach to taxicab dispatch includes taxicab inspection. This entails ensuring cleanliness of the taxicab both inside and outside, that tires are properly inflated, ensuring the cab has the appropriate medallion. We managed the smart card system for taxicab operators as well as managing the refund process for the City. We had manned personnel at the limousine zones ensuring that they were properly registered. We also enforced the Airport's policy of having taxicabs allow individuals to pay via credit card.

These operations encompass a wide range of Ground Transportation Management services; customer service representatives curbside and in-terminal, curbside dispatch, hold lot management and dispatch, cashiering, vehicle permitting, AVI system operation, management, billing and maintenance functions, and more. We provide these services for a variety of ground transportation options; taxis, limousines, charters, courtesy and shared-ride shuttles.

Relevant Experience & Capabilities

The detailed descriptions provided later in this section, for Chicago O'Hare International, Denver International and Portland International Airports, illustrate relevant and comparable experience in large airports, comparable in size and scope to San Diego International – the kind of experience that smaller airport and non-airport parking operations simply do not provide. In each of these locations Standard manages ***combined parking, valet and curbside management operations*** and each location is comparable to, or exceeds San Diego International, in terms of annual parking revenues, number of transactions, vehicles parked, and dispatch services. Each agreement covers multiple facilities – surface lots, garages, a variety of ground transportation management activities and valet parking – and provides insight into how our airport-focused approach, high-volume parking expertise and continuous analysis of operations leads to first-class customer service and operational efficiency, and will allow us to enhance the Authority's bottom line revenues while maintaining the high standards the Authority has set for the gateway to your community and the region. This section demonstrates Standard Parking's ability to provide outstanding large-scale parking and related services, and our ability to respond – quickly and effectively – to the dynamic demands of a large-scale airport parking environment. Reference contact information for each of these locations has been provided.

Employee Training

At Standard Parking we realize that our success lies in the empowerment and training of our management and staff. Through comprehensive training and reward-recognition programs, each member of our organization is given the tools to meet our high expectations and this approach has sustained us as the industry innovator and leader.



Through "*Standard University"* we deliver a web-based job-specific training tool to all levels of hourly and supervisory employees. Our training programs are monitored for compliance and measured by our local and regional management staff as well as our corporate audit department. Standard Parking's training approach places great emphasis on specific customer service behaviors that are continually reinforced through on-site classroom training as well as Standard University. Excellence is rewarded through a number of creative programs and communicated by our corporate newsletter. A detailed description of Standard Parking's training programs and training plan for all positions is provided in Section 3. Plan of Operation.

Revenue Enhancement/Cost Containment

Standard Parking has a proven track record of enhancing airport revenues and reducing costs through implementation of stringent revenue controls, effective utilization of technology, improved operating efficiencies and creative marketing programs. If selected, Standard Parking is committed to providing the following services and investments at San Diego International Airport **at no cost** to the Authority:

- Standard Parking will invest up to $150,000 in capital for purchase of mobile LPR system and video monitoring system for the Ground Transportation operation.

- Standard Parking will provide a comprehensive review and analysis of all parking facility layouts/configurations, including the T1 Lot, and provide recommendations for improvements that will benefit the Airport Authority through increased revenues.

- Standard Parking will provide a full evaluation of the existing PRCS system along with recommendations for upgrades and enhancements through our Advanced Parking Technologies division. Further, Standard Parking offers to prepare a comprehensive specification for the replacement of part or all of the current revenue control system and serve as the liaison and project manager from RFP process through final testing and acceptance.

- Standard Parking will provide a thorough market share analysis and comprehensive plan to recapture revenues from off-airport competitors.

- Standard Parking, through our strategic marketing partnership with R-Solutions, will deliver creative ideas for branding each of the SAN parking facilities.

- Standard Parking will perform a comprehensive review of all interior signage (including rate signs, row markers, pedestrian way-finding and other ingress/egress signs) and provide recommendations for improvements.

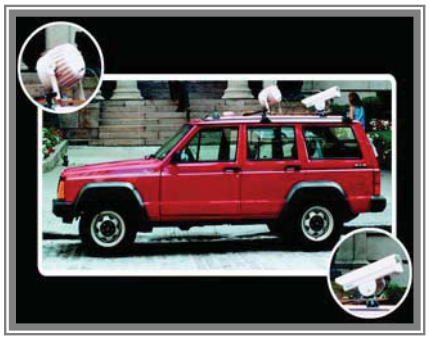
- Standard Parking will provide an automated biometric workforce management system to accurately track time and attendance resulting in reduced labor-related operating costs.

- Standard Parking will provide access to ClientView, our on-line reporting system that will allow the Airport staff to view up-to-date revenue and expense history of the SAN facilities throughout each month and provide a variety of reports and analysis that serve as useful tools in forecasting, budgeting and planning.

Capital Investment

Standard Parking will invest up to $150,000 in capital for purchase of mobile LPR (License Plate Recognition) system and video monitoring system for the Ground Transportation operation. This expense will be borne solely by Standard Parking.

Mobile LPI



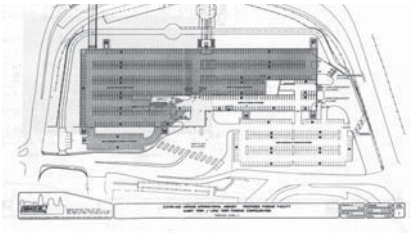
The License Plate Inventory (LPI) is an integral component of the Revenue Control System, used to restrict the loss of revenue due to lost and swapped tickets, identify abandoned and stolen vehicles, and to assist customers with locating displaced vehicles. The inventory system can also be used to obtain valuable demographic information used for marketing such as identifying the number of vehicles by state and county. A License Plate Inventory must be completed on a nightly basis which creates an accurate database for proper revenue control.

Utilizing a mobile LPI allows the inventory taker to drive a predefined route through the parking facility to capture license plate information using LPR technology, eliminating manual processes, to create a license plate record for each occupied space in the facility. The parking operator is then able to assist customers or police with finding any vehicle located in the parking

facilities. The mobile LPR system provided by Standard will be compatible with SAN's CTR-Zeag system, similar to the system we currently operate at Richmond International Airport

Video Monitoring System for Ground Transportation Operation
Standard Parking will procure and install a video monitoring system at our expense to be used at the three taxi staging areas and Hold Lot to improve customer service and record activity to measure contract compliance.

Analysis of All Parking Facility Layouts/Configurations
Through our strategic partnerships with engineering and consulting companies conjunction with our in-house capabilities, Standard Parking will provide a comprehensive review and analysis of all parking facility layouts/configurations, including the T1 Lot, and provide recommendations for improvements that will benefit the Airport Authority through increased revenues.



This service will be provided at no cost to the Airport Authority. Should the Authority choose to accept recommendations to reconfigure/restripe the T1 Lot and/or any other facility(s), Standard Parking offers to provide the required capital, to be reimbursed over a 12-month period (straight-lined with no interest or markup).

Evaluation of PRCS System
Standard Parking will provide a full evaluation of the existing PRCS system along with recommendations for upgrades and enhancements through our technical service division, ***Advance Parking Technologies (APT)***. Standard Parking has installed more automated lanes at airports than any other operator and has provided technical support, engineering services and project management to our clients across the country. The advantages of using Standard Parking include substantial cost savings on the purchase of equipment (through our national discounts) and our exhaustive knowledge of available systems.

Standard Parking offers to prepare a comprehensive specification for the replacement of part or all of the current revenue control system and serve as the liaison and project manager from the RFP process through final testing and system acceptance.

As part of our services, Standard Parking is willing to finance the full upgrade or replacement of the revenue control system under terms to be negotiated by the parties and subject to costs associated with such and approved by the Authority. Standard Parking will pass along discounts (as much as 40%) to the Airport Authority through our national vendor relations program.

Standard Equipment & Technology Upgrade Program[sm] **Services (SETUP**[sm]**)**
Standard Parking provides airport clients with a turnkey solution to maximize the return on investment gained from procuring new equipment. Through our ***Advanced Parking Technology***[sm] operating division, our ***Standard Equipment & Technology Upgrade Program***[sm] services (***SETUP*** [sm]) leverage cutting-edge technology, experienced subject matter experts and superior revenue control procedures to manage an equipment implementation project from initial design to ongoing maintenance. APT adds value by using its buying power to pass on significant cost savings to clients while executing the steps necessary to make the project a success.

Pay-On-Foot Technology – A Standard Parking Operations expert will provide a cost justification model to chart out how new pay-on-foot technology can reduce general and administrative expenses, cut down on fraud and increase operational efficiency and customer satisfaction.

Automatic Vehicle Identification (AVI) – The latest generation of monthly parker access technology provides the highest levels of efficiency for traffic ingress and egress. Customers gain the security of remaining in their vehicles at all times while clients receive the benefits of the latest in anti-passback technology.

Automated Credit / Debit Card Machines – Increased operational and financial efficiencies result from leveraging the increasing usage of credit and debit cards to pay parking fees. Standard Parking combines technology and expertise to provide the best automated solutions.

Procurement – By crafting a solution that does not require a large capital expenditure, Standard Parking can provide a superior return on investment for its clients. Standard Parking also leverages its size and experience to obtain and pass on superior discounts to clients.

Project Management – We provide vendor management, shipping support, project plans and total accountability for getting the equipment in on schedule, within budget and correctly implemented the first time.

Installation – By maintaining a skilled technical staff and partnerships with premier vendors and installers, Standard Parking ensures that the installation of equipment goes smoothly.

Management – Industry leading revenue control procedures and a stand-alone internal audit group set us apart from those within the industry that just sell equipment. Our equipment philosophy is based upon our experience with new technology, which means we can handle all of the nuances of today's most efficient high-tech equipment solutions.

Maintenance – Standard Parking maintains systems to track maintenance contracts and ensure that even the most aggressive service levels can be met.

Please find information on our in-house technical support division, "Advanced Parking Technologies" and our turnkey equipment solutions program "SETUP" on the following pages.





Standard Parking provides clients with a turnkey solution to maximize the return on investment gained from procuring new equipment at a facility.

Through our ***Advanced Parking Technology***™ operating division, our ***Standard Equipment & Technology Upgrade Program***℠ services (SETUP℠) leverage cutting-edge technology, experienced subject matter experts and superior revenue control procedures to manage an equipment implementation project from initial design to ongoing maintenance. Standard Parking adds value by using its buying power to pass on significant cost savings to the client while executing the steps necessary to make the project a success.

Everything From Design to Maintenance

Standard Parking provides design resources as a value-added service to its clients. Well-trained and experienced with the latest access and revenue control systems from industry-leading vendors, our design teams suggest options that give clients the highest level of value for their investment, including the following solutions:

Pay-On-Foot Technology – A Standard Parking Operations expert will provide a cost justification model to chart out how new pay-on-foot technology can reduce general and administrative expenses, cut down on fraud and increase operational efficiency and customer satisfaction.

Automatic Vehicle Identification (AVI) – The latest generation of monthly parker access technology provides the highest levels of efficiency for traffic ingress and egress. Customers gain the security of remaining in their vehicles at all times while clients receive the benefits of the latest in anti-passback technology.

Automated Credit / Debit Card Machines – Increased operational and financial efficiencies result from leveraging the increasing usage of credit and debit cards to pay parking fees. Standard Parking combines technology and expertise to provide the best automated solutions for the client.

Procurement
We maintain relationships with commercial and municipal lenders that focus on the procurement of technology. By crafting a solution that does not require a large capital expenditure, Standard Parking can provide a superior return on investment for its clients. Standard Parking also leverages its size and experience to obtain and pass on superior discounts to clients.



License plate recognition cameras record the plate number of every car entering the facility.





Equipment Procurement

Project Management
We provide vendor management, shipping support, project plans and total accountability for getting the equipment in on schedule, within budget and correctly implemented the first time.

Installation
By maintaining a skilled technical staff and partnerships with premier vendors and installers like Amano, McGann Software, Ski-Data, Federal APD and Zeag, Standard Parking ensures that the installation of equipment goes smoothly. Quality control and change management procedures keep ***Standard Equipment & Technology Upgrade Program***℠ services in the forefront of the industry.

Management
Once implementation is complete, the true value of our parking management experience becomes very apparent. Industry-leading revenue control procedures and a stand-alone internal audit group set us apart from those within the industry that just sell equipment. Our equipment philosophy is based upon our experience with new technology, which means we can handle all of the nuances of today's most efficient high-tech equipment solutions.

Maintenance
When problems arise, it's good to know that you have an industry leader in your corner. ***Standard Equipment & Technology Upgrade Program***℠ services do not end when operations begin. Standard Parking maintains systems to track maintenance contracts and ensure that even the most aggressive service levels can be met.

Automated ticket dispensers and exits improve facility performance.



The Total Equipment Procurement Package

Our ***Standard Equipment & Technology Upgrade Program***℠ services are focused on providing the most efficient solutions to operational needs. Let Standard Parking manage all aspects of your equipment projects and then rest assured that your financial and customer service goals will be met.

Pay-on-foot stations are a hit with customers.



Standard Parking

A1

Workforce Management System

Workforce Management – Controlling Costs Through Automation. Standard Parking will implement an internet-based biometric workforce management system that enhances the effective management of the personnel deployed at our clients' locations, resulting in reduced labor-related operating costs for our clients while minimizing potential legal liability arising from Fair Labor Standards Act compliance.

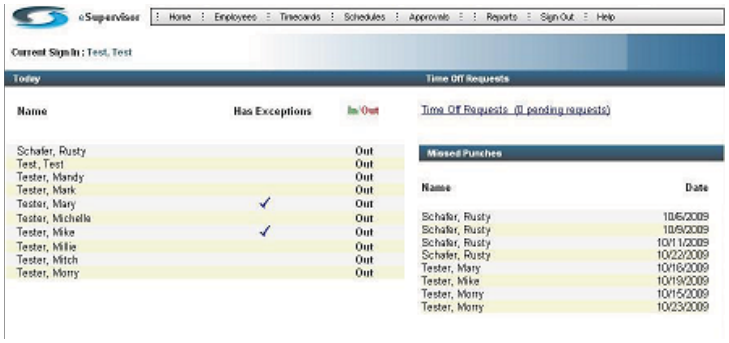


Automation Has Clear Benefits

- ***No More Paper Timesheets*** – Automation of the manual processes of tracking employee time and attendance eliminates paper timesheets and improves the accuracy of time data for each employee.
- ***Improved Payroll Accuracy*** – The systems approach reduces human error, which allows us to process payroll more efficiently and accurately.
- ***Better Oversight of Labor Costs and Absenteeism*** – Managers have improved visibility into overtime and absenteeism, using real-time data to make informed workforce decisions.
- ***Compliance with State and Federal Time Recording Requirements*** – Consistent pay policies are automatically enforced, with managers having the ability to review time accounting reports in real time. A full audit trail of time card edits and approvals is readily available.

Employee Status Just a Click Away

Our managers and supervisors can quickly view the status of their assigned employees and edit time, employee file information, exceptions and schedules. A status board displays all assigned employees and those with missed punches. Saved historical data allows the manager to perform detailed analyses, identify cost and staffing trends, and plan for the future.



Secure Data Collection

Standard Parking gathers and computes data from both salaried and hourly professionals, in a secure environment, using magnetic strip, bar code or biometric time clocks as data collection devices. Biometric time clocks increase security and accuracy by eliminating "buddy punching" and lost identification cards. We also can collect data via touch-tone phones.

Attendance Tracking

Our managers are able to track employee exceptions and policy compliance over long periods of time. Exceptions include early or tardy arrivals, late departures, long shifts, long meals, missed punches and frequent absences. As employees use the system, the program collects the exceptions defined within the payroll rule assigned to each employee, enabling managers to quickly identify unfavorable trends. At any time, supervisors can request a "snapshot" of exceptions, by employee, in a calendar format that shows the number and type of exceptions recorded by the system.



10/27/2009 12:35:57 PM — Schedule vs Actual Report — Standard Parking Corp — Page 1 of 1

Current Period
Order By Last Name
Location values specified by user

Employee Number and Name	Actual	Schedule	Variance	Home Department ID
0000000001 - Schafer, Rusty	67:45	80:00	-12:15	
0000000014 - Tester, Mark	42:30	40:00	2:30	
0000000013 - Tester, Mary	68:30	75:00	-6:30	
0000000019 - Tester, Michelle	8:00	0:00	8:00	
0000000012 - Tester, Mike	52:00	52:30	-0:30	
Report Totals			-8:45	

Transferring Data to the Payroll, HR Systems

The system accurately transfers hours worked, overtime, department, holidays, sick time and vacation data to and from payroll programs or processing service bureaus. Reconfigurations necessitated by payroll policy changes are quickly implemented.

Generating Workforce Reports

Once the time and attendance data is collected and stored, we can process the information and generate over 50 different reports. These reports provide a complete overview of employee statistics, including overtime calculations.

Controlling Costs and Enhancing Productivity for Our Clients

Our workforce management program gives our local management team the time it needs to focus on revenue generation and customer service, not employee tracking paperwork. More importantly, management's enhanced awareness of labor information allows for the proactive control of our most valuable and costly resource: our employees.

ClientView Reporting

Taking full advantage of advances in technology and information systems, Standard Parking offers its clients on-line access to operating statements through a secure web-site. Our "ClientView" program allows the client to view the revenue expense history of their facility each month and provides a variety of reports and analysis that serve as useful tools in forecasting, budgeting and planning.

Standard Parking offers the Airport staff access to our "ClientView" program at no cost to the City.

Client View℠, our fully-secured Internet-based system, gives clients the flexibility and convenience to access and download monthly financials and detailed backup reports, including:

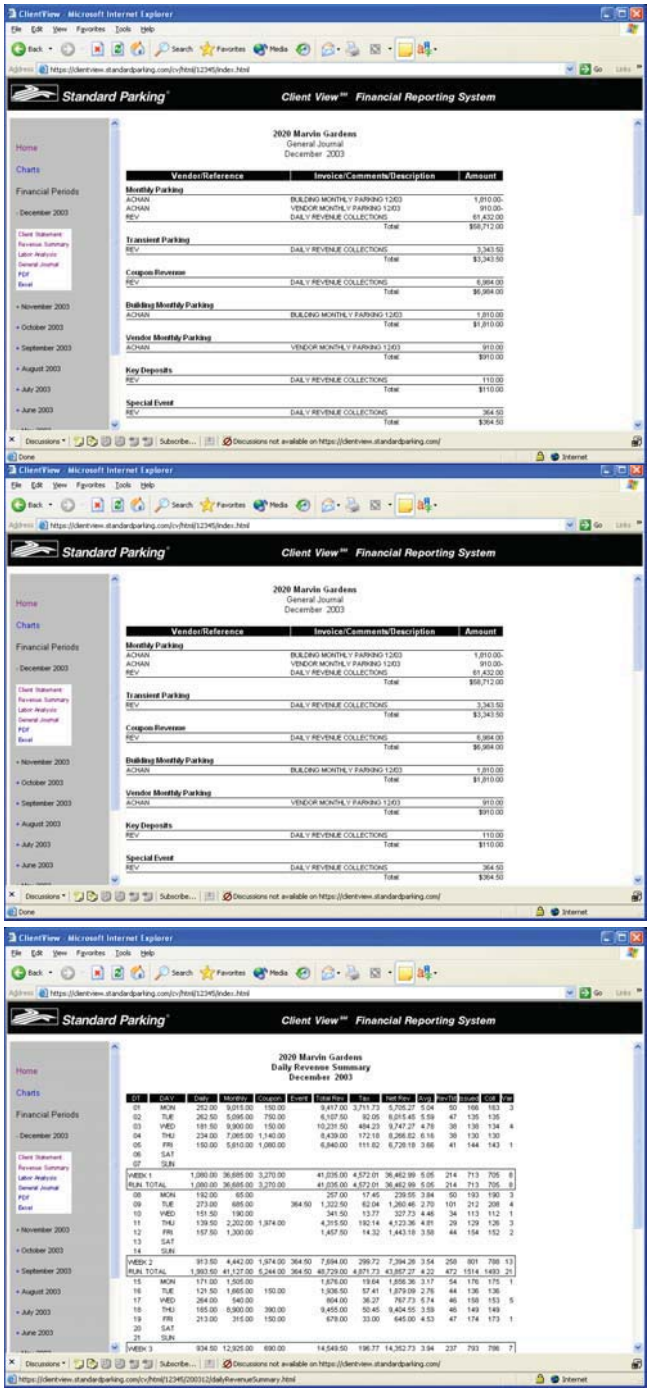
Statement of Revenue and Expense
Labor Analysis Report
— Employee Name
— Pay Date
— Hours Worked
— Total Earnings (regular and O.T.)
— Employer Payroll Taxes
— Workers Compensation Cost

Revenue Summary Report
— Revenue Data by Day
  — All Revenue Types
  — Sales Tax Data
— Average Ticket Data
— Tickets Issued
— Tickets Collected
— Weekly and Monthly Summaries

General Journal Report (detail that supports Statement of Revenue and Expense)
— General Ledger Reference
— Vendor Reference
— Invoice Number

13-Month Trend Analysis

The system also provides line item drill down capability (general ledger detail, vendor reference and scanned image of invoices), rolling 24-month historical data and the ability to convert reports to Microsoft Excel files.



Marketing Programs for Airports

Standard Parking has been successful in developing and managing a number of marketing programs and strategies that have helped our airport clients to increase operating efficiencies, reduce costs, enhance customer satisfaction and convenience, generate additional revenue and increase market share. Some of our capabilities and successful efforts are highlighted in the sample of marketing materials provided below.

Over the past 20 years, Standard Parking has worked with R solutions to develop and implement successful marketing programs for a number of airport parking facilities. These highly customized programs are designed to address a range of needs - from customer awareness and information campaigns, to marketing and promotion designed to expand the customer base – to compete most effectively with a variety of competitors. These programs have been proven to enhance awareness and increase parking revenues, by better utilizing airport-owned facilities and regaining market share from off-airport parking companies - an industry which remains in an aggressive expansion phase.

R solutions℠
merchandising • promotions • marketing

R solutions, LLC is a Cleveland based company, with over 20 years of full-service marketing experience in the airport and urban parking arena. Their turn-key marketing programs have helped encourage loyalty among current parking customers as well as attracting new airport parking customers.

No other parking management services provider has delivered the strength and variety of our marketing programs. And unlike the current SAN parking operator, Standard Parking does not own, manage, operate or otherwise have an interest in any off-airport parking facilities that would draw potential parkers away from the Authority's parking facilities.

Market Share Analysis and Marketing Plan

Standard Parking will provide, at no cost to the Authority, a thorough market share analysis and comprehensive plan to recapture revenues from off-airport competitors. We bring considerable experience and proven results having provided similar analyses and implemented proven marketing strategies at numerous airports across the country.

Our market share analysis will include:

- Description of rates and services offered by each off-airport operator
- Current market share by competitor

Our comprehensive plan for recapture of off-airport revenues will include:

- A sweepstakes that will build a database to launch the Frequent Parker and other SAN parking promotions
- Development of Frequent Parker Program, including integration of PRCS system
- Development and maintenance of an extensive customer database to be used as foundation for current and future promotions
- Development of stand-alone parking website, accessible from the main SAN website
- Development of premium parking areas
- Integration of Click N Park reservation system

- Development and implementation of strategy to initiate a corporate account/premium parking program utilizing available technology for enhanced billing and ease of ingress/egress.

The final selection/acceptance of the various components of the proposed marketing program will be determined the Airport Authority and costs to implement will be appropriated by the Airport Authority added to our proposed budget.

The following highlights a variety of these initiatives, the benefits, and our successful implementation of them for our airport clients.

Branding

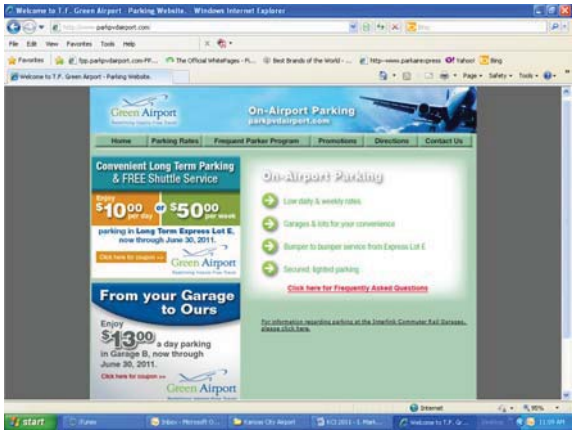
Standard Parking, through our strategic marketing partnership with R-Solutions, will deliver creative ideas for branding each of the SAN parking facilities. Please see our attached references, including Chicago-O'Hare, Hartford-Bradley Cincinnati/Northern Kentucky International, T.F. Green (Providence) and Kansas City International, for a branding initiatives achieved at similar-sized airports.

Review of Interior Signage

Standard Parking will perform a comprehensive review of all interior signage (including rate signs, row markers, pedestrian way-finding and other ingress/egress signs) and provide recommendations for improvements. Standard Parking offers the services of our in-house sign shop at significantly reduced pricing.

Dedicated Airport Parking Website

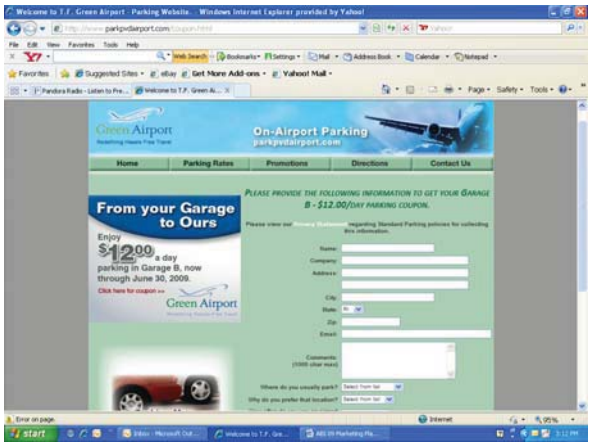
A branded Airport parking website is a very cost-effective marketing tool that allows real-time, two-way communication with prospective parkers and easy access for Frequent Parking Program members. It supports a number of marketing initiatives, in addition to seamless access to all of the parking and other information available on the Airport's website with click-thru links and easy to navigate tabs.



This is an example of the parking specific website we developed for T.F. Green Airport in Providence, RI with its unique URL, www.parkpvdairport.com.

A branded parking website, using meta-tools to craft the site with the appropriate key words, will increase the prominence of on-airport parking options with these search results. The website's unique URL will maximize "hits" from common search engines. The site would also carry links back to the Airport's primary website. We ensure that these parking websites are updated regularly to ensure content is accurate, links function properly and search engine utilization is optimized.

Coupon Programs



The parking website/webpage can be used very effectively for coupon promotions and other discounts that attract new customers. Off-airport operators use online coupons and discounts very effectively to capture business.

In this example from T.F Green, coupon users enter a few bits of information, including an email address where the non-reproducible coupon is emailed. They are also presented with a few brief questions regarding travel frequency and where they typically park. This data is then compiled to assist us in analyzing the program and future marketing initiatives. Each coupon has a unique code that cannot be re-used once it has been redeemed.

It is important to note that the potential use of coupons and other discounts has to be very carefully analyzed. By making discounts available to travelers who would have parked on-airport at full-price, you risk eroding your own revenue base. We perform these analyses regularly and can assist the Airport in doing the same, should you elect to consider discounting. One of the advantages of online discounts and couponing is the ability to carefully measure and restrict distribution, and to quickly cease distribution at anytime.

Creative Advertising and Promotional Methods

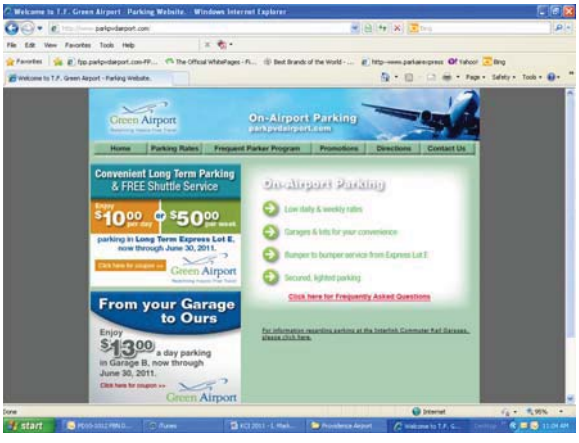
Standard Parking has developed advertising programs designed to meet the client budget and to reach as much of the target audience as possible. Those methods include:

Radio spots- with station **web access tie-in** to the Airport website that advertises the promotion. This approach ties large volume traffic to this web page for information on the Parking facilities, sweepstakes details, and monitoring of their sweepstakes entry totals. The major payoff of this Internet marketing tool is that fact that we are building a consumer database on-line.

Traffic Campaign for T.F. Green (PVD)

	Notes	Unit $	DP Code	Unit/ Dur	Unit/ Wk	Wk 1 Mon 11/29 '10	Wk 2 Mon 12/6 '10	Wk 3 Mon 12/13 '10	Wk 4 Mon 12/20 '10	Wk 5 Mon 12/27 '10	Wk 1 - Wk 5 Adults 18+ Avg AQH Rtg	GRP	CPP	Rch %	Freq	Tot $	Unit Tot
Total						20	22	20	21	20	1.1	117	45	40.2%	2.9	6365	103
Providence-Warwick 3BK Aug10-Oct10 MSA ARB PPM						20	22	20	21	20	1.1	117	45	40.2%	2.9	6365	103
WPRO-AM						5	6	5	6	5	0.8	22.8	56	7.3%	3.1	1530	27
M-F 6a-10a		90	AM	15	2	2	2	2	2	2	0.8	8.0	94	4.1%	2.0	900	10
M-F 3p-7p		90	PM	15	1	1	2	1	2	1	0.9	6.3	83	3.7%	1.6	630	7
M-F 6a-10a		0	AM	15	1	1	1	1	1	1	0.8	4.0	0	2.8%	1.5	0	5
M-F 3p-7p		0	PM	15	1	1	1	1	1	1	0.9	4.5	0	3.0%	1.4	0	5
WPRO-FM						5	6	5	5	5	1.1	29.3	49	13.6%	2.1	1760	26
M-F 6a-10a		110	AM	15	2	2	2	2	2	2	1.0	10.0	90	6.2%	1.6	1100	10
M-F 3p-7p		110	PM	15	1	1	2	1	1	1	1.3	7.8	69	6.0%	1.3	660	6
M-F 6a-10a		0	AM	15	1	1	1	1	1	1	1.0	5.0	0	3.8%	1.3	0	5
M-F 3p-7p		0	PM	15	1	1	1	1	1	1	1.3	6.5	0	5.2%	1.2	0	5
WWLI-FM						5	5	5	5	5	1.5	38.0	36	15.9%	2.4	1650	25
M-F 6a-10a		110	AM	15	2	2	2	2	2	2	1.6	16.0	56	9.0%	1.8	1100	10
M-F 3p-7p		110	PM	15	1	1	1	1	1	1	1.4	7.0	64	5.6%	1.3	550	5
M-F 6a-10a		0	AM	15	1	1	1	1	1	1	1.6	8.0	0	6.0%	1.4	0	5
M-F 3p-7p		0	PM	15	1	1	1	1	1	1	1.4	7.0	0	5.6%	1.3	0	5
WCTK-FM						5	5	5	5	5	1.1	26.5	45	10.4%	2.6	1425	25
M-F 6a-10a		95	AM	15	2	2	2	2	2	2	1.1	11.0	73	5.8%	1.9	950	10
M-F 3p-7p		95	PM	15	1	1	1	1	1	1	1.0	5.0	80	4.1%	1.3	495	5
M-F 6a-10a		0	AM	15	1	1	1	1	1	1	1.1	5.5	0	3.8%	1.4	0	5
M-F 3p-7p		0	PM	15	1	1	1	1	1	1	1.0	5.0	0	4.1%	1.3	0	5

PVD Website – www.parkpvdairport.com



Newspaper, Val Pak, Online Ads and In-terminal Displays
Effective for advertising seasonal specials and promotions

ROP



Val Pak Promotion





In-terminal LCD Display Advertising





Online Web Banner Ad



<u>T.F. Green Airport - Parking Sweepstakes</u>

R solutions and Standard Parking have created several targeted sweepstakes to help build excitement and awareness for airport parking facilities and programs. A sweepstakes provides the perfect pre-launch platform for a Frequent Parker Program, building awareness of on-airport parking options and a database of prospective parkers to market directly to.

At T.F. Green, we ran the "**Love Green. Love Parking. Love Bug**" sweepstakes, where through the advertising and marketing of the promotion, we were able to obtain a new Volkswagen Beetle to give away at **NO COST** to the Airport. Through this sweepstakes we collected over 50,000 mail and email entries from T.F. Green's tri-state catchment area, generating a database that can be used for a number of direct marketing initiatives focusing on the advantages of parking at on-airport parking lots. The database can also be used to send email updates announcing improvements at SAN, construction and air service updates, special offers, and other current information.



Any information obtained through these marketing efforts and the database created, is the property of the Authority. It will not be sold or shared, or used for any means other than prescribed by the Airport.

Click and Park™ - Advance Booking and Parking Reservations

The dedicated website also provides a platform for our Click and Park™ reservations system, allowing air travelers searching for parking options to secure parking anytime before leaving for the Airport. This is especially effective in 'capturing' new or infrequent parkers who may not be familiar with the Airport. And while the demand for advance parking reservations may not be great, the benefit to the Airport is that once a traveler makes a reservation, it is highly unlikely that they will find their way to an off-airport parking facility before reaching the Airport. Discounts can be used to attract bargain-shopping parkers who might otherwise go to off-airport facilities for online specials or pricing.



Online Reservation System
www.parkbradley.com

The Click and Park™ system is easy to use, PCI compliant and provides the parker with detailed directions from their doorstep to the parking facility they have selected. These and other conveniences have resulted in additional revenue at locations like Hartford-Bradley International Airport where parkers pay an additional premium to park in a designated premium area of the garage. The Click and Park system will be provided to the Authority at no cost and the reservation fees generated will bring additional revenue to the Airport's bottom line.

Premium Parking



One of the most popular marketing concepts we have developed recently is the concept of a Premium or Preferred Parking area. These are designated spaces within existing parking facilities, close-in with the most convenient terminal access. These are not reserved spaces, but an access-controlled area available to preferred 'members' on a first-come, first-served basis (the preferred area can also be designated using signage for a simpler and low-cost implementation).

Airport parkers have proven a willingness to pay an added premium for the convenience of these preferred areas – providing airports with an incremental revenue opportunity. Preferred Parking access can be offered for an annual fee, or on a per stay basis using the Click and Park™ advance booking system. It can also be included as an add-on to corporate parking programs, if it is determined to be worthwhile to gain the new business. Or membership can be offered for a commitment to a minimum annual parking expenditure; for example, 60 days per year.

At Bradley Airport in Hartford, CT just 35 designated Premium Parking spaces are producing thousands of dollars per month in added revenue. We will work with the Authority to determine the best placement for Premium Parking locations at SAN, to attract parkers and add incremental revenue to the Airport's parking operation.

Hartford – Bradley International Airport

In response to fast-growing competition from off-airport parking during the early 1990's, Bradley International and Standard Parking worked together to counter the competition with aggressive public relations and marketing campaigns. Standard Parking kicked off the campaign with a news conference, announcing a free ticket giveaway in partnership with the NHL's Hartford Whalers.

But even proven marketing initiatives must be updated and refreshed in order to address ever-changing market conditions and remain effective. With the opening of the 3,400 space parking garage in front of the new Bradley terminal, Standard initiated a new marketing campaign designed to increase customer awareness and target market share from off-airport competition. Our advertising efforts took advantage of a wide range of mediums including, billboard, in-terminal signage, radio, website and newspaper. As a result of this campaign Standard Parking was able to increase facility usage by over 30% in less than two months and the facility is currently running at over 90% of capacity.

Kansas City International Airport

At Kansas City International Airport, we developed a wide range of customer service options and amenities to deter the loss of market share to aggressive off-airport competition.

Competitive Market Analysis & Research

An effective program requires more than marketing. Prior to developing our campaign, Standard conducted a market analysis of off-airport parking competition that included current market share, estimated off-airport gross revenue, customer amenities and pricing. This analysis helped us to establish objectives by target audience and to set realistic goals for increasing the on-airport market share.

Through this process, we identified substantial opportunities existed for our marketing campaign to draw new market share from the off-airport competition at KCI. It also enabled us to target resources for the greatest efficiency and highest return.

In data collected in early 2005, annual revenues diverted to off-airport competition were shown to exceed $4 million. As illustrated below, Standard Parking performed an informal capacity analysis that determined that each off-airport facility was running high overnight inventory counts and were at or near capacity during daytime peaks. We were also able to identify the total available market share and to compare that demand with available spaces on-airport during peak periods.

KCI Capacity

KCI Economy	Total Capacity	Peak Occupancy	Available at Peak
Lot A	3,734	2,528	1,206
Lot B	5,917	2,831	3,086
Lot C	5,612	2,281	3,331

KCI Competitive Analysis

The Parking Spot	***$ 2,882,110***
Thrifty	***$ 1,499,640***
Potential New Revenues	***$ 4,381,057***

Kansas City International Airport					
Parking Comparison					
	Total Spaces	**Daily Rate**	**Overnight Occupancy**	**Operation**	**Programs**
Thrifty Airport Parking	1,300	$ 4.95	70%	Valet	Luggage Assistance
Parking Spot	1,300	$ 7.00	70%	Self Park	The Spot Club
Parking Spot (Covered)	700	$ 9.00	80%	Self Park	Earn free parking. Each day equals 7 points.
					Need 35 points or 5 paid days to earn 1 free day.
					Free bottled water and Newspaper
					Luggage Assistance
					Pickup/drop off at vehicle

Once the competitive analysis was complete Standard Parking developed a service matrix that was used to determine an effective advertising and marketing strategy tied to a specific target group.

Motivators by target-group are essential in building an effective program. For example, the leisure traveler tends to be very price sensitive and other amenities and programs such as frequent parker benefits are secondary in their decision process. Seasonal specials, Val-Pak's, coupon discounts through newspaper or websites are effective.

The business traveler is less price-sensitive and given their frequent travel requirements benefits such as convenient door to door service, auto services and frequent parker programs are major motivators. It has been our experience that it is easier to target the business traveler for a premium garage where close proximity, covered parking, frequent parker rewards, faster ingress egress options and corporate accounts are major motivators.

Our approach is to build a database of parker information that allows us to specifically target each group in the promotion of both premium and economy parking.

Service Matrix

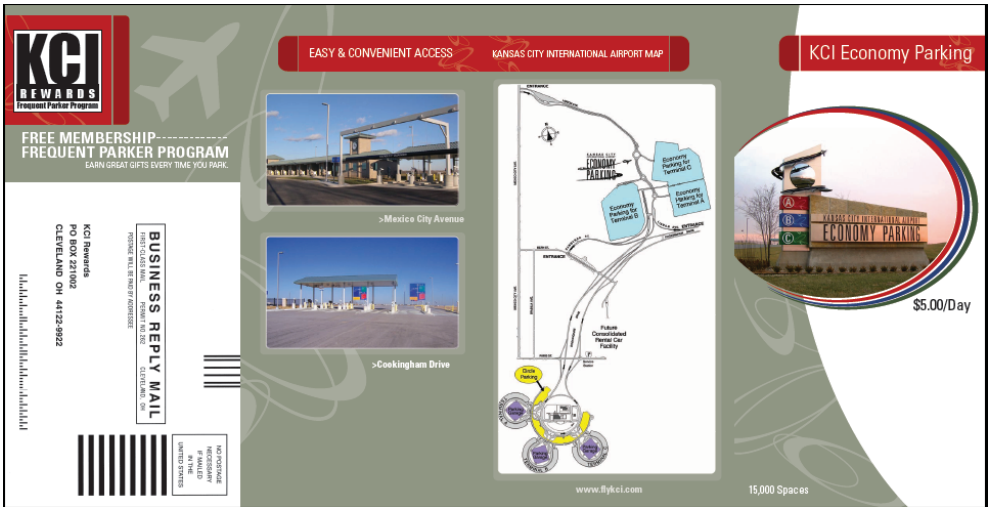
	KCI Economy	The Parking Spot	Thrifty
Low Price	Yes ($5.00/Day)	Yes ($7.00 Before Disc)	Yes ($4.95/Day)
Door to Door Service	No	Yes	Yes
Frequent Parker	No	Yes	Yes
Direct Target Marketing	No	Yes	Yes
Corporate Accounts	No	Yes	Unknown
Amenities	No	Yes	No
Valet Service	No	No	Yes
Luggage Assistance	No	Yes	Yes
Covered Parking	No	Yes	No
Website Access	Yes	Yes	Yes
Automated Exits	Yes	Yes	No

Major Motivators by Target Group

	Leisure Target	Business Target
Low Price/Discounts	Yes	No
Door to Door Service	Yes/No	Yes
4-7 Minute Headways	Yes	Yes
Frequent Parker	No	Yes
Corporate Accounts	No	Yes
Amenities	No	Yes
Valet Service	No	Yes
Luggage Assistance	Yes	No
Covered Parking	No	Yes
Website Access	Yes	Yes
Automated Exits	No	Yes

Standard Parking and R solutions used the data collected to develop a multi-phased marketing program and advertising campaign to promote on-airport parking and the opening of KCI's new 8,000 space economy parking facility. The initial phase of promotion centered on a customer sweepstakes designed to create excitement and awareness. This phase of promotion generated a database of over 10,000 parkers and served as the foundation for a frequent parker program designed to stimulate repeat business and customer loyalty. This unique program has been very effective in competing with off-airport operators, and through the comprehensive database generated by the program we are able to apply direct target marketing for ongoing promotion of airport parking facilities.

More recently, Standard Parking and R solutions launched the Park Air Express brand and marketing program in support of the Airport's new valet style parking operation.



San Diego International Airport – Preliminary Market Study

Standard Parking has conducted a preliminary market study, comparing off-airport parking products, amenities and rates. This competitive study is included at the end of this section.

Corporate Parking Program



A corporate parking program is typically comprised of elements such as a Frequent Parker loyalty program – perhaps with enhanced benefits – a preferred parking area, and possibly even corporate discounts or rebates tied to volume. We help our airports to select the program features most appropriate to meet their goals.

Whatever the features of the corporate program, it gives us an opportunity get in front of the corporate travel managers who influence your most frequent travelers' parking choices, and to motivate them to encourage their parkers to utilize on-airport parking.

In the spring of 2006, Standard Parking and R solutions developed the KCI Corporate Parking Program. By slightly modifying the Frequent Parker Program Membership Enrollment forms to include the question "Are you interested in a Corporate Parking Program?", we were able to gather information from interested parties, set up meetings that allowed us to identify current parking patterns and existing relationships these companies may have with competing off-airport parking facilities, as well as discuss the benefits of the program and set-up enrollment.

The KCI Corporate Parking program is designed to build a business relationship with companies and organization that use Kansas City International airport. The program targets companies who have 10+ employees who travel for business during the year.

To the extent possible, we gather data as to the number of travelers they have utilizing the Airport, where they are typically parking and any special pricing or benefits being offered by the competition. We also discuss the features/benefits of the Corporate Parking Program and our ability to develop a program specific to that company or organization. We solicit feedback to determine how we might better meet their parking needs. These meetings are crucial to developing the right program and for effectively targeting our efforts. For example, if we find that most of a company's travelers are already parking on-airport, we will not recommend offering discounts – we will however promote the Frequent Parker program and its rewards, as a way to thank them for their business, build loyalty and maintain market share.

Many companies utilize corporate 'intranet' travel websites that push their travelers to specific airlines, hotels, rental car companies and even parking facilities. We have found that by designing a corporate parking program, unique to these individual companies, we can often gain a presence on these corporate travel sites to promote our on-airport parking offerings.

To date, the KCI Corporate Parking Program has 150 companies enrolled including major corporations such as Cerner, Lockton Inc. Financial Services, Burns & McDonald Engineering Co. Inc. and has attracted the largest financial services companies in the market.

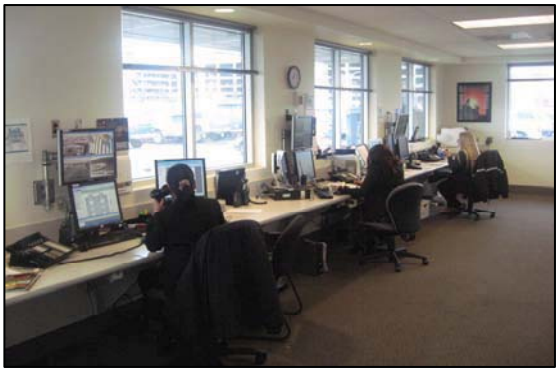
Similar Agreements
Standard Parking submits the following descriptions of three similar agreements with similar management responsibilities performed during the past five (5) years.

Portland International Airport



The parking facilities at Portland International Airport (PDX) encompass over 17,000 garage and surface spaces, serving the public and employees, in six separate locations, including valet, with one of the most automated revenue control systems in the industry. Standard Parking also operates the shuttle system, transporting over 2.6 million passengers per year with a fleet of 30 alternative fuel buses.

State-of-the-Art Automation and Technology Support. We are particularly proud of our accomplishments at PDX not only for the size and complexity of facilities and staffing services, but because of the advanced levels of automation and technology in the parking access and revenue control system. The Scheidt Bachmann PARC system utilizes 20 pay-on-foot stations, credit card-in / credit card-out and 11 automated exit lanes. A remarkable ***eighty-five percent or more of all transactions at PDX are fully automated***. Part of the reason for this success is our ability to support the state-of-the-art automation selected by the Port for their facilities. Our tech-friendly staff monitors each automated pay station and communicates real-time with users who may have questions or problems, walking them through the process step-by-step from our CCTV supported Ops Center.



This PARC system illustrates our ability to advance consumer adoption, and to realize efficiencies for our airports through support of technology and automation. We anticipate over 2 million automated transactions at PDX this year. At many of our airports, we have developed targeted programs to promote customer adoption, resulting in higher usage and lower operating costs.

Premium Valet Services. Standard Parking initiated the "Gold Key" curbside valet service at PDX in 2007, working closely with PDX staff on every phase of this start-up operation including development of the operating plan and budget, booth design, branding, signage, uniforms, revenue control system and valet software, and development of a comprehensive marketing campaign. Valet parking utilization is currently up 25% over last year and continues to grow. Our recent experience starting up premier valet services from the ground up at high-volume airports provides the experience and insight necessary to properly understand the challenges and complexities involved in providing this important service at San Diego International Airport.



Improved Shuttle Services. One year after taking on management of the parking operation, Standard Parking was awarded the contract for shuttle services at PDX. We immediately focused on improving customer service and operating efficiencies. For example, we implemented smart-loading procedures during peak periods to shorten wait and travel times to the terminal, better utilize each bus and conserve fuel. We implemented several cost-saving measures, through staffing and route analysis, without sacrificing customer service levels or headways. We have also consulted with the Port on equipment specifications for the purchase of new shuttle buses.



Perhaps the greatest testament to our success in the shuttle operation is the improvement in customer satisfaction reflected in the Port's annual PDX Customer Satisfaction Survey. From 2008 through 2010, customer satisfaction improved from 67% to 82%. As we continue to strive for additional improvement in these numbers, it is clear that our attention to detail and customer service training have made a very positive impact.

Employee Parking Facility. Standard is also responsible for management of the access card controlled employee parking facility, managing the issuance and control of over 1,000 access cards and providing 24 x 7 shuttle services.

Ground Transportation / Commercial Roadway Management. The Commercial Roadway Management operation at PDX encompasses all aspects of landside commercial ground transportation. Our Customer Service Representatives (CSRs) provide curbside assistance to travelers, queue and dispatch taxicabs, mange and staff the curbside GT information booth, supervise the hold lot and manage, limos, shared-ride and courtesy shuttles, and charter buses. We are responsible for tracking and reporting activity through the Airport's AVI system and for issuing one-time permits for one-off charters and other commercial vehicles.

Reference Contact	Steve Koester, Parking Manager Port of Portland 7000 NE Airport Way Portland, OR 97212 Phone (503) 415-6529
Dates of Operation	June 2006 to present
Total Vehicle Capacity	Two Garages totaling 6,338 spaces Public Surface Lots 7,894 Employee Lots 2,832
Annual Parking Transactions	2,153,000
Annual Gross Revenue	$45 Million

Denver International Airport



Standard Parking was awarded the contract for parking Management Services at Denver International Airport in April 2008 and assumed operations the following October. The success of this transition speaks to Standard Parking's ability to seamlessly transition a very large scale airport parking operation with no interruption in service or impact on operations and to continue bring innovative solutions and continuous improvement to an established operation.

Valet Services. The valet operation at DIA is among the busiest airport valet operations in the U.S., with over 600 spaces in two separate operating areas, 40 employees, almost $3 Million in annual revenue and over 50,000 transactions per year. Since taking on the operation in October 2008 we have improved operations and increased revenue by identifying and reducing potential risk areas, implementing a 'car stacking' system to increase capacity and potential revenue, adding on-site vehicle services and more. Through enhanced training, experienced management and accountability, we have significantly reduced damage claims.

Key to our success has been our ability to draw upon a large team of highly experienced ***airport specialists***. Because Standard Parking maintains a dedicated airport operating division, with a multi-disciplined team of airport focused professionals, we were able to field a team of over a dozen management level airport parking experts to support the transition at DIA. This allowed us to provide additional ***on-site management support*** to this facility not only through the planning and transition phases, but for over 30 days following commencement of the contract. No other parking company in North America can assemble a comparable airport parking management team.

We also brought in Training and Human Resource staff, our Labor Relations expert and other specialists to support the operation. Not to mention the hundreds of support hours provided by our Corporate Support Organization in Chicago. Among our accomplishments at DIA:

Hiring Over 240 Employees. The process included recruitment, interviewing, fingerprinting and background checks, badging, uniforms and all necessary HR related functions for every employee; including cashiers, valet attendants, maintenance, inventory, supervisory and management personnel.

Successful Labor Negotiations. Labor contracts were negotiated with local S.E.I.U. and Teamsters unions prior to commencement of operations to ensure a seamless transition of qualified employees.

Training. Each employee received at least 4 hours of Standard Parking's ***Three Keys to Customer Satisfaction*** training prior to commencement of operations. Individualized training plans were developed for all supervisory staff to ensure ongoing education and development.

Start-up Operations. Standard Parking initiated operations and established our on-site presence from the ground up, furnishing over 10,000 square feet of office space, valet waiting areas and

cashier booths with all necessary office equipment, furniture, supplies, computers, IT networking and support. Fourteen new vehicles were acquired and fully outfitted for maintenance, inventory, staff shuttle and courtesy shuttle cart operations.

Subcontract Management. New vendor relationships were established and contracts implemented for janitorial, uniforms, vehicle maintenance, fueling and other services.

Financial Systems. Customized financial and reporting protocols were established to integrate Standard Parking's accounting systems with the Airport's to ensure compliance with daily and monthly reporting, revenue control, credit card compliance and other requirements.

Taxicab/Curbside Transportation Management. In 2010, Standard Parking was awarded the contract for Taxicab/Curbside Transportation Management at DIA. This seamless transition included recruitment, screening, hiring and training for 25 employees. This busy operation dispatches over 500,000 taxicabs and limousines each year. Our staff manages the 500 space Hold Lot and four high-traffic ground transportation lanes for both the East and West terminals.

Proven Client Satisfaction. Standard has conducted ongoing analysis of operations and costs from our first day of operations at DIA. The operational efficiencies we implemented have substantially reduced operating costs, without sacrificing service or customer satisfaction. We have been awarded between 97% and 98% on quarterly evaluations since commencement of operations.

Reference Contact	Dorothy Harris, Asst. Airport Director, Parking Administration Denver International Airport 8500 Pena Boulevard Denver, CO 80329 Phone (303) 342-4084
Dates of Operation	October 2008 to present
Total Vehicle Capacity	40,857
Annual Parking Transactions	4,471,000
Annual Gross Revenue	$114,000,000

Chicago O'Hare International Airport (ORD)



Standard Parking has been managing the more than 21,000 parking spaces at O'Hare International Airport since the City of Chicago privatized its parking operation in late 1993. O'Hare serves as our flagship operation and represents the best of what Standard Parking has to offer. From the beginning, our goal was not only to improve the operational effectiveness of the facility but also to transform the overall parking experience through improved lighting, security, customer amenities and parking options.

We are perhaps best known for our creative customer service offerings that, together with a careful attention to appearance and detail, comprise our "*Ambiance in Parking®"* program. After over fifteen years of operation we have been able to completely transform the parking experience at O'Hare into one that is a model for the industry. Our O'Hare operation is clearly an example of Standard Parking's ability to deliver high standards of service to large complex airport parking operations and to continually expand, update and improve the parking services we offer.



Valet Parking Services. Perhaps the best example of our ability to deliver first class services in a high-traffic airport is our valet operation at Chicago's O'Hare International. Standard Parking initiated the service at O'Hare in 1998 and handled just over 20,000 cars during the first twelve months of operation. By 2007, we parked over 105,000 vehicles and collected over $7 Million in revenues, making the O'Hare valet operation one of the largest in the country.

Although each valet operation is unique, Standard Parking has developed comprehensive operating plans that address revenue control and system software, arrival and retrieval procedures, vehicle controls, key storage and more, designed specifically for high-volume airport locations like Chicago O'Hare and San Diego International Airports.



Taxi Dispatch & Curbside Management Program…Our taxicab dispatch and GT management operation at Chicago O'Hare is one of the busiest in the country, dispatching over 6 million taxicabs each year and collecting over $6 Million in 'trip charges' each year. We have curbside ambassadors and supervisors at each terminal, directing passengers to taxicabs, limos, shared-ride shuttles and other ground transportation options. We also manage the staging and flow of taxicabs to each terminal and collect the $2 per trip 'tax stamp' from each commercial vehicle dispatched.

As the front door to the region, airport curbside operations serve as a first impression for many people visiting the city. Having served many five star hotel facilities across the country, Standard Parking developed a program that brings world class customer service to airport taxi dispatch and curbside operations. Our operations at Chicago O'Hare and Midway serve as the model for what Standard Parking is now delivering at other airports across the country.

Facility Highlights:

Increase in Revenue…Annual gross revenues have increased by 117% from approximately $46 million in 1993 to $125 million in 2007.

Trademark "Express Park" Program….We have installed AVI technology in conjunction with the creation of an O'Hare *Express Park* Program - designed to facilitate swift, *cashierless* exiting for frequent airport parkers. This program utilizes automated vehicle identification (AVI) technology. Clients can even purchase Express Lane Parking in advance via website.

Elimination of Serious Crime…Serious crime has been virtually eliminated in the O'Hare parking facilities through enhanced, creative security efforts that blend a variety of security-related techniques and measures that include canine, equestrian and bicycle patrols to augment continuous patrols in high-visibility security vehicles.

Improved Lighting and Electronic Surveillance…Serving as a consultant to the airport, we participated in the upgrade of facility lighting electronic surveillance designed to greatly improve visibility and security.

Physical Improvements….We successfully managed O'Hare's parking facilities through a massive, $60 million concrete rehabilitation restoration project for the main parking facility that included the complete rebuilding of the access bridges, ramps and floors and the installation of a $3 million on-line, computerized revenue control system.

Patented Theme Floor Reminder System…We installed this system in O'Hare's parking garage, using Chicago's various professional sports franchises for each level. This system has received universal praise from our parking patrons, who consistently laud its creativity and praise the manner in which it has enhanced their parking experience.



Customer Service and Amenity Programs…We have implemented a wide range of customer service and amenity programs, which have received rave reviews and scores of unsolicited, appreciative customer letters.

Reference Contact	Marcos Fernandez, General Manager – Landside Operations Chicago O'Hare International Airport P.O. Box 66142 Chicago, IL 60666-0142 (773) 894-2085
Dates of Operation	November 1993 to present
Annual Parking Transactions	4,238,000
Total Vehicle Capacity	25,845
Annual Gross Revenue	$125,000,000

SAN DIEGO
OFF-AIRPORT COMPETITOR ANALYSIS

COMPETITOR	RATES	DISCOUNT	FREQUENT PARKER PROGRAM?	OTHER SERVICES
PARK & GO	$10/day	Online coupon - save $1/day ($9.00/day or $63.00/week)	Yes - details not listed on website	24 hour shttle service for airport and cruise ship terminal
2535 Pacific Hwy, San Diego CA 92101	$2.50/hour			offers Cruise ship parking
info@parkandgosd.com	$70.00/week			
619-525-9885				
www.parkandgosd.com				
SAN DIEGO AIRPORT PARKING	$2/hour	Discounts available for airline employees, military, police, firemen and travel agents.	not available	Will also park your RV, Trailers and boats. $12/day, $84/week, $125/month)
2771 Kurtz Street, San Diego, CA 92110	$8.75/day (24 hrs)			Car Wash & Detailing Services available ranging from $17* - $98.95*
619-574-1177	$57/week			*Additional cost for small trucks and lother large vehicles
sdap@sdap.net	$105/month			Oil Change & Lube $30.99 +$6.00 service Charge
	$245/quarter (paid upfront)			Gas Fill Up + $6.00 Service Charge

ALADDIN AIRPORT PARKING	Self Parking - Roof $3/hr or $13/day	Online coupon - save $2/day	Earn FREE Parking, cash or wash/detailing awards.	Car Wash & Detailing Services available ranging from $21 - $169
2548 Kettner Blvd, San Diego, CA 92101	Self Parking - Indoor $3.00/hr or $15/day		Receive 20 points for Valet Parking, 15 points for Indoor parking and 10 points for rooftop parking.	Corporate Parking Program - employees earn FREE parking. Facility manager "customizes" a program for each company
619-696-7275	Valet Parking $3.00/hr or $20.00/day		Points can be redeemed at leisure.	
www.aladdinparking.com			FPP also includes Express Parking with membership card and online account management	
PARK N FLY				Covered & Valet Parking
3298 Kettner BLvd	Garage Uncovered: $11.99/Daily	Senior Rates Available	not listed	Oil Change
	Garage Covered: $13.99/Daily	AAA members save 15%		Luggage Check-in
	Garage Valet Covered: $16.99 Daily	Online Coupon - $10.95/day Self Uncovered, $12.95/day Self Covered & $15.95/day Valet Covered		Luggage assistance
3550 Kettner Blvd	Lot #1 Uncovered: $11.99 Daily			24 hour access
3275 Pacific Hwy	Lot #5 Uncovered: $11.99 Daily			Car Wash
www.pnf.com/SanDiego				Pet boarding
				Flight Check-in
Park Shuttle & Fly	$9.00/day	Groupon: Park 3 Days for $13, Park 5 days for $21, Park 7 days for $28		24 hour security
2220 Lee Ct, San Diego, CA 92101				24 hour shuttles
(619) 758-7600				

Standard Parking - Airport Locations

LOCATION / CONTACT	ADDRESS	YEARS OF OPERATION	SCOPE OF OPERATION	PARKING SPACES		ANNUAL GROSS REVENUE	REVENUE CONTROL EQUIP.	AVERAGE DAILY TRANSACTIONS
Cleveland Hopkins Int'l. Airport Pat Singleton 216-265-6500	Cleveland Hopkins Int'l. Airport 5300 Riverside Drive Cleveland, OH 44135	1951 - Present	Parking & Shuttle	7,125	$	23,000,000	Zeag	3,131
Bradley Int'l. Airport Eric Waldron 860-594-3000	Bradley International Airport Windsor Locks, CT 06096	1953 - Present	Parking & Shuttle	7,815	$	24,000,000	Amano	2,725
Tri-Cities Regional Airport Patrick Wilson 423-323-6288	Tri-Cities Regional Airport P.O. Box 1055 Blountville, TN 37617	1959 - Present	Parking	644	$	1,800,000	Amano	236
Baton Rouge Metro Airport Anthony Marino 225-355-0333	Baton Rouge Metro Airport Suite 212, Ryan Terminal Bldg. Baton Rouge, LA 70807	1961 - Present	Parking & Shuttle	2,012	$	3,700,000	Amano	588
Billings Logan Int'l. Airport Tom Binford 406-657-8495	Billings Logan Int'l. Airport 1901 Terminal Circle Drive Billings, MT 59105	1964 - Present	Parking	810	$	1,800,000	Amano	578
Dothan Regional Airport Art Morris 334-983-8100	Dothan Regional Airport 720 Airport Drive Dothan, AL 36303	1968 - Present	Parking	488	$	400,000	Amano	108
Austin Straubel Int'l. Airport Thomas Miller 920-498-4800	Austin Straubel Int'l. Airport 2077 Airport Drive Green Bay, WI 54313	1968 - Present	Parking	1,891	$	2,700,000	Fed APD	623
Ft. Wayne Int'l. Airport Torrance Richardson 260-747-4146	Ft. Wayne International Airport Room 209, Baer Field Terminal Ft. Wayne, IN 46809	1968 - Present	Parking	2,095	$	2,600,000	Amano	356
Sioux Falls Regional Airport Dan Letellier 605-336-0762	Sioux Falls Regional Airport 2801 Jaycee Lane Sioux Falls, SD 57104	1969 - Present	Parking	1,024	$	1,700,000	Fed APD	477
MBS International Airport Jeff Nagel 989-695-5555	MBS International Airport P.O. Box P Freeland, MI 48623	1970 - Present	Parking	1,823	$	1,200,000	Amano	375
Capital City Airport Robert Selig 517-886-3714	Capital City Airport 4100 Capital City Blvd. Lansing, MI 48906	1970 - Present	Parking	1,678	$	2,300,000	Amano	460
Hector International Airport Shawn Dobberstein 701-241-1501	Hector Int'l. Airport Municipal Airport Authority Box 2845 Fargo, ND 58108	1971 - Present	Parking	1,276	$	1,500,000	Amano	485
Akron-Canton Airport Rick McQueen 330-499-4059	Akron-Canton Airport North Canton, OH 44720	1971 - Present	Parking & Shuttle	2,794	$	5,300,000	Fed APD	1,063
Fanning Field Mun. Airport Len Nelson 208-529-1224	Fanning Field-Idaho Falls 2140 N. Skyline Drive Idaho Falls, ID 83402	1972 - Present	Parking	831	$	870,000	Amano	280

Standard Parking - Airport Locations

LOCATION / CONTACT	ADDRESS	YEARS OF OPERATION	SCOPE OF OPERATION	PARKING SPACES		ANNUAL GROSS REVENUE	REVENUE CONTROL EQUIP.	AVERAGE DAILY TRANSACTIONS
La Crosse Municipal Airport Dan Wruck 608-789-7466	LaCrosse Municipal Airport 2850 Airport Road LaCrosse, WI 54603	1974 - Present	Parking	579	$	800,000	Fed APD	189
Wilkes-Barre Scranton Int'l. Barry Centini 570-602-2000	Wilkes-Barre/Scranton Int'l. Airport 100 Terminal Road Avoca, PA 18641	1974 - Present	Parking	1,085	$	1,800,000	Fed APD	368
Bismarck Municipal Airport Gregory Haug 701-222-6502	Bismarck Municipal Airport 2301 University Dr., Bldg. #22 PO Box 991 Bismarck,, ND 58502	1977 - Present	Parking	441	$	715,000	Fed APD	295
Portland Int'l. Jetport Paul Bradbury 207-772-0690	Portland International Jetport 1001 Westbrook Street Portland, ME 04102	1979 - Present	Parking, Shuttle & Ground Transport	3,037	$	5,800,000	Amano	1,101
Westchester County Airport Peter Scherer 914-995-3980	Westchester County Airport 115 Stevens Avenue Valhalla, NY 10595	1979 - Present	Parking	1,097	$	6,700,000	Fed APD	558
Gallatin Field Airport Brian Sprenger 406-388-6632	Gallatin Field Airport Gallatin Airport Authority 850 Gallatin Field Rd., Suite 6 Belgrade, MT 59714	1981 - Present	Parking	534	$	1,100,000	Amano	515
Glacier Park Int'l. Airport Cindi Martin 206-257-5994	Glacier Park Int'l. Airport 4170 Highway 2 East Kallispel, MT 59901	1981 - Present	Parking	330	$	650,000	Fed APD	275
Long Island MacArthur Theresa Rizzuto 631-467-3300	Long Island MacArthur Airport 1000 Arrival Avenue Ronkonkoma, NY 11779	1985 - Present	Parking & Shuttle	2,653	$	8,400,000	Amano	1,184
Lincoln Municipal Airport John Wood 402-458-2400	Lincoln Municipal Airport 2400 W. Adams Lincoln, NE 68524	1985 - Present	Parking	1,361	$	1,100,000	Fed APD	296
Yakima Air Terminal Lee Remmel 509-575-6149	Yakima Airport 2400 W. Washington Ave. Yakima, WA 98903	1988 - Present	Parking	230	$	285,000	Fed APD	140
Mobile Regional Airport Thomas Hughes 251-633-4510	Mobile Regional Airport Mobile Airport Authority 8400 Airport Blvd. P.O. Box 88004 Mobile, AL 36608-0004	1992 - Present	Parking	1,074	$	1,600,000	Fed APD	516
O'Hare Int'l. Airport Marcos Fernandez 773-894-2085	O'Hare International Airport Dept. of Aviation AAB P.O. Box 66142 Chicago, IL 60666-0142	1993 - Present	Parking, Valet & Ground Transp.	25,845	$	125,000,000	Zeag	11,610

Standard Parking - Airport Locations

LOCATION / CONTACT	ADDRESS	YEARS OF OPERATION	SCOPE OF OPERATION	PARKING SPACES		ANNUAL GROSS REVENUE	REVENUE CONTROL EQUIP.	AVERAGE DAILY TRANSACTIONS
Duluth Int'l. Airport Brian Ryks 218-727-2968	Duluth International Airport 4701 Grinden Drive Duluth, MN 55811	1993 - Present	Parking	555	$	800,000	Amano	238
Amarillo Int'l. Airport Patrick Rhodes 806-335-1671	Amarillo International Airport 10801 Airport Blvd. Amarillo, TX 79111	1994 - Present	Parking	1,465	$	1,900,000	Fed APD	445
Kalamazoo/Battle Creek Int'l. Cliff Moshoginis 269-388-3668	Kalamazoo/Battle Creek Int'l. Airport 5235 Portage Road Kalamazoo, MI 49002	1995 - Present	Parking	1,332	$	1,400,000	Amano	395
Southwest Florida Int'l. Tom Nichols 239-768-4315	Southwest Florida Int'l. Airport Lee County Port Authority 11000 Terminal Access Rd.,Ste. 8671 Ft. Myers, FL 33913	1996 - Present	Parking & Shuttle	12,740	$	15,000,000	Zeag	3,241
Chicago Midway Int'l. Erin O'Donnell 773-838-0608	Chicago Midway Int'l. Airport 5757 S. Cicero Ave. Chicago, IL 60638	1997 - Present	Parking & Ground Transportation	11,521	$	37,000,000	Fed APD	3,892
Kahului Airport Marvin Moniz 808-838-8607	Kahului Airport Department of Transportation 400 Rodgers Blvd., Suite 700 Honolulu, HI 96819	1998 - Present	Parking	2,326	$	3,100,000	Amano	1,200
Kapalua Airport Marvin Moniz 808-838-8607	Kapalua Airport Department of Transportation 400 Rodgers Blvd., Suite 700 Honolulu, HI 96819	1998 - Present	Parking	100	$	50,000	N/A	50
Bellingham Int'l. Airport Art Choate 360-715-7362	Bellingham Int'l. Airport 4201 Mitchell Way PO Box 1677 Bellingham, WA 98226	1988-Present	Parking & Shuttle	2,800	$	4,000,000	Fed APD	225
Rapid City Regional Cameron Humphres 605-394-4195	Rapid City Regional Airport 2550 Terminal Road #109 Rapid City, SD 57701	1998 - Present	Parking, Skycap	885	$	1,200,000	Fed APD	385
Buffalo Niagara Int'l. Airport William Vanecek 716-630-6070	Buffalo Niagara Int'l. Airport 4200 Genesee Street Cheektowaga, NY 14225	1998 - 2002 2007 - Present	Parking & Shuttle	7,283	$	15,000,000	Amano	2,553
Springfield/Branson Regional Gary Cyr 417-869-0300	Springfield/Branson Regional Airport 5000 West Kerney, Suite #15 Springfield, MO 65803	1998 - Present	Parking	1,176	$	2,800,000	Fed APD	835
Cleveland Hopkins Int'l. Airport Pat Singleton 216-265-6500	Cleveland Hopkins Int'l. Airport 5300 Riverside Drive Cleveland, OH 44135	1998 - Present	RAC Shuttle	N/A	$	N/A	N/A	N/A

Standard Parking - Airport Locations

LOCATION / CONTACT	ADDRESS	YEARS OF OPERATION	SCOPE OF OPERATION	PARKING SPACES		ANNUAL GROSS REVENUE	REVENUE CONTROL EQUIP.	AVERAGE DAILY TRANSACTIONS
Kansas City Int'l. Airport Mark Van Loh 816-243-5285	Kansas City Int'l. Airport Kansas City Aviation Dept. 601 Brasilia Ave. Kansas City, MO 64153	1999 - Present	Parking	23,305	$	42,000,000	Fed APD	6,912
Bishop Int'l. Airport James Rice 810-235-6560	Bishop International Airport G-3425 West Bristol Road Flint, MI 48507-3183	1999 - Present	Parking & Shuttle	3,490	$	4,500,000	Amano	927
Gerald R. Ford Int'l. Airport Jim Koslosky 616-233-6000	Gerald R. Ford Int'l. Airport 5500 44th Street Grand Rapids, MI 49512	2000 - Present	Parking, Valet & Shuttle	2,820	$	2,300,000	Fed APD	395
D/FW Airport Tom Gants 972-574-5725	Dallas/Fort Worth Int'l. Airport P.O. Box 612707 3937 South 26th Avenue D/FW Airport, TX 75261	2000 - Present	RAC Shuttle	N/A	$	N/A	N/A	N/A
Albuquerque Int'l. Airport Jack Scherer 505-244-7712	Albuquerque Int'l. Sunport PO Box 9948 Albuquerque, NM 87119-1048	2001 - Present	RAC Shuttle	N/A	$	N/A	N/A	N/A
Cherry Capital Airport Stephen Cassens 231-947-2250	Cherry Capital Airport 727 Fly Don't Drive Traverse City, MI 49686	2004 - Present	Parking	1,084	$	1,100,000	Amano	355
Outagamie County Regional Martin Lenss 920-832-2186	Outagamie County Regional Airport W6390 Challenger Dr., #201 Appleton, WI 54914	2004 - Present	Parking	2,033	$	1,700,000	Zeag	401
Valley Int'l. Airport Michael Browning 956-430-8619	Valley International Airport 3002 Heritage Way Harlingen, TX 78550	2005 - Present	Parking	1,170	$	1,000,000	Fed APD	380
Cincinnati/N. Kentucky Int'l. Lisa Ransom 859-767-7023	Cincinnati/Northern Kentucky Int'l. Airport P.O. Box 752000 Cincinnati, OH 45275-2000	2005 - Present	Parking & Shuttle	16,430	$	19,000,000	Amano	2,639
Portland Int'l. Airport Daren Griffin 503-460-4125	Portland International Airport 7000 NE Airport Way Portland, OR 97218	2006 - Present	Parking, Shuttle, Valet and GT Mgmt	15,060	$	45,000,000	Schiedt Bachman	5,900
Roanoke Regional Airport Jackie Shuck 540-362-1999	Roanoke Regional Airport 5202 Aviation Drive Roanoke, VA 24012	2006 - Present	Parking & Shuttle	1,871	$	1,800,000	Fed APD	585
El Paso Int'l. Airport Monica Lombrana 915-780-4715	El Paso International Airport 6701 Convair Road El Paso, TX 79925	2007 - Present	Parking	3,473	$	5,500,000	Amano	1,200
T.F. Green State Airport Brian Schattle 401-737-4000	T.F. Green State Airport Rhode Island Airport Corp. 2000 Post Road Warwick, RI 02886-1533	2007 - Present	Parking & Shuttle	9,825	$	24,000,000	Fed APD	2,438

Standard Parking - Airport Locations

LOCATION / CONTACT	ADDRESS	YEARS OF OPERATION	SCOPE OF OPERATION	PARKING SPACES		ANNUAL GROSS REVENUE	REVENUE CONTROL EQUIP.	AVERAGE DAILY TRANSACTIONS
Dallas/Ft. Worth Airport Dave Harris 972-973-4854	Dallas/Fort Worth Int'l. Airport Parking Dept. P.O. Box 619428 D/FW Airport, TX 75261	2007 - Present	Employee Shuttle	N/A	$	N/A	N/A	N/A
Asheville Regional Airport Lew Bleiweis 828-684-2226	Asheville Regional Airport 61 Terminal Drive, Suite 1 Fletcher, NC 28732	2008 - Present	Parking	1,176	$	2,500,000	SPS	500
Denver Int'l. Airport Dorothy Harris 303-342-4084	Denver International Airport 8500 Pena Blvd. Denver, CO 80329	2008 - Present	Parking & Valet	40,500	$	114,000,000	ACS	12,250
Richmond Int'l. Airport Doug Blum 804-226-3061	Richmond International Airport 1 Richard E. Byrd Terminal Dr. Richmond, VA 23250	2008 - Present	Parking & Shuttle	7,300	$	16,200,000	Zeag	2,639
Fresno Yosemite Int'l. Airport Brendan Carmody 559-621-4500	Fresno Yosemite Int'l. Airport 4995 East Clinton Way Fresno, CA 93727	4/09 - Present	Parking	2,259	$	4,355,000	Amano	
Hartsfield-Jackson Atlanta Int'l Airport Katie Stanciel 404-530-7837	Department of Aviation 6000 N. Terminal Pkwy. Suite 4000 Atlanta, GA 30320	10/10 - Present	Parking, Shuttle and Taxi Dispatch	30,148	$	96,000,000	ACS	14,520
Shreveport Regional Airport Anita MacQueen 318-673-5370	Shreveport Airport Authority 5103 Hollywood Ave., Ste. 300 Shreveport, LA 71109-7764	2010 - Present	Parking	858	$	1,800,000	Amano	253
Roberts Field-Redmond Municipal Airport Carrie Novick 541-504-3496	2522 SE Jesse Butler Circle Suite #17 Redmond, OR 97756-8643	7/10-Present	Parking	1,272	$	1,500,000	Scheidt & Bachmann	150
Washington Dulles Int'l. Airport Katherine Ruhl 703-417-8666	Metropolitan Washington Airports Authority 1 Aviation Circle, Suite 154 Washington DC 20001-6000	4/10 - Present	Shuttle	N/A	$	N/A	N/A	N/A
Ronald Reagan Washington National Airporgt Kathleen McKeever 703-417-8038	Metropolitan Washington Airport Authority Washington DC 20001-4901	4/10 - Present	Shuttle	N/A	$	N/A	N/A	N/A

3. **Plan of Operation:** (35 points). Provide, in detail, the steps necessary for on-going provision of the parking management services with respect to the Parking Facilities that are the subject of this RFP. Describe your plan for transition of services from the existing Agreement to a new Agreement, if applicable. The work plan shall include:

Transition Plan
Standard Parking has gained valuable experience executing recent airport parking transitions including *Portland International (July '06 –Formerly Ace Parking),* Buffalo Niagara International (Nov '07) T.F. Green - Providence (Dec '07), Denver International (Oct '08), Richmond International (Nov '08), *Fresno-Yosemite (April '09 – Formerly Ace Parking)* and Atlanta-Hartsfield (Aug '09). The DIA transition may best demonstrate our capabilities successfully taking over a very complex operation with 40,000+ parking spaces and over $110 million in annual revenues.

Standard Parking has developed a comprehensive phased approach to transitioning new airport operations. Our methods involve the assignment of key operating personnel within our Airport Division to critical processes that are often specific to their area of focus. Standard Parking places significant importance in the training and orientation of our employees. Our concentrated team approach to transition will allow us to quickly accomplish critical milestones in the effective and orderly transition of operating responsibilities.

Our plan for the San Diego County Regional Airport, designed to provide a seamless transition that will go unnoticed by the parkers, will address the following:

Milestones
Recognizing that each facility is unique, Standard Parking approaches transitions on a need-specific basis. Each phase of the transition will be assigned milestone completion dates that are pre-determined to assure smooth transition.

Pre-Transition (30 Days Prior – Start-Up Date)
Transition (The First 90 Days of Operation)
Post Transition (Ongoing Support)

The following shall serve to delineate specific tasks and objectives for each of the transition components.

Phase I, Pre-Transition
While all phases of the transition are important, the major focus will be placed on the pre-transition period, as the thirty (30) days leading up to the actual transition are the most critical. During the pre-transition phase, our team members will work closely with the Airport staff to accomplish a wide array of objectives. Phase 1 pre-transition objectives include the following:

<u>Coordinate Communications with Airport Staff</u>
Establishing and maintaining ongoing communications between lead transition team members and airport staff is paramount for ensuring a smooth transition. The following represents some of the key items requiring communication:

- Provide airport staff with names, titles, roles, schedules and contact information for transition team members.
- Introduce key transition team members, including representatives from first-tier subcontractors, to the airport staff.
- Establish transition meeting dates and agendas.
- Review accounting and reporting procedures and provide airport staff with sample monthly statements and on-line ClientView applications.
- Execute final operating agreement and submittal of required bonds and insurance certificates.
- Review and finalize operating budget including confirmation of staffing plan and wage and benefit packages.
- Consult and brief the airport staff on proposed on-site management staff.
- Prepare and submit a detailed plan of ongoing maintenance.
- Work with airport staff to complete initial draft of the Standard Operating Procedures Manual.

Establish Favorable Environment of Cooperation and Communication with Current Operator

Establishing a favorable environment for communication through professional courtesy and spirit of cooperation with the current operator undoubtedly helps facilitate a smooth transition. We will make every effort to alleviate any concerns and anxiety current employees may have by effectively communicating our plans and intentions and conveying our commitment to hiring all current employees meeting our selection criteria. Furthermore, we will be respectful of the current operator and not be disruptive in any way to the ongoing operation.

Some of the important items requiring cooperation between with the current operator include:

- Communication with current employees.
- Transfer of pertinent utilities and vendor accounts.
- Inventory and transfer of fixed assets.
- Joint inspection of facilities and equipment.
- Coordination of procedures to be followed on actual transition date.

Initiate Hiring and Staffing Plan

Employee selection, hiring and finalization of staffing schedules will be completed in Phase I of our transition plan. The first step will be to notify the current employees that a new operator has been selected and to ensure them they will be given an opportunity to continue their employment at the Airport. Notification should be given as soon as possible upon award of the contract to maintain continuity of operations and to minimize customer service issues.

If selected, Standard Parking will first interview all current employees interested in continuing their employment at the Airport. We will complete background checks and make employment offers two (2) weeks prior to commencement and complete company orientation and training the final week before takeover. Please find detailed information regarding our employee selection process, training programs and staffing plans throughout our proposal.

Weekly Update of Transition Checklist and Timeline

We recognize attention to detail is essential for ensuring a successful transition. As such, we have developed and utilize comprehensive timelines and checklists to assign and verify completion of specific tasks. We will provide the airport staff with a weekly progress report with updated checklists throughout the pre-transition phase.

Phase II, Transition

This phase addresses an action plan from the commencement date through the first 90 days of operation. It is during this phase that many programs, procedures and policies will actually be implemented.

The transition team will begin assembling in San Diego several weeks prior to the transition date and provide 24-hour support to the on-site staff for a period of up to fourteen (14) days thereafter. At such time, a progress evaluation will be performed by senior management and based on that evaluation and subsequent consultation with the airport staff, Standard Parking management will have the option of retaining certain team members on site should additional on-site support be required. The remainder of the team will then be released in favor of an off-site support role. It is important to note that each member of the Standard Parking transition team remains in a support role long after their on-site roles are relinquished.

The team's primary objective during Phase II will be to implement all required policies and procedures as outlined in the operations manual and/or mandated by the airport. Designated team members will provide regularly scheduled follow-up training with both hourly and management personnel, including hands-on assistance and job coaching as necessary.

Senior transition team members will evaluate the initial performance of subcontractors and provide a high level of consultation and support. As with all phases of the transition plan, we will communicate frequently with the airport staff on pertinent issues and provide progress reports.

Phase II will also include preparation, submittal and review of daily, weekly and monthly reports to be provided to the airport. Standard Parking's Airport Accounting Manager will be available to meet with Airport staff to review the initial monthly statement and supporting documents.

Phase III, Post Transition

As your parking service provider, Standard Parking will maintain an ongoing commitment to excellence in the operation of the parking facilities at the San Diego Airport. We will ensure this high standard of performance through frequent field appraisals performed by our senior management staff. Standard Parking has the most comprehensive corporate and management support structure in the business. Our support of field operations goes well beyond transition with site-specific policies and procedures to address:

- Customer service and satisfaction
- Corporate/regional audit programs
- Time and attendance tracking
- Revenue and ticket controls

- Management reporting systems
- Insurance, safety and claims management
- Personnel policies
- Procurement and levels of authority
- Maintenance programs
- On-line training programs

During every phase of the transition, Standard Parking will use a team approach that is carefully coordinated and administered by senior management. In addition to on-site management staff, the team will consist of experienced professionals from both our field operations and corporate support staffs.

Each transition team member will be assigned specific responsibilities within his or her area of expertise. Throughout the transition process, the transition team will maintain an open line of communication with airport staff to measure progress on an ongoing basis.

Transition Team

Jack Ricchiuto-Executive Vice President, Airports & Transportation
With over 25 years of experience in the industry, Jack will oversee the transition as it relates to the long-term strategic objectives of the Airport. He will focus on contractual obligations, revenue, and volume trend analysis and will provide general consultation to both the Transition Team and the Airport on an as-needed basis.

Pam Brown-Vice President, Business Development-Airports
Pam has 12 years of experience working in the Airport industry with an emphasis on business development and contract management. Pam will work closely with the SAN staff during the transition and beyond with a primary focus on marketing and customer service initiatives.

Bob Reiser-Senior Vice President, Airports
Bob has been with the company for over 20 years and is responsible for the operation of all of our airport and transportation locations nationwide. He will be on-site at the airport at various intervals to oversee all aspects of the transition. Bob has extensive experience with location start ups and has implemented and managed transition plans at several airports across the country.

Clint Joy-Vice President, Airports-West
Clint has been with the company for 12 years and is responsible for the operation of Standard Parking's Western Airport locations. He will work with our local management staff in regard to the hiring and training of new employees as well as the proper scheduling of all local personnel. He will also assist with maintenance functions, logistical issues, and the general management of all parking facilities. Clint will be on hand at regular intervals before, during, and after the transition.

Norma McEldowney, Director of Training & Development
Norma is responsible for the development, implementation and measurement of Standard Parking's training programs throughout the country and has over 10 years of training and

development experience. Norma will be an important part of the transition team conducting the initial company orientation and training sessions in providence related to customer service, policies and procedures.

a. A description and an organizational chart of the management structure you would use in operating the parking facilities.

Standard Parking has an experienced staff of airport parking professionals that support all of our field operations. On the following pages we submit as further qualifications, the background information on key airport division team members that help to support the SAN parking operation. Unlike most parking companies, ***Standard maintains a separate Airport Division*** that focuses solely on the specific needs of our airport clients. The team of airport parking professionals listed below has well over 100 years of combined industry experience.

Jack Ricchiuto - Executive Vice President, Airports & Transportation - Jack directs all airport and ground transportation contracts for the company through a staff of Senior Vice Presidents and Vice Presidents that are assigned to specific geographic territories. Jack began his career with the company in 1980, became an Operations Manager in 1982, and in 1985 his responsibilities expanded as he took on the role of District Manager.

In 1988, Jack became a Regional Manager covering Standard's Northeast Urban Properties and soon after was promoted to Vice President. In July of 1994, he was named Senior Vice President, and his responsibilities expanded to include airport and transportation contract administration in the Central and Eastern United States. Jack was promoted to Executive Vice President in January of 2003 and manages the Airport and Transportation Division.

As Executive Vice President, Jack focuses on achieving the long-term strategic objectives of each client. His primary focus centers on contract administration, revenue and volume trend analysis, financial performance and consultation on service enhancement, facility enhancement and marketing support strategies. Jack also has an extensive knowledge of revenue control systems and has actively assisted airports in the selection and implementation technology designed to improve operating efficiencies through automation.

Jack is a member of the American Association of Airport Executives and Airport Council International, where he participates actively through speaking engagements and workshop sessions to further the industry. He is a graduate of Bowling Green State University with a Bachelor of Science degree, and he performed graduate work at Cleveland State University.

Bob Reiser - Senior Vice President Airport Operations - Bob began his career with Standard in 1985 after graduating from Baldwin-Wallace College with a BA Degree in Business Administration. Upon successful completion of management training, Bob assumed management responsibility for a major airport shuttle operation in Cleveland.

In 1987 he was promoted to the role of Operations Manager with full oversight responsibility for more than 20 urban parking facilities in Cleveland. In 1988 Bob was relocated to Maryland to take on the role of Airport Parking Manager at Baltimore Washington International Airport and has remained in the Airport Division ever since. After experiencing valuable hands-on

experience at BWI, Bob was promoted to District Manager-Northeast Airports, covering 15 airport operations in 9 states.

Bob relocated back to Ohio in 1994 to assume a similar yet expanded role as Regional Manager over airports in the east and central U.S. In May of 1999, Bob was promoted to Vice President Regional Manager and in 2005 he was promoted to Senior Vice President with operating responsibility and oversight for all Standard Parking airport operations.

Pamela Brown - Vice President, Business Development Airport Operations - Ms. Brown brings with her over 16 years experience in the airport sector; with particular focus on business development, properties and contract management. Ms. Brown joined Standard Parking in 2007 after having spent the prior 6 years in airport wireless and related IT solutions for airports. During that time she worked on projects for IBM, Sprint, T-Mobile and Laptop Lane, in addition to several airports. She also co-founded an airport-focused WiFi management company, ANS.

Ms. Brown started her airport career at the Santa Barbara Municipal Airport where she was responsible for over 130 contracts, licenses, permits and operating agreements. Her successes there included implementation and oversight of a new parking operation and management contract. She then worked for the Port of Portland developing and managing various business properties and operational relationships and contracts at Portland International Airport and three general aviation airports. She was also the Concession Program DBE Coordinator at PDX.

Clint Joy - Vice President - Regional Manager, West Airports - Clint began his career with Standard Parking in 1998 after serving as a Transportation Manager for the State of Colorado. He is a graduate of the Metropolitan State College of Denver. Clint currently manages 22 airport parking and transportation operations across the western U.S. from our Western Regional Offices in Denver, Colorado. As Regional Vice President, Clint is responsible for directing a team of Senior Managers and Facility Managers in the day to day operation of our client facilities.

His key objectives include implementation of regional operating plans, manager training and personnel reviews, regional budget and P&L oversight, contract compliance, audit review, client survey and customer satisfaction reviews, client relations and implementation of Standard Parking amenities and additional landside service programs. Clint has extensive experience with numerous revenue control systems and is a member of IPI, AAAE, ACI and NPA.

Pete Krausa – Proposed General Manager, SAN - Standard Parking is pleased to present Pete Krausa as the General Manager for all operations at SAN.

Currently Pete is responsible for the public and employee parking and shuttle services at 12 airports in the western U.S. Pete has experience with numerous revenue control systems, valet operations and curb front management and currently is accountable for 200 plus employees.

Prior to joining Standard Parking, Pete served as General/Regional Manager for a number of large scale restaurant organizations. Pete earned a Bachelor of Science degree from Florida International University with a major in Hospitality Management.

Steve Witte – Accounting Manager, Airport and Transportation Division - Steve began his career with Standard in 1997 and held several management positions within Standard's financial organization until he was promoted in 2000 to his current position of Director of Accounting – Airport & Transportation Division. Steve directs a staff of nine professionals whose responsibilities encompass all accounting functions as to they relate payroll data input, revenue processing, A/P processing, P&L review, annual budgeting and financial forecasting.

In early 2000, Steve was instrumental in the reorganization of Standard's accounting department, which created a separate accounting division to support and focus solely on the airport and transportation markets. With the new structure in place, Standard Parking was able to capitalize on an already existing knowledge base and utilize its experience in the administration of Airport and Transportation contracts to provide a financial support staff unparalleled in the industry.

Steve and his staff will work directly with all levels of Standard's operations management team in addressing the monthly financial requirements and supporting unique and specific requests as they arise. Steve is a CPA and is currently pursuing an MBA at Cleveland State University.

General Manager
Standard Parking will select and appoint an experienced and knowledgeable General Manager, approved by the Airport, whose only responsibility is the full-time management of the Parking Facilities and Equipment. The General Manager is in complete charge of Standard's operation at the Airport and is vested with full power and authority in respect to the conduct of Standard's operation.

The General Manager will be assigned to an office in the Parking Administration Building and is ordinarily available during regular business hours. The General Manager is accessible at all times by telephone or cell phone for emergencies.

Assistant General Manager / Operations Managers
These Managers are qualified and experienced representatives of Standard Parking whose primary function is to assist the General Manager in maintaining operational standards on a continual basis.

Human Resources / Training Manager
The HR/ Training Manager is qualified to administer all human resource matters per our company's policies and procedures. In addition, this person will be fully vested to train all SAN personnel.

Supervisors
Supervisors are responsible for the direction and guidance of cashiers and drivers and oversight of operations during their assigned shift to include filling shifts, coordinating breaks, handling equipment and supply needs/issues and collecting and verifying revenues, tickets, tapes and reports. Supervisors are also responsible for assuring Standard Parking's standards of customer service are maintained at all times.

Valet Attendants
Valet Attendants are our front line employees who make initial contact with customers as they enter the upper roadway valet stand. They are responsible for greeting patrons, collecting personal and return information, completing vehicle damage checks, vehicle movements and returning vehicles to customers. Their appearance and customer service skills reassure customers that their vehicle will be well taken care of while they leave their vehicle in our control.

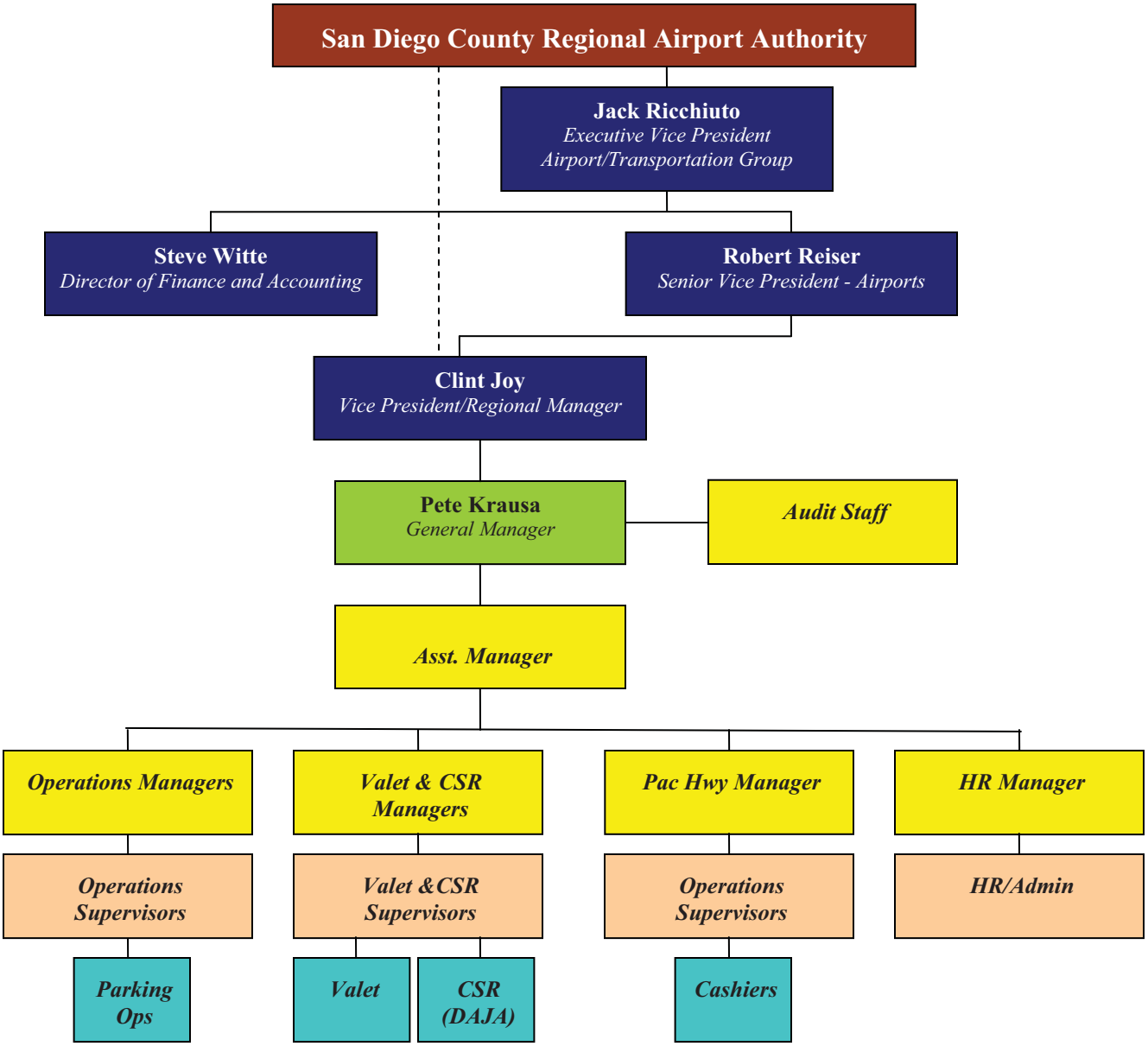
Cashiers
Cashiers are responsible for collection of parking tickets and appropriate fees from patrons as they exit the parking facilities. Cashiers are also responsible for making skims, processing and recording exception transactions, completing shift reports and practicing Standard's customer service standards with each and every customer.

Customer Service/Traffic
Customer Service Agents are responsible for providing customer assistance (including vehicle assist program) and traffic control services as required to include conducting lot counts, moving barriers and providing directional assistance. Customer Service agents are cross-trained to perform other duties typically performed by facility maintenance personnel, valet attendants and cashiers.

Inventory Clerks
License Plate Inventory Clerks are responsible for collecting license plate data (plate #, state and location) with hand-held computer devices and downloading the information into a designated PC for updating.

Accountants
The Accountants are responsible for the preparation of financial and statistical reports and performing various audit functions. The Accountants act as a contact between the parking operation and Standard's Corporate Accounting Department on accounting related issues. The Accountants are also responsible for record keeping, processing of job applicants, accounts payable, accounts receivable, payroll entry, cashier auditing, revenue reporting, answering telephones and storing of records. Each Accountant has been assigned specific duties, but has been cross-trained to perform various administrative functions.

Please refer to our Organizational Chart on the following page.


San Diego County Regional Airport Authority
Jack Ricchiuto
Executive Vice President
Airport/Transportation Group
Steve Witte
Director of Finance and Accounting
Robert Reiser
Senior Vice President - Airports
Clint Joy
Vice President/Regional Manager
Pete Krausa
General Manager
Audit Staff
Asst. Manager
Operations Managers
Valet & CSR Managers
Pac Hwy Manager
HR Manager
Operations Supervisors
Valet &CSR Supervisors
Operations Supervisors
HR/Admin
Parking Ops
Valet
CSR (DAJA)
Cashiers

b. Proposed staffing for all parking facilities and all job categories. Also include proposed back-up staffing as needed for holiday periods, sick leave, vacations, and periods of unusually high passenger volume.

Standard Parking will provide all resources necessary to ensure appropriate staffing levels are maintained at all times. The SAN operation will benefit from our experience operating several of the largest airport parking facilities in the country. The following represent some of the techniques we plan to employee at SAN for handling of breaks and shift changes and providing backup staffing.

Using a mix of full-time and part-time personnel in combination with a pool of on-call part-time employees will provide the operations with the necessary back up staffing to accommodate vacations, holidays, open shifts, and peak periods throughout the year. As shifts become available and in accordance with proper policy described in the employee collective bargaining agreement, we will fill open shifts with the part time employees. During peak periods, temporary shifts will be added to the regular staffing schedules. Those temporary shifts will also be filled by the part-time employees. Once the peak period has passed, the temporary shifts will be eliminated and the part-time/on call employees will revert back to their normal schedules.

All hourly staffing schedules that interface directly with customers and impact customer flow in and out of the facilities (typically cashiers and valet attendants) will include "floater" shifts to cover employees who are taking lunch breaks, restroom breaks, and other breaks. The floaters will be assigned permanent shifts that coincide with the scheduled breaks of the employees on the regular staffing schedule. As employees break for lunch, etc. the floater will move into that position and assume that employee's duties.

In order to ensure that the facilities are adequately staffed during shift changes, all staffing schedules will be created in a manner that provides for optimum coverage during these times. Individual shifts will be staggered so that employees are beginning and ending their work days at different times. This will ensure that when one employee is ending his/her shift, another employee will be beginning a shift. Our staffing methodology will also ensure that multiple employees are not ending their shifts at the same time, resulting in reduced service to the customers.

Standard Parking plans to initially follow staffing schedules similar to those currently in place at SAN. During Phase Three of our transition plan, we will evaluate all positions and schedules and make recommendations to Airport staff if adjustments are warranted. Throughout the entire term of the agreement, Standard Parking will continuously monitor and evaluate staffing schedules and recommend adjustments to maximize efficiencies and achieve cost savings from optimal utilization of automated technology.

Please refer to the following pages for our detailed operating schedules.

SAN SAMPLE DAILY MANAGEMENT SCHEDULE

Shift #	Time of Shift	Lot	HOURS							
			Sat	Sun	Mon	Tue	Wed	Thu	Fri	Hours
1	0900-1700	General Mgr			8	8	8	8	8	40
2	0900-1700	Assistant Mgr	8	8	8			8	8	40
3	0700-1530	Operations Mgr			8	8	8	8	8	40
4	0800-1600	Operations Mgr	8	8	8	8	8			40
5	1400-2300	Operations Mgr		8	8	8	8	8		40
6	0900-1700	HR Mgr			8	8	8	8	8	40
7	0700-1530	Supervisor	8	8	8	8	8	8	8	56
8	1500-0100	Supervisor	8	8	8	8	8	8	8	56
9	1230-0800	Supervisor	8	8	8	8	8	8	8	56
10	0700-1530	Supervisor	8	8	8	8	8	8	8	56
11	1500-0100	Supervisor	8	8	8	8	8	8	8	56
12	1230-0800	Supervisor	8	8	8	8	8	8	8	56
13	0700-1530	Supervisor	8	8	8	8	8	8	8	56
14	1500-0100	Supervisor	8	8	8	8	8	8	8	56
15	1230-0800	Supervisor	8	8	8	8	8	8	8	56
16	0700-1530	Supervisor	8	8	8	8	8	8	8	56
17	1500-0100	Supervisor	8	8	8	8	8	8	8	56
18	1230-0800	Supervisor	8	8	8	8	8	8	8	56
		Total Managment Hours	112	120	144	136	136	136	128	912

SAN SAMPLE DAILY VALET SCHEDULE

Shift #	Time of Shift	Lot	HOURS							
			Sat	Sun	Mon	Tue	Wed	Thu	Fri	Hours
1	0430-1300	Valet	8	8	8	8	8	8	8	56
2	0500-1330	Valet	8	8	8	8	8	8	8	56
3	0500-1330	Valet	8	8	8	8	8	8	8	56
4	0530-1400	Valet	8	8	8	8	8	8	8	56
5	0530-1400	Valet	8	8	8	8	8	8	8	56
6	0530-1400	Valet			8	8	8	8	8	40
7	0600-1430	Valet			8	8	8	8	8	40
8	0600-1430	Valet			8	8	8	8	8	40
9	0500-1330	Valet			8	8	8	8	8	40
10	0500-1330	Valet			8	8	8	8	8	40
11	0430-1300	Valet			8	8	8	8	8	40
12	0400-1430	Valet				8	8	8		24
13	0530-1400	Valet				8	8	8		24
14	0530-1400	Valet				8	8	8		24
15	0400-1430	Valet				8	8	8		24
25	1300-2130	Valet	8	8	8	8	8	8	8	56
26	1300-2130	Valet	8	8	8	8	8	8	8	56
27	1330-2200	Valet	8	8	8	8	8	8	8	56
28	1330-2200	Valet	8	8	8	8	8	8	8	56
29	1400-2230	Valet	8	8	8	8	8	8	8	56
30	1400-2230	Valet		8	8	8	8	8	8	48
31	1400-2230	Valet			8	8	8	8	8	40
32	1400-2230	Valet				8	8	8	8	32
33	1500-2230	Valet					8	8	8	24
34	1500-2230	Valet					8	8	8	24
35	1300-2130	Valet					8	8	8	24
36	2230-0630	Valet	8	8	8	8	8	8	8	56
37	2230-0630	Valet	8	8	8	8	8	8	8	56
38	2230-0630	Valet				8	8	8		24
39	2300-0730	Valet				8	8	8		24
		Total Valet Hours	96	104	160	216	240	240	192	1248

SAN SAMPLE DAILY CSR SCHEDULE

Shift #	Time of Shift	Lot	HOURS							
			Sat	Sun	Mon	Tue	Wed	Thu	Fri	Hours
1	0430-1300	CSR	8	8	8	8	8	8	8	56
2	0500-1330	CSR	8	8	8	8	8	8	8	56
3	0500-1330	CSR	8	8	8	8	8	8	8	56
4	0530-1400	CSR	8	8	8	8	8	8	8	56
5	0530-1400	CSR	8	8	8	8	8	8	8	56
6	0530-1400	CSR	8	8	8	8	8	8	8	56
7	0600-1430	CSR	8	8	8	8	8	8	8	56
8	0600-1430	CSR	8	8	8	8	8	8	8	56
9	0500-1330	CSR	8	8	8	8	8	8	8	56
10	1300-2130	CSR	8	8	8	8	8	8	8	56
11	1300-2130	CSR	8	8	8	8	8	8	8	56
12	1330-2200	CSR	8	8	8	8	8	8	8	56
13	1330-2200	CSR	8	8	8	8	8	8	8	56
14	1400-2230	CSR	8	8	8	8	8	8	8	56
15	1400-2230	CSR	8	8	8	8	8	8	8	56
16	1400-2230	CSR	8	8	8	8	8	8	8	56
17	1800-0230	CSR	8	8	8	8	8	8	8	56
18	1800-0230	CSR	8	8	8	8	8	8	8	56
19	Break	CSR	8	8	8	8	8	8	8	56
20	Break	CSR	8	8	8	8	8	8	8	56
21	Break		8	8	8	8	8	8	8	56
		Total CSR Hours	168	168	168	168	168	168	168	1176

SAN SAMPLE DAILY CASHIER SCHEDULE

Shift #	Time of Shift	Lot	HOURS							
			Sat	Sun	Mon	Tue	Wed	Thu	Fri	Hours
1	0700-1530	Cashier	8	8	8	8	8	8	8	56
2	0700-1530	Cashier	8	8	8	8	8	8	8	56
3	0600-1430	Cashier	8	8	8	8	8	8	8	56
4	0700-1530	Cashier	8	8	8	8	8	8	8	56
5	0700-1530	Cashier	8	8	8	8	8	8	8	56
6	0600-1430	Cashier	8	8	8	8	8	8	8	56
7	0700-1530	Cashier	8	8	8	8	8	8	8	56
8	0700-1530	Cashier	8	8	8	8	8	8	8	56
9	0700-1530	Cashier	8	8	8	8	8	8	8	56
10	0700-1530	Cashier	8	8	8	8	8	8	8	56
11	0700-1530	Cashier	8	8	8	8	8	8	8	56
12	0700-1530	Cashier	8	8	8	8	8	8	8	56
13	1500-2330	Cashier	8	8	8	8	8	8	8	56
14	1500-2330	Cashier	8	8	8	8	8	8	8	56
15	1500-2330	Cashier	8	8	8	8	8	8	8	56
16	1500-2330	Cashier	8	8	8	8	8	8	8	56
17	1500-2330	Cashier	8	8	8	8	8	8	8	56
18	1500-2330	Cashier	8	8	8	8	8	8	8	56
19	1500-2330	Cashier	8	8	8	8	8	8	8	56
20	1500-2330	Cashier	8	8	8	8	8	8	8	56
21	1500-2330	Cashier	8	8	8	8	8	8	8	56
22	1500-23330	Cashier	8	8	8	8	8	8	8	56
23	1500-2330	Cashier	8	8	8	8	8	8	8	56
24	1500-2330	Cashier	8	8	8	8	8	8	8	56
25	1500-2330	Cashier	8	8	8	8	8	8	8	56
26	2300-0730	Cashier	8	8	8	8	8	8	8	56
27	2300-0730	Cashier	8	8	8	8	8	8	8	56
28	2300-0730	Cashier	8	8	8	8	8	8	8	56
29	2300-0730	Cashier	8	8	8	8	8	8	8	56
30	2300-0730	Cashier	8	8	8	8	8	8	8	56
31	2300-0730	Cashier	8	8	8	8	8	8	8	56
32	2300-0730	Cashier	8	8	8	8	8	8	8	56
		Total Cashier Hours	256	256	256	256	256	256	256	1792

SAN SAMPLE DAILY MAINTENANCE SCHEDULE

Shift #	Time of Shift	Duty	HOURS							
			Sat	Sun	Mon	Tue	Wed	Thu	Fri	Hours
1	0000-0830	Maintenance	8	8	8	8	8	8	8	56
2	0800-1630	Maintenance	8	8	8	8	8	8	8	56
3	0800-1630	Maintenance	8	8	8	8	8	8	8	56
4	1600-1230	Maintenance	8	8	8	8	8	8	8	56
		Total Maint. Hours	32	32	32	32	32	32	32	224

SAN SAMPLE DAILY SAFETY / TRAFFIC / LPI SCHEDULE

Shift #	Time of Shift	Duty	HOURS							
			Sat	Sun	Mon	Tue	Wed	Thu	Fri	Hours
1	0700-1500	Traffic Control	8	8	8	8	8	8	8	56
2	0900-1800	Traffic Control	8	8	8	8	8	8	8	56
3	1400-2200	Traffic Control	8	8	8	8	8	8	8	56
4	2300-0700	LPI	8	8	8	8	8	8	8	56
5	2300-0700	LPI	8	8	8	8	8	8	8	56
6	2300-0700	LPI	8	8	8	8	8	8	8	56
7	2300-0700	LPI	8	8	8	8	8	8	8	56
		Total Traffic/LPI Hours	56	56	56	56	56	56	56	392

SAN SAMPLE DAILY OFFICE SCHEDULE

Shift #	Time of Shift	Duty	HOURS							
			Sat	Sun	Mon	Tue	Wed	Thu	Fri	Hours
1	0800-1630	HR			8	8	8	8	8	40
2	0830-1700	Office			8	8	8	8	8	40
3	0830-1700	Admin			8	8	8	8	8	40
4	0700-1530	Audit			8	8	8	8	8	40
5	0700-1530	Audit	8	8			8	8	8	40
6	0700-1530	Audit	8	8	8	8			8	40
8	0700-1530	Audit	8	8	8	8	8			40
		Total Office Hours	24	24	48	48	48	40	48	280

c. Describe the management policies and practices that you would observe in performing the work, including supervision, surveillance and auditing to be rendered.

Our mission is to provide the patrons of San Diego Regional Airport with the best possible service through excellence, innovation and efficiency in management provided by a superior team of parking professionals dedicated to the highest levels of customer service. In order to carry out that mission, Standard Parking will develop and implement a detailed operating plan specific to needs and conditions at SAN.

Management Structure

Unlike most parking providers, Standard Parking maintains an independent Airport Parking and Transportation Group. This approach prevents management from having to split their attention with urban or institutional clients that frequently have different needs and objectives. ***From design engineering services to revenue control consulting and project management, Standard Parking continues to set industry standards at airports of all sizes.*** Our depth of management services and unmatched customer amenity programs demonstrate our ongoing commitment to better serve our airport clients and the traveling public.

Strong Local and Off-Site Support

At Standard Parking, we realize that the success of any operation lies in the effectiveness of local staff and we focus our support to accomplish specific objectives within each job classification. This success is further reinforced by strong oversight from our Airport Field-Support Offices in Denver, Portland, Chicago and Cleveland. We are proposing a General Manager with considerable experience in managing an airport that requires a similar scope and level of service. The local operation and field management will have significant support from our Chicago Support Office in areas such as, HR, IT-Technical, Legal and Accounting.

Revenue Control Procedures

Our responsibility for revenue control begins when the customer takes a ticket or inserts their credit card and enters the facility. From this point we ensure a continuous chain of accountability for proper processing and recording of revenue from the facility level to corporate accounting and final verification of bank deposits.

When you hire a company to manage an airport parking operation the size of SAN, it is extremely important that the accounting, auditing and overall information systems are up to the task. At Standard Parking our industry leading, award-winning systems assure our clients that their revenue is accounted for and monitored on a daily basis.

Internal Audit Controls

Standard Parking has developed a comprehensive system of checks and balances designed to monitor and control all aspects of revenue control collection and financial reporting. Having managed airport properties for over fifty years, Standard Parking has worked with virtually all major suppliers of revenue control equipment, including Zeag and Federal APD, and moreover has played a key industry role in the ongoing development of software systems, reporting requirements and auditing techniques that are commonly used throughout the industry today.

Standard Parking utilizes a series of cross-referenced procedures and reports to detail all revenue and tie revenue transactions back to individual tickets. With strong ticket control procedures in place, revenue control becomes an issue of first applying and collecting the proper rate and second, balancing cash received and deposited to the transaction record that is generated from register tapes and system software.

Daily parking activity is monitored through a series of checks and balances designed to assure accurate recording of all transactions. While the advanced systems available today provide us with significant tools to work with, the systems must be properly administered and procedures must be employed to ensure proper system monitoring and cash handling associated with day-to-day operations.

Auditing and Quality Assurance

In addition to the detailed daily revenue control procedures we will perform at the Airport including 100% auditing of every ticket and every dollar collected by every cashier, Standard Parking provides a tremendous amount of support and operational oversight from Regional and Corporate offices. Standard Parking supplemental auditing and quality assurance programs include *Corporate Security Audits*, *Operations Field Surveys* and a *Mystery Shopper Program*. Further detail on these programs is provided later within our response.

Safety Program

Standard Parking is committed to protecting employees, customers and their property against any potential threat or hazard. Safety is a cooperative undertaking requiring participation from every employee. Standard Parking has developed comprehensive manuals, training programs and operating policies and procedures that will be implemented at the SAN parking facilities.

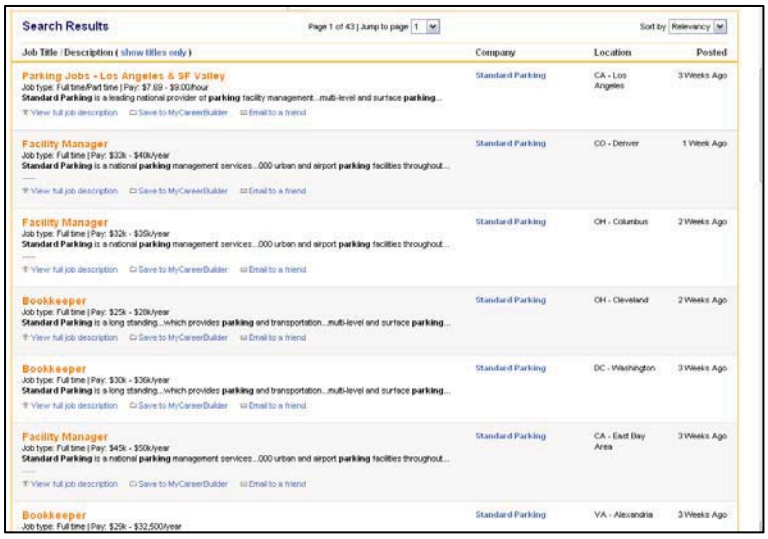
Comprehensive Training and Orientation

All Standard Parking employees are provided with extensive training and orientation to equip them in the performance of their required tasks. An outline of our training approach is provided within this response. Our training is aimed specifically to assist employees with their day-to-day duties and to ensure a high level of customer service. In advance of the transition, we will meet with all existing employees, conduct interviews and accept applications. All employees meeting Standard's qualifications will undergo corporate orientation and customer service training. Any required gap training will also occur in advance of transition. During this pre transition process, we will review all staffing requirements and identify any deficiencies.

Excellence in Employee Performance

It begins with the recruitment and selection of employees. Standard Parking recognizes the first step toward employee success is providing the Hiring Manager the tools and resources needed to effectively recruit, evaluate and screen candidates. The Company recognized the need to recruit effectively, we have developed position-specific structured interviews to ensure that Hiring Managers are evaluating both the technical competencies and behaviors to succeed in our various positions. Most importantly, Standard Parking recognizes that every location has unique, individual requirements for defining and carrying out operational excellence. To that end, we always consult with our clients to ensure that all operational expectations and location-specific needs are identified and addressed in the development of our recruitment solutions.

To enable the recruitment process for our operations teams, the Human Resources Department has created recruitment resources, interviewing and hiring training programs, structured interviews and pre-employment programs to ensure the selection of the most suitable candidate for each open position. Our Recruitment Department also assists our operating divisions in implementing, managing and monitoring these tools to support each of these selection components.



Standard Parking employs a number of different recruitment sources to post positions and collect applications and resumes:

- Internal Job Posting Program
- Major Internet Job Boards
- Employee Referral Program
- Standard Parking's Online Career Center
- Industry and Media Ads
- Campus Career Centers
- Community Organizations
- Job Fairs
- Participation in Industry Associations and Organizations

As the resumes or applications are received, the Recruitment Specialist or Hiring Manager screens and selects the candidates and coordinates the interview schedule. Hiring Managers are trained and equipped with specific sets of interview questions for each type of position so they can appropriately ask and collect information during the interview process. After the interviews, the Hiring Manager completes an evaluation exercise to accurately determine the best candidate for the position.

Standard Parking will partner with an outside web-based recruitment solution vendor to implement an applicant tracking system that will provide our entire operations organization access to a centralized searchable applicant database. The intent is that Hiring Managers will be able to make better and quicker hiring decisions as they will not be limited to the applications or resumes received at a specific location. Additionally, this tool will enable applicants to complete a pre-screening questionnaire. We firmly believe this tool will save Hiring Managers much valued time in reviewing critical information about candidates up front before an interview is even considered, and accordingly be able to spend their time running the operation rather than spending their time going through the hiring cycle.

We will have an online career center which will provide a mechanism for frontline candidates to express interest in employment with Standard Parking. Postings for management and administrative positions will also reside on our online career center. The online career center will be an effective tool in helping us brand ourselves as an "employer of choice", by enabling us to share key information that we feel is relevant to any prospective employee, such as potential career paths, benefits, training opportunities, our commitment to diversity, etc. Effective employment branding will help us attract the caliber of candidates we are seeking for Standard Parking and as importantly - our clients.

Standard Parking is a leader in the service industry by requiring that comprehensive background checks are part of our pre-employment process. These stringent mandates have significantly reduced our employment risk in areas such as workplace violence, fraud and theft. Before any job offer is finalized, at a minimum, each frontline candidate completes a comprehensive pre-screening process for criminal, DMV records for driving positions and drug usage (at specified locations). For management positions and many administrative positions, candidates are required to pass a stringent pre-employment screening process that includes criminal, DMV, credit history, employment and education verification.

Standard Parking has found our approach and process for sourcing, interviewing, evaluating and testing potential employees has benefited our turnover rates and staffed the Company with a quality team of parking professionals. We are very proud that Standard Parking maintains a lower turnover rate than found in other companies in the service industry.

Extent of Background Investigations

All Standard Parking management personnel receive extensive training on utilization of recruiting resources, application screening and interviewing techniques. In addition, we complete mandatory pre-employment testing on every prospective new-hire prior to final selection.

Every applicant fills out an employment application used to screen and select persons for interviewing. The applicant's qualifications as shown on the employment application are compared to the job guidelines established by Standard Parking.

After applications are screened, the General Manager interviews each potential candidate in person. An extensive interview process is performed as detailed in the Standard Parking Hiring Guide and management training programs.

Every candidate for employment must successfully complete a criminal background check and pre-employment drug test prior to receiving an offer of employment.

Criminal Background Checks:

Standard Parking contracts with HireRight, an outside criminal background service, to perform background checks (including criminal record searches, credit history, motor vehicle record searches, education verification, employment verification and drug

HireRight HIRE SAFE. HIRE SMART. HIRERIGHT.

screening) on all prospective entry level and management candidates. Results are accessed via the Internet or faxed directly to the requestor, within 72-96 hours of submitting a request.

Standard Parking has determined the following checks to be appropriate based on the position being offered.

Non-Management Candidates

- Criminal record
- Motor vehicle record

Management and Supervisory Candidates

- Criminal record
- Credit history
- Motor vehicle record (if driving position)
- Education verification
- Employment history verification

Pre-Employment Drug Tests:

Standard Parking requires pre-employment drug testing of all candidates as the final step in the hiring process. Client approval may be required at some locations. The test consists of a standard 5-panel drug screen. HireRight is also the vendor for pre-employment drug testing.

Equal Opportunity Employment

Standard Parking is committed to the goal of equal and representative opportunities for minorities, women and disabled.

With respect to the Company's internal operations, the Company will aggressively pursue employment practices that provide equal opportunity to all people regardless of sex, color, age, race or creed. The Company will not countenance discrimination against any employee or applicant in any aspects of employment, including hiring, promotions, termination, compensation, benefit programs and education opportunities. All managers who are involved with employment activities will be responsible for conforming to this policy and the compliance requirements of applicable state and federal regulations.

The Company's philosophy with respect to the quality management of parking facilities is based upon prudent business principles, combined with a creative and flexible view of opportunities. Its day-to-day challenge in operating properties is to provide and manage such locations with care and attention to detail that is unparalleled in the parking industry. Similarly high standards will also be applied to efforts related to equal opportunity and participation by Minority Business Enterprises (MBE) and Women Business Enterprises (WBE). Affirmative Action should be an essential element in any development process, and the Company will establish and implement an honorable, progressive, innovative, and goal oriented program that serves appropriate sectors of the community.

The Company has adopted a policy of equal employment opportunity with respect to all on-site contractors and subcontractors and will seek to assure that all of its contractors and

subcontractors abide by the spirit of the intent of this policy statement and establish goals. Additionally, the Company will seek to ensure and maintain a working environment free of harassment, intimidation, and coercion at all sites and in all facilities at which the Company's employee may work. It shall be specifically ensured that all on-site supervisory personnel are aware of and carry out the obligation to maintain such working environment, with specific attention to minority and/or female individuals.

The Company is committed to a comprehensive MBE/WBE business development as well as minority and female employment. The Company wants to ensure that maximum opportunities exist for such firms and is confident that it will meet or exceed all goals it established on all projects.

Finally, in recognition of the fact that successful affirmative action programs are important to the continued growth and vitality of society as a whole, the Company will continue to take affirmative action to ensure that business opportunities are provided and that all job applicants are employed and treated in a non-discriminatory manner.

Commitment to Diversity & Respect

Standard Parking has one of the most diverse workforces in the industry. That workforce brings "out of the box" solutions and perspectives that enrich us as a company.



To maintain that workforce Standard Parking goes beyond the standard Equal Employment Opportunity policy to create a comprehensive Non Harassment program. The policy is an essential component of the employment proposition and is conveyed to each employee when they first start working for Standard Parking. Annually, our CEO, Jim Wilhelm confirms in writing to each employee our continued commitment to non-harassment, respect and integrity.

To support this effort, Standard Parking has a Diversity Awareness Training program to assist managers as they oversee employees from all over the world, of all ages, religions, races and cultures. Furthermore, the Company provides an outsourced 24/7Hotline for employees to report any employment concerns they may have. The Hotline provides employee's access to trained multi-lingual specialists. All reported concerns are investigated by Standard Parking's Human Resources and Internal Audit professionals.

Standard Parking believes that our commitment to integrity in all that we do is an essential component to our success. To that end, all Standard Parking managers sign the Code of Conduct which confirms the Company's expectation that Integrity is an integral part of all of we do.

General Personnel Policies and Procedures

It is essential to our success that all employees reflect the highest possible standards in the performance of their responsibilities. In turn, it is the Company's intent and desire to provide good jobs, with a fair day's pay for a fair day's work; to maintain safe and proper working

conditions; to treat all employees fairly, without discrimination or favoritism; and to keep employees informed concerning what is expected of them.

Employee conduct, reflecting the guidelines outlined below, is the most visible and important measure that the public has in evaluating our performance. Attention to each point is, therefore, extremely important. Violations of these guidelines may result in disciplinary action up to and including termination of employment.

This list is not all-inclusive. Since it is impossible to list guidelines to cover every situation, the absence of an illustration from this list will not be the basis for avoiding disciplinary action when the Company believes such action is warranted. In the case of a union employee where employment is governed, in part, by the terms of a collective bargaining agreement, the provisions of the collective bargaining agreement will control, to the extent that there is any conflict with these regulations and policies.

Attendance

Failure to observe scheduled working hours reduces productivity and places an unfair burden on fellow employees. Employees are expected to report to work as scheduled, and are to be at their work station in uniform and ready to begin work at the assigned starting time and again at the prescribed time after break and meal periods.

On any occasion when the employee is unable to report to work due to an unscheduled absence (e.g., due to an illness or emergency), the employee must call his manager/supervisor at least two hours prior to the starting time, or as soon as possible if the circumstances do not allow for such prior notice. The employee should advise the manager/supervisor of the reason for the absence, and tell him/her when he/she can be expected to return to work. If the employee is uncertain of the length of the absence required, he/she must call in each day in advance of the scheduled starting time and notify a manager/supervisor of the continued absence. The employee is responsible for ensuring that proper notice of absence or late arrival is given directly to a manager/supervisor; if a message is left with a co-worker, it is done so at the employee's own risk.

If an absence is due to an illness or injury, the employee may be required to provide appropriate medical certification to support the absence and/or fitness to return to work. Failure to provide proper notification or certification of absence or lateness, as well as unexcused absences, late arrivals or early departures from work may result in disciplinary action, up to and including discharge.

If the employee fails to report to work and fails to notify a manager/supervisor of the absence, it will be treated as if the employee has resigned from employment with the Company.

Absenteeism Policy

Absence is defined as arriving later than sixty (30) minutes after the employee's scheduled start time, leaving work early, or calling off for any reason.

A "no call" or "no show" is grounds for immediate discharge. Employees are required to call their supervisors at least one hour prior to the start of their shifts when calling off for any reason.

This is a "No Fault" absenteeism policy, and there are no "excused" absences and no doctor's excuses will be accepted.

Full-time employees who are absent for any reason as defined above during an anniversary year will be subject to disciplinary action as follows:

1- 4 Absences	No Action
5 Absences	Documented Verbal Warning
6 Absences	Written Warning
7 Absences	2nd Written Warning
8 Absences	Termination

An absenteeism record will be maintained on an anniversary year basis.

Each and every day an employee is absent counts against the total. Example: If an employee is out sick for three days, then three days of absence will be logged against the total, not one "occurrence."

The employer agrees to grant a medical leave of absence in cases of hospitalization, home recovery from an accident or illness following hospitalization, or due to recovery from a major illness such as, but not limited to; measles, mumps, chicken pox, scarlet fever and pneumonia to employees who present official documentation. Such documentation shall indicate the nature of the problem, the amount of medical leave requested, and the expected date of return to work.

Requests for medical leave of absence shall be in writing and the employer's response shall also be in writing. Medical leave shall not be approved for less than seven days, nor exceed 60 days. Applications for extensions must be made and responded to in writing, and must include new official medical documentation regarding the extension indicating how much additional time is needed and an expected date of return to work. The employer reserves the right to grant or not grant such extension.

Falsification of medical documentation will result in immediate discharge. Seniority will be continued during approved medical leaves of absence, and medical leaves will not count against absences as defined above.

Employees who have repeated medical leaves of absence may be subject to discharge due to repeated unavailability for work.

Tardiness

Tardiness is defined as:

a) Arriving at work after the scheduled starting time.
b) Not working at the scheduled starting time.

c) Returning late from a lunch or break period.

A "No Fault" tardiness policy will be used. This means that judgment is never necessary to determine whether an occurrence of tardiness is excused or unexcused. There is no "excused" tardiness. Rather, all occurrences of tardiness are counted within a "rolling" 30 day period. This time frame begins with every instance of tardiness.

The progression of disciplinary action for employees within a rolling 30 day period for tardiness is as follows:

1 Time Tardy	No Action
2 Times Tardy	Documented Verbal Warning
3 Times Tardy	Written Warning
4 Times Tardy	2nd Written Warning
5 Times Tardy	Termination

Five instances of tardiness within 30 days (beginning with every instance of tardiness) will result in termination. Any employee who receives five warnings for tardiness in a one-year period will be terminated. The year will be based upon the anniversary year of the employee.

Employee Code of Conduct

Prior to finalizing employment with Standard Parking, every prospective employee is presented with a copy of Standard's "Company Regulations and Disciplinary Policy." Each employee is required to sign the statement page, acknowledging he/she has read and understands the Standard Parking Company Regulations and Disciplinary Policy as outlined and agrees to abide by them as a condition of employment.

The original copy of the signed "Work Rules" (Company Regulations and Disciplinary Policy) is filed at the location and a copy is forwarded to Standard's Corporate Headquarters included with the "New-Hire Packet.

Alcohol and Drugs

Illegal drug use and alcohol misuse by employees threaten health and safety, harm productivity, and are contrary to the policies and expectations of the Company and its clients. The goals of the Company's policy on alcohol and drugs - which applies to all employees - are to (i) enhance safety and productivity, and (ii) outline the circumstances in which employees are subject to testing or discipline for violating the Company's drug-alcohol rules.

Employees are expected to report to work free from the adverse effects of alcohol and drugs, and fit for duty. At all times while on duty, while operating Company or customer vehicles or equipment, or while present on the Company premises, employees are prohibited from the following:

- Violating a client's drug-alcohol rules applicable to the facility at which the employee is working.

- Being under the influence of alcohol or illegal drugs or otherwise unfit to work safely, using, possessing, selling, distributing, buying or dispensing illegal drugs, or consuming or possessing alcohol.

This policy does not prohibit the lawful use and possession of prescribed medications. The employee must, however, consult with his doctor about the medication's effect on the ability to work safely, and the employee must promptly disclose any restrictions to a manager/supervisor. The employee is not required to (and should not) disclose underlying medical conditions.

Compliance with these rules is a condition of employment, and employees reasonably suspected of violating these rules are subject to discipline or discharge, depending on the circumstances. Employees also may be required to take and pass drug and alcohol tests when required by the Company's clients or the Company and when suspected of violating the Company's drug and alcohol rules.

The Company reserves the right to inspect all parts and aspects of its premises for illegal drugs or alcohol. All employees and visitors may be asked to cooperate in inspections of their persons, work areas and property that might conceal illegal drugs or alcohol. If an employee refuses to cooperate in inspections, he will be subject to appropriate disciplinary action up to and including termination of employment. Because a search might result in the discovery of personal possessions, we encourage employees to avoid bringing to the workplace any personal property that they do not wish to reveal to the Company.

"Illegal drugs" are controlled substances determined by the federal government that are not being used under the supervision of a licensed health care professional or in accordance with law.

"Under the influence of alcohol" means an alcohol concentration of .04 or more, or actions, speech, appearance or body odors that reasonably cause a manager/supervisor or manager/supervisor to conclude that an employee cannot work safely or effectively because of alcohol use.

Positive test results and information about legal medication use will be maintained in secure files and kept confidential to the extent required by law.

Smoking

Smoking is prohibited in all of the Company's corporate offices, parking offices and cashier booths. Additionally, smoking is prohibited in all parking areas except as specifically authorized by the facility owner.



Neatness & Personal Appearance/Uniforms

Next to pleasant, courteous and prompt service, the most important business-builder is the neatness of both the facility and its employees. All employees are required to pick up litter and clean the general work area daily as needed.

If uniforms have been provided, the employee is expected to wear the complete uniform at all times while working. T-shirts with emblems or any visible printing should not be worn under the uniform. The only hats to be worn on duty are those that are provided by the Company. Hair should be clean, combed and well-maintained in a businesslike style. Male employees are permitted to wear neat, well-trimmed beards, mustaches and/or sideburns. Identification badges will be worn at all times while on duty and shall be visible on the outermost garment at chest level. If an employee fails to comply with this policy, he can be prohibited from working. Violations of this policy may also result in disciplinary action.

d. Describe in detail your training program for all positions.

Standard Parking's reputation for excellence in on-site management and support office functions is built on a comprehensive, award-winning training methodology which identifies and develops the skills necessary to enable all of our staff, from frontline to support office employees, to exceed our already rigorous expectations. Standard Parking is dedicated to value and significance of employee training and development and realizes its positive correlation to professionalism and excellent customer-centric service.

Standard Parking continues to enhance its job function specific curriculums by offering a variety of cutting-edge training techniques and deployment methods including face-to-face, web-session, self-paced computer based training and MP3 learning. We also offer individualized instruction to ensure all employees, regardless of learning style or location can take advantage of our offerings 24/7.

Our Training Infrastructure

Standard University ® is the face of our learning management system which not only houses and tracks our training content and users, it also allows us to set up job specific curriculums. This provides the employee a definitive learning path to not only master their current position but to also provide them with the path necessary to advance within the company. Standard University is available to our employees 24/7 so they are able to get the training they need, when they need it. The robust reporting features allow managers the ability view the status of all completed training initiatives and the respective evaluation scores as well as those courses that are currently in progress by the employee.

STANDARD UNIVERSITY
THE STANDARD PARKING TRAINING CENTER

Our Training Staff

Our courses are designed and built by professionals in the learning industry who have a comprehensive knowledge of instructional design and adult learning theory to ensure the courses we provide are conducive to our audience. In 2011 our Director of Training and Development earned her PhD in Adult Education with a focus on Instructional Design for Online Learning. In 2008 she was the recipient of Training magazine's Young Trainer of the Year Award.

Our Instructional Design Manager is currently working towards her Masters Degree in Instructional Design. Our well versed training specialists are distributed across the United States and Canada and are comprised of a combination of expertise in training and development as well

as a vast understanding of operations excellence in automated self park facilities, valet, special events and unique types of parking operations.

Our Programs

Regardless of job title we mandate that our employees complete courses in various topics within their first 90 days of employment with us, those topics include but are not limited to Non-Harassment, New Hire Orientation, Code of Business Conduct, Environmental Protection, Information Security Awareness, and Three Keys to Customer Satisfaction. For our Facility Management we require that they participate in the Facility Manager Training Program within the first year of employment.



General Manager Training Program

The General Manager Training is comprehensive blended program utilizing instructor-led, self-pace computer based training, web-sessions and individualized instruction to educate new and current facility managers on proper facility operating procedures which not only comply with our stringent internal audit policies processes but also comply with the requirements of Sarbanes-Oxley. The rigorous program requires each participant to complete approximately 6 hours of pre-work in order to prepare for the intense instructor-led portion of the training. The two-day, instructor-led portion will not only solidify the content conveyed in the pre-work but it also offers the participants a chance to collaboratively discuss and learn from each others experiences.

Upon completion of the program the participants are continually evaluated by utilizing realistic scenarios to ensure retention and application of the processes, procedures, policies and skills imparted during the training are being applied and implemented at each facility. Some of the topics covered in the Facility Manager Training include, but are not limited to:

General Manager Job Plan
Cleared Transactions
Manual Tickets
Exception Tickets
Cashier Shift Report
Ticket to Tape Audit
Underrings and Overring
Cash Over/Short
Validations to be Billed Programs
Coupon Administrator Program
Tickets
Key Card Audits
AS400 Overview and Queries for General Managers
Honor Box Operations
Mystery Shopper Program
Operations Standards Reference Guide
Interviewing
Controlling Labor Costs
Reporting Payroll
Discipline Policies

Ingress and Egress Reports
Segregation of Duties
Monthly Accounts Receivable
Non-Harassment & Diversity
Safety

Accelerated Leadership Program

Our Senior Managers have the opportunity to participate in the Accelerated Leadership Program. This program runs the course of a year and utilizes classroom, job shadowing and online learning to examine and discuss real life case studies. The class is also assigned a current business problem and they are required to create a written proposal including all supporting documents and present that solution to an audience of the executive team. Some of the topics covered in the Accelerated Leadership Program include but are not limited to:

- Active listening skills
- Effective communication techniques
- Navigating political situations
- Providing positive and negative feedback
- Successful negotiation practices
- Application of critical thinking skills
- Improving client relations
- Developing a professional and executive presence

Upon completion of the program the graduates serve as mentors to the participants of the classes to follow.

Customer Service and Our Mystery Shop Program

Our dedication to excellence in customer service is a company wide initiative created to ensure that our frontline staff as well as our supporting office employees appreciate the importance of exceptional customer service as well as consistently demonstrate extraordinary customer service skills. Our mystery shop program ensures that our locations are getting evaluated not merely on the logistics of the visit but also the sincerity and behavior of our staff. Average does not equal exceptional and we strive to ensure our employees provide a positive and memorable experience that customers will remember. With our centralized mystery shop program we are able to get an overview of the trends within the company, region or even down to city and develop training specifically to manage the gaps. Some of our core course topics include but are not limited to:

- Three Keys to Customer Satisfaction
- Telephone Skills
- Calming an Upset Customer
- Advanced Customer Service

Courses Available to Our Employees

While our internal instructional design team works to develop our company specific courses, we have partnered with Element K®, a leader in content development with over 30 years experience to offer our employees a broader spectrum of educational opportunities. Element K's® e-Learning products are developed by experts, often in coordination with software manufacturers,

so our employees always get the latest, most accurate content available. The course topics that are available to our employees include but are not limited to:

- Business and Professional Writing
- Business Meetings
- Business Strategies
- Change Management
- Coaching and Mentoring
- Communication Skills
- Conflict Management
- Conflict Resolution
- Contracts
- Crisis Management
- Critical Thinking and Decision Making
- Cross Cultural Communication
- Delegating
- Delivering Constructive Feedback
- Managing Difficult Situations
- Emotional Intelligence
- Employee Discipline
- Ethical Leadership
- Facilitation
- Innovation and Creativity
- Leadership
- Leading by Example
- Management Development
- Mentoring
- Motivating
- Multigenerational Teams
- Negotiating
- Performance Management
- Problem Solving
- Remote Employees and Virtual Teams
- Strategic Planning
- Stress Management
- Team Building
- Time Management

Our Incentive Programs

Our employees continually go above and beyond the call of duty whether it be in customer service or operational skill, they continue to demonstrate what it means to be an exceptional employee. In order to ensure our employees receive the recognition they deserve we have several outlets to ensure their deeds do not go unnoticed.

- **Kudos on Standard University:** When ever an employee goes above an beyond we post their name and accomplishment on the front page of Standard University so that the company can see their achievement.

- **Gift Card Program:** Facility management is given a supply of $5 gift cards to local favorite establishments including, Starbucks, Dunkin Donuts, Walmart, and Subway so they can reward their employees on the spot when they see behavior that is exceptional.

- **Thanks.com:** Thanks.com gives our facility management the opportunity to print free, certificates of achievement within seconds for their employees to reward their achievement in the moment and they also can attach a monetary value to the certificate. The employee can then go to Thanks.com and select the gift of their choice.

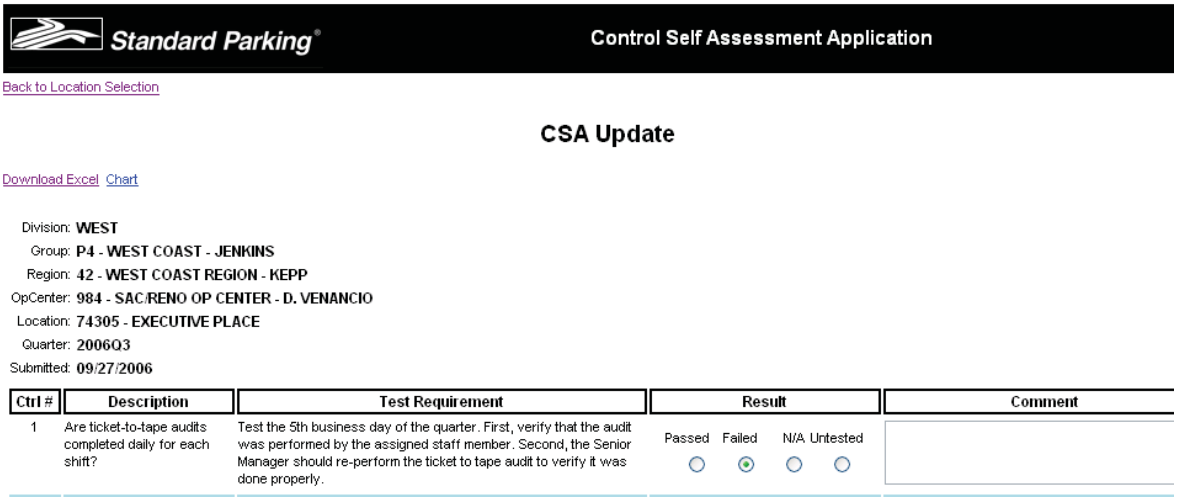
Customized Training Initiatives

Unique situations at a facility may require further analysis to precisely determine the specific training needs. Our Site Visit process allows our facilities to document and discuss their issues with a trainer who can then customize a training program specific to the needs of the facility and its employees. This system not only provides customized training to our facilities, it also gives us

insight to the needs of the Company as a whole and where we need to concentrate development efforts.

Monitoring Employee Performance

We augment our training program with a multi-faceted monitoring system designed to ensure satisfactory on-the-job performance.



Standard Parking® Control Self Assessment Application

Back to Location Selection

CSA Update

Download Excel Chart

Division: **WEST**
Group: **P4 - WEST COAST - JENKINS**
Region: **42 - WEST COAST REGION - KEPP**
OpCenter: **984 - SAC/RENO OP CENTER - D. VENANCIO**
Location: **74305 - EXECUTIVE PLACE**
Quarter: **2006Q3**
Submitted: **09/27/2006**

Ctrl #	Description	Test Requirement	Result	Comment
1	Are ticket-to-tape audits completed daily for each shift?	Test the 5th business day of the quarter. First, verify that the audit was performed by the assigned staff member. Second, the Senior Manager should re-perform the ticket to tape audit to verify it was done properly.	Passed ○ Failed ◉ N/A ○ Untested ○	

Site Visit Program

Unique situations at a facility may require further analysis to precisely determine the specific training needs. Our Site Visit process gives our trainers a detailed perspective of the facilities and gives facility management an opportunity to discuss their issues with a trainer. Upon thorough evaluation of the facility issue the trainer drafts a comprehensive report of their findings and shares it with facility management. Then the trainer customizes a training solution specific to the needs of the facility and its employees.

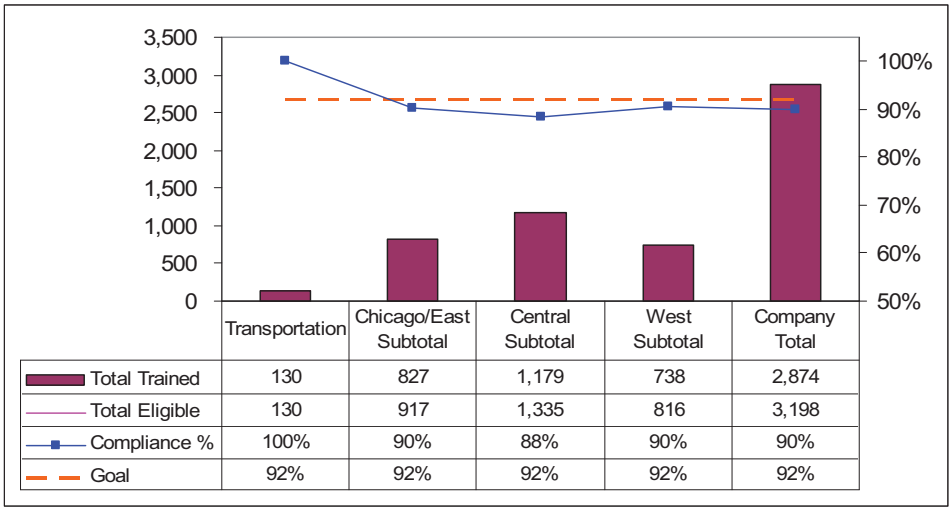
We realize that all facilities aren't created equal. We critically examine the training needs and learning style of the employee workforce in conjunction with the needs of the facility. By analyzing the training need on the front end we are able to build custom content that suits the learning style of each employee to ensure comprehension and retention.

Frequency and Items Evaluated

We augment our training program with a multi-faceted monitoring system designed to ensure superior on-the-job performance.

- ***Training Compliance***. To guard against any new employees "slipping through the cracks," our corporate training department monitors compliance reports to verify that each new employee has participated in the appropriate training programs within the prescribed timeline. These training compliance reports are distributed quarterly to all levels of management so that they can better gauge their training activity.

Three Keys To Customer Satisfaction Compliance Report



	Transportation	Chicago/East Subtotal	Central Subtotal	West Subtotal	Company Total
Total Trained	130	827	1,179	738	2,874
Total Eligible	130	917	1,335	816	3,198
Compliance %	100%	90%	88%	90%	90%
Goal	92%	92%	92%	92%	92%

- ***In-house Auditing***. Our in-house auditing team and our Corporate Training Department will visit SAN on a regular basis to evaluate employee performance in technical as well as customer service proficiency. The respective manager being audited has an obligation to create an action plan with timelines to improve those areas identified in the audit that are performing below expected standards. These reports and action plans are shared with every level of management from Senior Managers to the CEO. Regularly various levels of management meet to review scores for tracking progress and ensure accountability.

- ***Senior Manager Audits***. Senior managers supplement our in-house audits by performing their own regional audits twice annually. Some regions use this audit as a training tool assigning Senior Managers other locations so that they can evaluate another location, objectively, while learning a new facet to operations.

- ***Customer Surveys***. Customer surveys are routinely and randomly conducted so that our parkers can provide direct feedback and observations regarding the quality of our employees.

SAN Position Specific Training Programs from Standard University

Cashier

Core Courses

Communication
- Email Etiquette

Customer Service
- Three Keys to Customer Satisfaction
- Telephone Skills Training

- Calming Upset Customers
- First Impressions and a Proper Greeting
- Advanced Customer Service

Employee Relations
- New Hire Orientation Video
- Non Harassment and Diversity
- Code of Business Conduct

Internal Systems
- AS400 Overview
- Tour of Standard University

Operations
- Segregation of Duties
- Leading the Way: Environmental Protection and Compliance DVD
- Organizing Your Workstation
- Cashier Technical Skills
- Information Security and PCI Compliance
- Cashier Shift Report
- Cash Over/Short
- Validations to Be Billed Program

Safety
- Safety Overview
- Robbery Procedures

Valet Attendant and CSR

Core Courses

Customer Service
- Three Keys to Customer Satisfaction
- Telephone Skills Training
- Calming Upset Customers
- First Impressions and a Proper Greeting
- Advanced Customer Service

Employee Relations
- New Hire Orientation Video
- Non Harassment and Diversity
- Code of Business Conduct

Internal Systems
- AS400 Overview
- Tour of Standard University

Operations

- Check and Credit Card Acceptance
- Claims Management
- Cleared Transactions Review
- Equipment Meters and the Ingress/ Egress Report
- Internal Audit Overview
- Key Card Reconciliation
- Segregation of Duties
- Ticket to Tape Audit
- Valet and Hand Issued Tickets
- Leading the Way: Environmental Protection and Compliance
- Organizing Your Workstation
- Valet Technical Skills
- Cashier Technical Skills
- Traffic Control
- Validations to Be Billed Program

Safety

- Safety Overview

Safety and Risk

A Lead Supervisor will assume this role at SAN.

Core Courses

Course Code Accounting and Finance

- Financial Basics for Non-Financial Managers (Second Edition)

Business Essentials

- Time Management (Second Edition)
- Developing a Strategic Plan (Second Edition)
- Understanding and Using Contracts (Second Edition)

Communication

- Basics of Effective Communication (Second Edition)
- Conflict Intervention (Second Edition)
- Presentation Skills (Second Edition)
- Grammar Essentials
- Email Etiquette

Customer Service

- Three Keys to Customer Satisfaction

Employee Relations

- New Hire Orientation Video

Internal Systems

- AS400 Access Inquiry

Operations

- General Manager Training

- Leading the Way: Environmental Protection and Compliance DVD
- Shuttle Bus Driver Technical Skills
- Valet Technical Skills
- Traffic Control

Project Management

- Managing Projects (Second Edition)

Microsoft Office Applications

- Microsoft® Office Excel 2003: Level 1
- Microsoft® Office Outlook 2003: Level 1
- Microsoft® Office Outlook 2003: Level 2
- Microsoft® Office PowerPoint 2003: Level 1
- Microsoft® Office Word 2003: Level 1

Safety

- Safety Overview

Supervisor

Core Courses

Communication

- Email Etiquette

Customer Service

- Three Keys to Customer Satisfaction
- Telephone Skills Training
- Calming Upset Customers
- Making a Positive First Impression
- Properly Greeting Your Customers

Employee Relations

- New Hire Orientation Video

Internal Systems

- AS400 Access Inquiry

Operations

- Check and Credit Card Acceptance
- Claims Management
- Cleared Transactions Review
- Coupon and Hangtag Administrator Program
- Equipment Meters and the Ingress/Egress Report
- Honor Box Overview
- Internal Audit Overview
- Key Card Reconciliation
- Paystation Revenue Reporting
- Rate Change Analysis
- Segregation of Duties
- Ticket to Tape Audit
- Valet and Hand Issued Tickets
- Leading the Way: Environmental Protection and Compliance DVD
- Organizing Your Workstation
- Shuttle Bus Driver Technical Skills
- Bank Lot Attendant Technical Skills

- Valet Technical Skills
- Cashier Technical Skills
- Traffic Control
- Cash Over/Short
- Controlling Labor Costs
- Discipline Policies
- Exception Tickets
- Manual Ticket Review
- Mystery Shopper Program
- Overrings and Underrings
- Reporting Payroll
- Validations to be Billed Program
- Monthly Accounts Receivable
- Non-Harassment and Diversity
- Cashier Shift Report
- Interviewing Skills

Safety
- Safety Overview

Audit -

Core Courses

Course Code Accounting and Finance
- Financial Basics for Non-Financial Managers (Second Edition)

Business Essentials
- Time Management (Second Edition)
- Leading Effective Teams (Second Edition)

Communication
- Basics of Effective Communication (Second Edition)
- Conflict Intervention (Second Edition)
- Grammar Essentials
- Email Etiquette

Customer Service
- Three Keys to Customer Satisfaction
- New Hire Orientation Video

Internal Systems
- AS400 Access Inquiry
- Operational Control Self Assessment
- Stromberg eSupervisor Training
- SRC Reports
- Contract and Parker Management System
- Workforce Management:

Microsoft Office Applications
- Microsoft® Office Excel 2003: Level 1
- Microsoft® Office Outlook 2003: Level 1
- Microsoft® Office PowerPoint 2003: Level 1
- Microsoft® Office Word 2003: Level 1

Safety
- Safety Overview

Human Resources

Core Courses

Course Code Accounting and Finance
- Financial Basics for Non-Financial Managers (Second Edition)

Business Essentials
- Time Management (Second Edition)
- Leading Effective Teams (Second Edition)

Communication
- Basics of Effective Communication (Second Edition)
- Conflict Intervention (Second Edition)
- Presentation Skills (Second Edition)
- Grammar Essentials
- Email Etiquette

Customer Service
- Three Keys to Customer Satisfaction

Employee Relations
- Motivating Employees (Second Edition)
- Solving Problems As A Team (Second Edition)
- Interviewing Job Candidates (Second Edition)
- Conducting Performance Reviews (Second Edition)
- Discharging Employees (Second Edition)
- Disciplining and Redirecting Employees (Second Edition)
- New Hire Orientation Video

Internal Systems
- AS400 Access Inquiry
- Workforce Management: Stromberg eSupervisor Training

Management/Leadership
- Applying Leadership Basics (Second Edition)
- Creating a Strong Leadership Team (Second Edition)
- Delegating (Second Edition)
- Managing Company Change (Second Edition)
- Providing Effective Feedback (Second Edition)

- Recognizing Employee Performance (Second Edition)
- Setting Performance Goals and Expectations (Second Edition)
- Leading Effective Meetings (Second Edition)

Project Management
- Managing Projects (Second Edition)

Microsoft Office Applications
- Microsoft® Office Excel 2003: Level 1
- Microsoft® Office Outlook 2003: Level 1
- Microsoft® Office Outlook 2003: Level 2
- Microsoft® Office PowerPoint 2003: Level 1
- Microsoft® Office Word 2003: Level 1
- Microsoft® Office Word 2003: Level 2

Safety
- Safety Overview

Assistant General Manager

Core Courses

Communication
- Email Etiquette

Customer Service
- Three Keys to Customer Satisfaction
- Telephone Skills Training
- Calming Upset Customers
- Making a Positive First Impression
- Properly Greeting Your Customers

Employee Relations
- New Hire Orientation Video

Internal Systems
- AS400 Access Inquiry

Operations
- Check and Credit Card Acceptance
- Claims Management
- Cleared Transactions Review
- Coupon and Hangtag Administrator Program
- Equipment Meters and the Ingress/Egress Report
- Honor Box Overview
- Internal Audit Overview
- Key Card Reconciliation
- Paystation Revenue Reporting
- Rate Change Analysis
- Segregation of Duties
- Ticket to Tape Audit

- Valet and Hand Issued Tickets
- Leading the Way: Environmental Protection and Compliance DVD
- Organizing Your Workstation
- Shuttle Bus Driver Technical Skills
- Bank Lot Attendant Technical Skills
- Valet Technical Skills
- Cashier Technical Skills
- Traffic Control
- Cash Over/Short
- Controlling Labor Costs
- Discipline Policies
- Exception Tickets
- Manual Ticket Review
- Mystery Shopper Program
- Overrings and Underrings
- Reporting Payroll
- Validations to be Billed Program
- General Manager Job Plan
- Monthly Accounts Receivable
- Non-Harassment and Diversity
- Cashier Shift Report
- Interviewing Skills

Safety
- Safety Overview

General Manager

Core Courses

Course Code Accounting and Finance
- Financial Basics for Non-Financial Managers (Second Edition)

Business Development
- Basics of Effective Selling (Second Edition)

Business Essentials
- Time Management (Second Edition)
- Leading Effective Teams (Second Edition)

Communication
- Basics of Effective Communication (Second Edition)
- Conflict Intervention (Second Edition)
- Presentation Skills (Second Edition)
- Grammar Essentials
- Email Etiquette

Customer Service
- Building Strong Customer Relationships (Second Edition)
- Three Keys to Customer Satisfaction
- Telephone Skills Training
- Calming Upset Customers
- Making a Positive First Impression
- Properly Greeting Your Customers

Employee Relations

- Motivating Employees (Second Edition)
- Solving Problems As A Team (Second Edition)
- Interviewing Job Candidates (Second Edition)
- Conducting Performance Reviews (Second Edition)
- Discharging Employees (Second Edition)
- Disciplining and Redirecting Employees (Second Edition)
- New Hire Orientation Video

Internal Systems

- AS400 Access Inquiry
- Operational Control Self Assessment
- Contract and Parker Management System
- Workforce Management: Stromberg eSupervisor Training

Management/Leadership

- Applying Leadership Basics (Second Edition)
- Creating a Strong Leadership Team (Second Edition)
- Delegating (Second Edition)
- Managing Company Change (Second Edition)
- Providing Effective Feedback (Second Edition)
- Recognizing Employee Performance (Second Edition)
- Setting Performance Goals and Expectations (Second Edition)
- Leading Effective Meetings (Second Edition)
- Managing within the Law

Operations

- Check and Credit Card Acceptance
- Claims Management
- Cleared Transactions Review
- Coupon and Hangtag Administrator Program
- Equipment Meters and the Ingress/Egress Report
- Honor Box Overview
- Internal Audit Overview
- Key Card Reconciliation
- Paystation Revenue Reporting
- Rate Change Analysis
- Segregation of Duties
- Ticket to Tape Audit
- Valet and Hand Issued Tickets
- Leading the Way: Environmental Protection and Compliance DVD
- Organizing Your Workstation
- Shuttle Bus Driver Technical Skills
- Bank Lot Attendant Technical Skills
- Valet Technical Skills
- Cashier Technical Skills
- Traffic Control
- Cash Over/Short
- Controlling Labor Costs
- Discipline Policies
- Exception Tickets
- Manual Ticket Review
- Mystery Shopper Program
- Overrings and Underrings
- Reporting Payroll
- Validations to be Billed Program
- General Manager Job Plan
- Monthly Accounts Receivable
- Non-Harassment and Diversity
- Cashier Shift Report

- Interviewing Skills

Project Management
- Managing Projects (Second Edition)

Microsoft Office Applications
- Microsoft® Office Excel 2003: Level 1
- Microsoft® Office Excel 2003: Level 2
- Excel 2003: Writing Formulas
- Microsoft® Office Outlook 2003: Level 1
- Microsoft® Office PowerPoint 2003: Level 1
- Microsoft® Office Word 2003: Level 1
- Microsoft® Office Word 2003: Level

Promotional Opportunities and Training and Development Programs

Standard Parking is a company that is truly committed to the development and advancement of our employees. We have recently implemented a comprehensive Management Review and Development Program. In basic terms, this means that we have integrated a set of HR processes that drive the strategic and annual goals of the Company. These processes include:



People Development Program and Succession Planning - ensuring our employees have the necessary skills and opportunities to excel in their current and future positions as well as planning for future leadership needs.

Performance Management – the ongoing evaluation of employees' performance (annual goals, accountabilities/metrics and organizational competencies) against planned results and expectations.

Goal Setting – the establishment of meaningful goals that collectively will result in the achievement of the Company business goals.

Compensation Management – a merit system where rewards are integrally linked to an objective evaluation of corporate and individual performance.

For those employees focused on advancing their careers, they are able to utilize the training offered through *Standard University*® and our *Internal Posting Program* in preparation for that next step in their careers. The Training Department, in conjunction with Human Resources and our field operations and management team, has established formalized career development training for each operational position in the Company. These plans are available to all employees and their completion of the lessons is evaluated by both their direct supervisor and the Training Department.

During the employee performance review process, the supervisor is required to review with the employee his/her career development objectives for the upcoming year and recommend internal resources to advance those objectives, in addition to reviewing the employee's prior year's performance. The supervisor is also required to discuss with the employee performance issues that may impede advancement and again, recommend the internal resources to rectify the specific issues identified by both supervisor and employee.

The Human Resources Department has already spearheaded a formalized succession planning process to identify core competencies, job responsibilities and required skills for every management-level position within the Company. We are well-positioned to evaluate our internal compensation, employee performance evaluation and training programs to ensure each is aligned with providing employees appropriate career advancement opportunities.

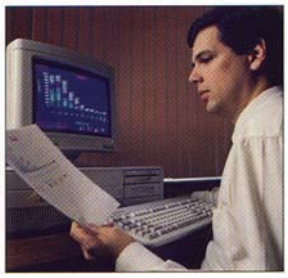
Just as important, we have worked diligently to instill a commitment to client satisfaction in all of our team members. Accordingly, client satisfaction is integrated into how we train our people, how we evaluate performance, how we set goals and how we compensate. We believe this commitment ultimately reduces the cost of the service we provide to our clients because we are ensuring that our employees are fully engaged and charged when they come to work every day.

Employees can also volunteer to take on additional roles in the Company to learn different aspects of operations while supporting internal initiatives. The *Customer Service Coordinator* and *Peer Coach* are two such roles. By performing these roles, the individuals involved have an opportunity to work with the different types of facilities, equipment, contracts, etc. that we manage on behalf of our clients. This on the job experience provides these employees practical knowledge they may not gain in their current position alone and adds to their value for that next career step.

e. Describe the detailed operating procedures proposed for handling cash and ticket stock, including the internal financial controls and audit procedures, reports to the Authority, handling of non-standard transactions (such as lost tickets), handling of suspected and known employee theft, and customer relations. Include the methods of collecting, controlling and accounting for revenues and expenses.

Revenue Control Procedures

Revenue control begins at each location through an extensive series of policies and procedures that allow Standard Parking to efficiently collect and manage over $1.6 billion in parking revenue each year. Nearly 60 years of parking experience at some of the largest revenue generating facilities across the country has given Standard Parking the expertise to develop sound and proven collection and auditing procedures.



Our responsibility for revenue control begins when the customer enters the facility. From this point we ensure a continuous chain of accountability for proper processing and recording of revenue from the facility level to corporate accounting and final verification of bank deposits.

When a company is hired to manage an airport parking operation the size of SAN, it is extremely important that the accounting, auditing and overall information systems are up to the task. At Standard Parking, our industry leading, award-winning systems assure our clients that their revenue is accounted for and monitored on a daily basis.

Standard Parking's computer-based accounting system integrates revenue, payroll, accounts payable, property management, contract management and client reporting. In short, our network serves as a key resource for field and corporate management in the monitoring and reporting of all clients parking activity. Standard Parking's field management staff is supported by much more than just information systems. Highly qualified corporate professionals with expertise in the areas of accounting, human resources, legal and other key disciplines play a key role in the support of our field personnel.

Each client is assigned a personal accountant who works in concert with field personnel to prepare all financial statements and to ensure that all revenue and expenses are reported accurately. Parking transaction activity is entered daily into Standard Parking's information network at the local office level. The accounting professionals at Standard Parking have the ability to review, compare and audit the daily transaction activity of any field office or specific location. This additional level of corporate audit capability is another benefit of Standard Parking's advanced information systems technology.

Steve Witte, Director of Airport Accounting, will be assigned to SAN as the accountant responsible for preparing financial statements and reconciling revenue and expense accounts. Steve has intimate knowledge of our operational and accounting requirements and will interface with the Airport's accounting and audit personnel.

Internal Controls

Daily parking activity is monitored through a series of checks and balances designed to ensure accurate recording of all transactions. While the advanced systems available today provide us with significant tools to work with, the systems must be properly administered and procedures must be employed to ensure proper system monitoring and cash handling associated with day-to-day operations. Many of the procedures and reports Standard Parking will employ at SAN are described below.

Shift Audits and Recaps

Shift audits consist of breaking down tickets and revenue by lot and by type. Revenue tickets are counted and all "no-charge" tickets are verified and categorized. Supervisors perform a 100% audit of all exception transactions.

Shift totals are cross checked and validated with the General Totals report which contains linked data for all revenue broken down by rate type, exit counts, checks, cash and short money transactions.

Management utilizes the following sources of data to complete each daily audit:

- Individual cashier shift reports
- Fee Computer Shift Reports
- Yearly Sub-total Report
- General Totals Report
- Transaction Report
- Ticket Type Report
- Daily Deposit Sheet
- Daily Summary Sheet

Credit Card Reconciliation

With credit card transactions accounting for more than half of all parking revenues at most airports, we a pleased to be able to provide our clients with the lowest rates, most stringent controls and more customer service options than anyone else in the industry. Standard Parking accepts credit cards at every airport parking facility we manage, processing and reconciling millions of dollars in credit card revenues each month.

Standard Parking tracks credit card deposits electronically through our TRECS credit card reconciliation program. Credit card deposits are matched daily with revenue information reported by our facility personnel. Any discrepancies are tagged immediately and notifications are sent automatically via email to appropriate accounting and operations personnel.

The Software Systems

Standard has extensive experience with literally all software systems currently in use at airports across the country including the Federal APD and Zeag systems currently in place at the airport. The following narrative identifies common components of system software that Standard Parking utilizes in managing airport facilities.

Most system software use three basic modules to provide a wide range of data: Revenue Management System; Count Monitor System; and Report Generator. The first two modules gather and store relevant data on all transactions from the time a ticket is taken to the time it is collected at exit. This includes real time monitoring and control of all equipment operation, ticket tracking and fee collection. The Report Generator module draws selected data from information gathered and stored in the first two modules. The following are examples of reports used:

The following are examples of system generated reports:

Cashier Shift Report
Automatically generated at the end of each cashier's shift and provides a summary of tickets, revenue and non-revenue transactions. Supervisors use the automated report to ensure proper accounting of each cashier's shift.

Ticket Inventory Report
The Ticket Inventory Report lists all the tickets issued by entrance lane identifying whether the ticket ejected was Regular, Stolen, Back out etc. The User has the option to print for a particular date or range of dates as selected.

Cashier Analysis Report
The cashier analysis report contains transaction counts and dollar amounts by transaction type by the cashier.

Daily Collections and Deposits Report
The daily collections and deposits report contains all collected cash, checks and credit card.

Transaction Detail Report
The transaction report contains all pertinent data for every transaction of each day. Audit personnel use the transaction report to review all manual and automatic transactions to verify accuracy and accountability. Additionally, this report is used by supervisors to periodically review the performance and accuracy of cashiers.

Monthly Ticket Analysis Report
The Monthly Ticket Analysis Report prints common values of processed tickets, the accumulated number of tickets processed for that value and the revenue generated. It also illustrates the percentage of tickets accounting for the greatest percentage of revenue.

Accounts Receivable Report
The accounts receivable report contains information about the insufficient fund transaction information.

Credit Card Summary Report
The credit card summary report contains total credit card sales by day. The details of credit card type and summary information will be printed hourly.

Credit Card Details Report
The cashier analysis report contains transaction counts and dollar amounts by transaction type by the cashier. Also, the credit card type details and summary information is displayed in the report.

Daily Lane Activity Report
The daily lane activity report contains entry lane and exit lane counts for all transactions processed for a specified day. It is used to balance and crosscheck revenue, tickets and inventories for the full day's activities.

Daily Non Revenue Report
The daily non revenue report contains all non-revenue badge transactions, one-time use badge transactions and void transactions including the original fee amount.

LPI Activity Report
The LPI activity report contains any activity for a specified day including disappeared vehicles.

LPI Correction Report
The LPI correction report contains any correction for a specified day.

LPI Disappeared Vehicle Report
The LPI Disappeared Vehicle Report list all vehicles that existed in LPI earlier and subsequently not found in the next LPI upload although the vehicle has not exited. The Report also shows the date seen and the last date seen.

Many other formatted and custom reports are available as required to provide managers and customers with useful data for a variety of applications:

Entry - Exit Summaries
Provide a record of all cars entering/exiting by time block for any designated time frame. Helps identify peak exit times by day and is used by management in planning and scheduling of cashiers.

Count Activity Report
This report identifies peak facility counts used for scheduling and strategic planning.

Count Totals Report
This report cross-references inventories with ticket issues and collections to identify variances.

Validation Report
This report provides a detailed list of store validations or discounted tickets.

Ticket Type Report
This report provides a listing of status on all tickets to include back-outs.

Administrative Logs
Standard Parking maintains and keeps current several administrative control logs used to record information essential to ensuring the quality and integrity of the parking operations.

Over Ring/Under Ring Log

A monthly log is kept listing each cashier that has worked. An entry is made for each shift worked listing adjustments made by amount or recording that no adjustments were made. The log is updated daily when shift audits are performed. All adjustments are checked and verified for legitimacy.

Overage and Shortage Log

A monthly log is kept listing each cashier that has worked. The manager enters the amount of cash over or short by amount or records no variance occurred for every cashier shift worked. The log is updated daily when shift audits are performed. Cashiers are required to make up shortages and are subject to disciplinary action.

Balance Due Register

All "Balance Dues" issued are recorded in chronological order on the Balance Due Register each day (if applicable) when shift audits are performed. The register is used to record amounts owed and collected, identify and prevent repeat offenses and to initiate and record collection activity.

NSF Check Register

All personal checks returned by the bank for non-payment are recorded in the NSF Check Register. Similar to the Balance Due Register, it is maintained in chronological order by date of notification and used to record amounts owed and collected, identify and prevent repeat offenses and to initiate and record collection activity (telephone calls and letters).

Daily Log

A log is kept by day and by shift to record all pertinent information pertaining to the day's operations. Log entries may include; equipment problems, traffic issues, disciplinary or attendance issues, customer comments/complaints, flight delays, security issues and other miscellaneous information.

Missing and Unaccounted for Tickets

Standard Parking defines missing tickets as tickets processed/collected that cannot be physically located. Our policy expects and requires 100% accounting of all collected tickets and does not accept any level of missing tickets. Standard Parking defines unaccounted tickets as the variance between tickets issued and collected as compared to beginning and ending car counts. Standard Parking policy establishes the acceptable level of unaccounted tickets at less than .003 or .3% of total tickets issued.

Procedures for Prevention and Handling Employee Theft

Employees are held accountable for all receipts collected by them and for errors on the collection of parking tickets and for missing parking tickets. Standard Parking will exercise its right as detailed in the "Company Regulations and Disciplinary Policy" to summarily dismiss employees for stealing, misrepresentation of collections and receipts and for unsatisfactorily explained repeated errors in parking ticket and collections. Standard Parking will verbally notify the Airport staff and the Airport Police immediately of any lost, stolen or unaccounted for gross receipts, followed by a written notice within 24 hours. Standard Parking will use its own funds to replace any lost, stolen or unaccounted for gross receipts within 24 hours of discovery.

Standard Parking's policy requires the General Manager to notify the Corporate Security Department and the Regional Manager within 24 hours of any thefts totaling $50 or more. The manager is also required to complete a "Robbery and Theft Report" and send copies to the Corporate Support and Regional offices. "Supplemental" reports must also be completed and forwarded to report any follow-up information or conclusions.

In addition to the stringent auditing and control procedures described, Standard Parking utilizes additional procedures to deter and identify employee theft. Those procedures include Surprise Cash Counts, Fraud Hotline, Lost Ticket Follow-up Calls and Mystery Shopper Program.

Supervisors are required to perform a random "Surprise Cash Count" on a minimum of one cashier per day. Without prior notice, the supervisor enters a cashier booth during the shift, temporarily shuts down the lane and completes a surprise cash count. The supervisor takes a sub-total report on the cashier terminal and counts all money in the cashier drawer (in the presence of the cashier). The supervisor records totals on a surprise cash count form and compares sub-total with cash in drawer plus skims minus starting bank.

Any serious discrepancies are reported immediately to the General Manager for follow-up disciplinary action. Total cash in drawer is also checked to ensure cashier is in compliance with skimming requirements. Disciplinary action will also be taken for an excessive amount of cash in drawer.

All Standard Parking locations are required to post our "Fraud Hotline" telephone number and instructions for reporting improper of suspicious activity. The caller's identity can remain anonymous or is held in strict confidence. Fraud Hotline calls are received by our Corporate Security Department and are investigated jointly with cooperation between Corporate Security and Regional Operations.

Local management is required to audit lost tickets by reviewing each lost ticket to ensure all required information is recorded properly. Additionally, management is required to call telephone numbers recorded on a random sampling of lost tickets as a follow-up customer survey. Management may target a specific cashier if he or she is accepting a high number of lost tickets.

No Charge, Validated and Exception Transactions

All non-standard transactions must be pre-approved in writing by the airport. Prior to transition, Standard would review all approved programs and incorporate procedures for handling these transactions into our employee handbook and on-site operations manual. All non-standard transactions would be separated by shift and each ticket audited to ensure proper information and identification is contained on the ticket.

Lost Ticket Procedures

Any patron losing his or her ticket is required to complete a lost ticket form designed to provide specific identification and other information for verification and audit purposes. The license plate of the vehicle is recorded and checked against the license plate information recorded in the LPI system to determine the exact entrance time for fee calculation. Standard Parking prefers to

use a color-coded lost ticket form for easy identification by our audit staff. This is helpful in sorting all lost tickets for review by management.

Ticket Storage

Unused tickets are stored in a locked storage room at a site designated by the airport or Standard Parking management. Tickets are stacked in sequential order by lot. When new tickets are delivered, the delivery date and beginning ticket numbers of each stack are recorded in the "Ticket Loading Log." As tickets are removed from storage for loading, the supervisor or maintenance worker removing the tickets is required to records their initials and the date next to the beginning numbers.

The "Ticket Loading Log" is utilized to ensure tickets received concur with tickets ordered and affirm tickets are loaded in sequential order. The log also used as a continuous and current inventory record and tool to identify when additional tickets need to be ordered.

Auditing and Quality Assurance

In addition to the detailed daily revenue control procedures we will perform at SAN, including 100% auditing of every ticket and every dollar collected by every cashier, Standard Parking will provide a significant level of support and operational oversight from regional and corporate offices. The Standard Parking supplemental auditing and quality assurance programs include corporate security audits, operations field surveys and mystery shopper program.

Standard Parking understands the importance of revenue control and auditing and has invested in an Internal Audit Department comprised of 16 employees located throughout the country responsible for performing field audits, reviewing revenue controls and investigating fraudulent activity. The depth and scope of the Standard Parking auditing program with dedicated staff and comprehensive evaluation criteria is unmatched in the industry further setting us apart from our competitors.

Corporate Security Audits

Standard Parking's Corporate Security staff will perform regular unannounced audits to review operations and measure compliance with Company policies and procedures. Specially trained auditors will spend several days at the facility "shopping tickets" and observing the operation prior to notifying management of their arrival. These unannounced visits allow the auditors to see the operation in the same light that customers do. Cashiers are evaluated on accuracy and compliance with customer service standards.

After observing the operation from the "outside", the auditors notify the General Manager of their presence, and begin examining records and reviewing procedures. The comprehensive audit covers an extensive checklist including security check, customer service evaluation, ticket analysis, manager's controls, equipment and lot security, personnel, administrative and records analysis, safety program verification, general observations and other information specific to the operation.

Upon completion, the Corporate Security Department prepares a detailed summary of the audit team's findings. Recommendations for corrective actions related to any non-compliance items and suggestions for operational improvements are itemized. Confidential copies are circulated

internally through the ranks of our organization up to the CEO. The Regional Manager is then required to respond in writing to each item with explanations and/or dates of implementation.

Operations Field Surveys

Standard Parking's Regional Manager will perform a minimum of two Operations Field Surveys each year with the assistance of the General Manager. Each survey involves touring the location and completing a structured review of operations utilizing a format similar to that used by the Corporate Security staff. The Regional Manager and General Manager audit and evaluate each aspect of the operation and prepare a detailed report of their findings.

The Operations Field Survey requires considerable interaction between the Regional Manager, General Manager and our staff in San Diego. This 'hands-on" approach is used as much for training and motivation as it is for measurement and evaluation. The Regional Manager learns the intricacies of the operation and obtains valuable feedback from the employees responsible for the day-to-day operations.

The frequent location visits by the Regional Manager also provides an opportunity for communication and interaction with airport staff. Standard Parking recognizes the importance of understanding the needs and concerns of the Airport. We work hard at being attentive to those needs and providing new ideas and suggestions for improvements.

Mystery Shopper Program

Standard Parking has a contract with an independent firm to perform "Mystery Shopping" at our facilities throughout the country. The mystery shoppers follow the pattern of a normal parking customer and are instructed to observe specific operational procedures and employee behaviors. Immediately upon exiting the facility, the mystery shopper completes a series of questions designed to determine if customers service and revenue control procedures were followed according to Company standards.

The frequency of mystery shopping varies by location and is typically scheduled by the Regional Manager in cooperation with the Airport staff. We recommend one shop per lot per month for SAN. The mystery shopping is occasionally directed at a specific employee suspected of improper behavior.

Parking Fee Adjustments and Refunds

Standard Parking personnel are trained to exercise reasonable discretion when responding to a request for a refund by a customer. Contingent upon location specific policies, Standard Parking management or supervisory personnel typically are authorized to give refunds or make "on-site" fee adjustments with prior Airport notice. All fee adjustments and refunds will be reported to the Airport as "exception transactions".

Deposit of Gross Receipts

Standard Parking will utilize an armored car service to ensure all funds collected the previous day are deposited by 2:00 PM daily into a bank account designated by SAN.

Minimizing Reimbursable Costs – Budget Control

Effectively controlling and managing client costs are central to Standard Parking's mission statement. We realize that our success as an organization relies in large part on our ability to

protect client revenues and to operate cost effective and efficient operations. Our methods for ensuring effective cost controls and efficiencies include but are not limited to:

Strict Procurement Practices - All major purchases and or services require at least three competitive quotes unless otherwise directed by the client. Typically this requirement applies to all purchases over $500 and is strictly monitored through signature by multiple levels of authority within the organization.

National Discounts **-** As one of the nation's largest parking service providers, Standard Parking enjoys substantial discounts from numerous vendors due to the large volume of our annual purchases. By example, Standard Parking places bulk ticket orders twice per year which affords us significant discounts that are passed along to our clients. Our clients benefit from national discounts on revenue control equipment, supplies and other items typically necessary in the day to day operation of parking facilities.

Workforce Management – Controlling Costs Through Automation
Standard Parking's Internet-based biometric workforce management system enhances the effective management of the personnel deployed at our clients' locations, resulting in reduced labor-related operating costs for our clients while minimizing potential legal liability arising from Fair Labor Standards Act compliance.

- *No More Paper Timesheets* – Automation of the manual processes of tracking employee time and attendance eliminates paper timesheets and improves the accuracy of time data for each employee.



- *Improved Payroll Accuracy* – The systems approach reduces human error, which allows us to process payroll more efficiently and accurately.

- *Better Oversight of Labor Costs and Absenteeism* – Managers have improved visibility into overtime and absenteeism, using real-time data to make informed workforce decisions.

- *Compliance with State and Federal Time Recording Requirements* – Consistent pay policies are automatically enforced, with managers having the ability to review time accounting reports in real time. A full audit trail of time card edits and approvals is readily available.

Employee Status Just a Click Away
Our managers and supervisors can quickly view the status of their assigned employees and edit time, employee file information, exceptions and schedules. A status board displays all assigned employees and those with missed punches. Saved historical data allows the manager to perform detailed analyses, identify cost and staffing trends, and plan for the future.

Secure Data Collection
Standard Parking gathers and computes data from both salaried and hourly professionals, in a secure environment, using magnetic strip, bar code or biometric time clocks as data collection devices. Biometric time clocks increase security and accuracy by eliminating "buddy punching" and lost identification cards. We also can collect data via touch-tone phones.

Attendance Tracking
Our managers are able to track employee exceptions and policy compliance over long periods of time. Exceptions include early or tardy arrivals, late departures, long shifts, long meals, missed punches and frequent absences. As employees use the system, the program collects the exceptions defined within the payroll rule assigned to each employee, enabling managers to quickly identify unfavorable trends. At any time, supervisors can request a "snapshot" of exceptions, by employee, in a calendar format that shows the number and type of exceptions recorded by the system.

Transferring Data to the Payroll, HR Systems
The system accurately transfers hours worked, overtime, department, holidays, sick time and vacation data to and from payroll programs or processing service bureaus. Reconfigurations necessitated by payroll policy changes are quickly implemented.

Generating Workforce Reports
Once the time and attendance data is collected and stored, we can process the information and generate over 50 different reports. These reports provide a complete overview of employee statistics, including overtime calculations.

Controlling Costs and Enhancing Productivity for Our Clients
Our workforce management program gives our local management team the time it needs to focus on revenue generation and customer service, not employee tracking paperwork. More importantly, management's enhanced awareness of labor information allows for the proactive control of our most valuable and costly resource: our employees.

Monthly Reports and Reimbursable Operating Expenses
Standard Parking will furnish a "Certified Monthly Statement" SAN in accordance to requirements stated within the RFP. The statement will summarize all gross receipts by revenue type, disbursements for operating expenses, operating fee and net profit for the preceding calendar month and on a year-to-date basis. The statement will include budgeted amounts and variances for each facility separately and combined as a total.

The Certified Monthly Statement will also include the following reports in both printed and electronic file format:

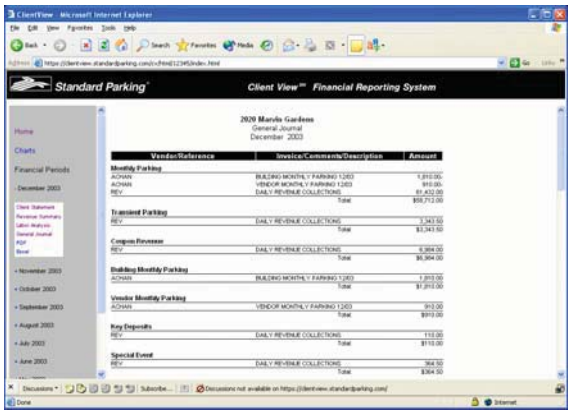
- Reconciliation of cash and credit card deposits
- Parking Activity Report
- Copies of original invoices and all required backup
- Payroll records
- Copies of paid checks supporting requested reimbursable expenses
- Budget Variance Report

- Exception Transaction Report
- Missing Tickets Report
- General Ledger detailing revenues and expenses incurred
- Monthly list of all authorized permit holders and access card numbers
- Petty Cash Receipts

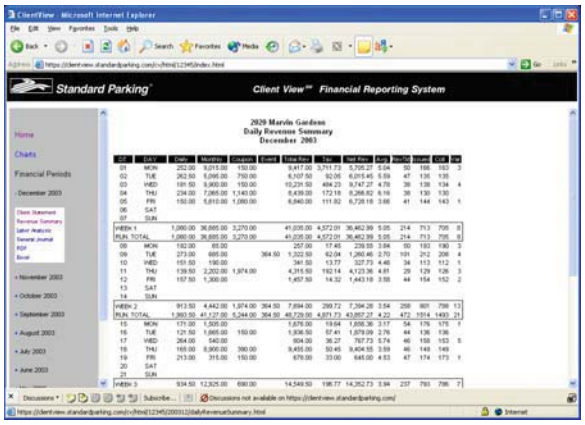
Client View [sm] Financial Reporting

Taking full advantage of advances in technology and information systems, Standard Parking offers its clients on-line access to operating statements through a secure web-site. Our "*ClientView"* program allows the client to view the revenue expense history of their facility each month and provides a variety of reports and analysis that serve as useful tools in forecasting, budgeting and planning. If selected as your parking operator, Standard Parking will provide SAN staff access to our "*ClientView"* program at no cost to the Authority.

Client View[sm], our fully-secured Internet-based system, gives clients the flexibility and convenience to access and download monthly financials and detailed backup reports, including:



- *Statement of Revenue and Expense*
- *Labor Analysis Report*
  - — Employee Name
  - — Pay Date
  - — Hours Worked
  - — Total Earnings (regular and O.T.)
  - — Employer Payroll Taxes
  - — Workers Compensation Cost
- *Revenue Summary Report*
  - — Revenue Data by Day
  - — All Revenue Types (transient, meter, monthly, validation, coupon, miscellaneous)
  - — Sales Tax Data
  - — Average Ticket Data
  - — Tickets Issued
  - — Tickets Collected
  - — Weekly and Monthly Summaries
- *General Journal Report* (supports Statement of Revenue and Expense)
  - — General Ledger Reference
  - — Vendor Reference
  - — Invoice Number
- *13-Month Trend Analysis*



The system also provides line item drill down capability (general ledger detail, vendor reference and scanned image of invoices), rolling 24-month historical data and the ability to convert reports to Microsoft Excel files.

Sarbanes-Oxley Certification

Standard Parking Corporation is registered with the SEC and therefore is required to comply with all SEC rules and regulations, including all applicable Sarbanes – Oxley requirements. The Internal Audit Department is responsible for the Company's internal controls certification process required by the Sarbanes-Oxley Act. This work includes the documentation of all business processes, control design analysis, key control identification and ongoing testing of controls for operating effectiveness.

As a publicly traded company, Standard Parking has gone to extraordinary measures to comply with these stringent SEC requirements, requirements which are ***not*** mandated for non-publicly traded parking operators. This should give reasonable assurance to the SAN that our internal controls are effective in protecting their parking operation revenues.

f. Provide samples of ALL reports to be provided to the Authority, including but not limited to audit, deposit, monthly activity, lost ticket, revenue and expense reports.

Please refer to the following pages for a sample of all of our reports that will be provided to the Authority.

g. Describe how programs and methodologies identified in (2) above will enhance revenues and contain costs at SDIA. Provide specific examples with the estimated revenue increase or cost reduction.

Please refer to the following table as it relates to our narrative in Question 2.

Enhancement	Investment/Value	Bottom Line Impact	Cost to Authority
Equipment/Capital Investment	$150,000	$50,000-$75,000	$0
Facility Layout Analysis	$30,000	$500,000-$2,500,000	$0
Evaluation of PARCs System	$10,000	$150,000-$300,000	$0
Equipment Specs and Project Management Services	$50,000	$150,00 - $300,00	$0
Market Share Analysis / Marketing Plan	$10,000	$1,000,000 - $2,500,000	$0
Signage Review	$15,000	$25,000 - $50,000	$0
Workforce Management System	$15,000	$25,000 - $50,000	$0
ClientView	N/A	Green Initiative	$0

4. **Worker Retention Program**:

   a. (0 points) State whether your proposal will meet the Worker Retention Program and how it will do so. Failure to meet the requirements of the Worker Retention Program will make the proposal non-responsive.

Employee selection, hiring and finalization of staffing schedules will be completed in Phase I of our transition plan. The first step will be to notify the current employees that a new operator has been selected and to ensure them they will be given an opportunity to continue their employment at the Airport. Notification should be given as soon as possible upon award of the contract to maintain continuity of operations and to minimize customer service issues.

Establishing a favorable environment for communication through professional courtesy and spirit of cooperation with the current operator undoubtedly helps facilitate a smooth transition. We will make every effort to alleviate any concerns and anxiety current employees may have by effectively communicating our plans and intentions and conveying our commitment to hiring all current employees (with the exception of key management positions) meeting our selection criteria. We will complete background checks and make employment offers two (2) weeks prior to commencement and complete company orientation and training the final week before takeover.

Like the Airport Authority, Standard Parking recognizes that Incumbent Workers possess valuable knowledge, skills and experience concerning the performance of the agreement being awarded, having provided the same services under the terminating agreement. Incumbent Workers have received Airport security and safety training. They possess Airport badges, having passed some level of security screening in order to receive badges. The Authority recognizes the experience, skills, benefits and knowledge of Incumbent Workers as a valuable and important asset. Additionally, Worker Retention provides continued employment opportunities for Incumbent Workers who wish to continue working for the contractor providing services under the new agreement. Given the recognized advantages of retaining Incumbent Workers, Standard Parking intends to provide all qualified Incumbent Workers an opportunity to be rehired and compete for retention of these jobs.

Standard Parking's Worker Retention Program for this solicitation process and agreement encompassing all of the components included in the RFP document including the following:

- Standard Parking will hire/retain all Incumbent Workers, including supervisors, meeting our selection criteria who have been employed for the preceding twelve (12) months or longer by the terminated contractor, and retain the Incumbent Workers for a period of ninety (90) days, unless there is cause to terminate sooner;

- Standard Parking will retain the Incumbent Workers during the ninety (90) day period under the terms and conditions established by Standard Parking or as required by law or other applicable agreement;

- Standard Parking will apply the term "contractor" to subcontractors where applicable;

- Standard Parking will pool Incumbent Workers by job classification and to interview and hire from the pools for the first six (6) months of operations at the Airport or until the terminated contractor completely ceases operations at the Airport, whichever is later;

- Standard Parking will maintain a preferential hiring list of Incumbent Workers not initially hired; and

- Standard Parking will not be released from the obligation to hire from the job classification pools until all of the Incumbent Workers within a job classification pool have received a ninety (90) day employment offer or the pooling period as defined above has expired.

b. (2 points) The Authority established additional consideration during the evaluation process, in the form of up to two (2) bonus points, for any proposal that **exceeds** the Worker Retention requirements as specified in Part 2, Section B of the RFP. If your proposal intends to exceed the Authority's Worker Retention requirements, please provide a written explanation and commitment detailing how and to what degree your performance of the agreement will exceed the Worker Retention requirements.

   The following are additional components of Standard Parking's Worker Retention Program:

   - Standard Parking will honor the seniority of all Incumbent Workers for purposes of job position, shift preference and vacation.

   - Standard Parking will hire Incumbent Workers at, or above their rate of pay at the time of the transition.

   - Standard Parking will wave all requirements related to waiting periods for health care eligibility and provide uninterrupted health care benefits/first day coverage to all Incumbent Workers receiving health care benefits during the last month prior to transition.

Daily Revenue Verification

Date of Report: 9/26/2011

Total Credit Cards: $29,956.00

Total Cash: $11,547.00 (+420 CKS)

Total Deposit: $11,967.00

Verified By: Jerry A Brien

Date of Audit: 9/27/2011

Standard Parking®

To: **Cash Management**

From: **Jerry O'Brien**
Southwest Florida International Airport

Date: **9/27/2011**

Credit Card Revenue For: **9/26/2011**

Visa/Master Card:	**$22,314.00**
American Express:	**$6,937.00**
Diners Club:	
Discover/Novus:	**$705.00**
TOTAL	**$29,956.00**

DAILY PARKING REVENUE RECONCILIATION
MIDFIELD TERMINAL
9/26/2011

TOTAL NET REVENUE	$41,923.00
NEGATIVE VALIDATIONS	244.00
CUSTOMER SHORT	0.00
SYSTEM GENERATED GROSS REVENUE	**$42,167.00**
DAILY CASH RECEIPTS	12,072.00
DAILY CREDIT CARD RECEIPTS	29,851.00
MANUAL CREDIT CARD INTERNAL SYSTEM	
SYSTEM GENERATED NET REVENUE	**$41,923.00**
CUSTOMER SHORT	$0.00
SYSTEM GENERATED ADJUSTED NET REVENUE	**$41,923.00**
BANK DEPOSIT	11,967.00
CREDIT CARD FEES - INTERNAL SYSTEM	29,851.00
CREDIT CARD FEES - MANUAL SYSTEM	105.00
TOTAL CREDIT CARD REVENUE	**$29,956.00**
TOTAL ACTUAL REVENUE	**$41,923.00**
VARIANCE	0.00
CUSTOMER SHORT	0.00
TOTAL VARIANCE	**$0.00**

EXPLANATION/JUSTIFICATION FOR VARIANCE

TOTAL	**$0.00**

Revenue History

Southwest Florida International Airport

Station	ALL	**Printed On:**	9/27/2011
Timeframe:	09/26/2011 03:00:00 - 09/27/2011 02:59:59	**Printed At:**	04:41:00
		Page No:	1

Revenue Information Totals

	Count	Net Amount s($)	Gross Amount s($)
Paid at Exit Station:	370	14,746.00	14,746.00
Paid at Exit Cashier:	1,376	27,177.00	27,421.00
Paid at Central Cashier:	0	0.00	0.00
Paid at Paystation:	0	0.00	0.00
Paid at Exit Paystation:	0	0.00	0.00
Total Revenue Trans:	**1,746**	**$41,923.00**	**$42,167.00**

Average $ Per Revenue Transaction: **$24.01**

Total Parkers

Transient Exits (not incl. Turn Around/Drive Thru Time)	1,738
Stored Value Cards:	0
Lease Cards:	8
AVI:	0
Total Parkers:	**1,746**

Miscellaneous

	Count	Net Amount s($)
Turn Around/Drive Thru Time:	350	0.00
Exit Within Grace Period:	0	0.00
Overstay (Grace Period Exceeded):	0	0.00
$0.00 Revenue Transactions:	358	
Damaged Ticket Cashier Station	0	0.00
Lost & Cashier Created Entry Tickets:		
Lost Tickets:	2	420.00
Zero $ Entry:	1	0.00
Non-Zero $ Entry (inc in trans exits):	9	$498.00
Total Lost and Entry Tickets:	12	$918.00
Failed/Canceled Cashier Station:	22	0.00
Failed/Canceled Pay Station	0	0.00
Overpaid/Change Not Returned:	0	0.00
C Loop Exit Counts:	1,765	
Total Exit Transactions:	1,746	
Total Combined Tax:		$0.00

* = Modified by General Revenue Reconciliation

\+ = Modified by Cashier Shift Reconciliation

Payment Information	Count	Net Amount
Paid Cash:	1,129	12,072.00
Paid Check:	0	0.00
Total Deposit:	**1,129**	**$12,072.00**
Paid Visa:	334	15,747.00
Paid Mastercard:	139	6,512.00
Paid American Express:	129	6,887.00
Paid Discover:	15	705.00
Paid Other Credit Card:	0	0.00
Paid Bank Debit Card:	0	0.00
Total Debit/Credit Cards:	**617**	**$29,851.00**
Paid StoredValue Card:	0	0.00
Paid Using AVI:	0	0.00
Total AVI/Value Cards:	**0**	**$0.00**
Total Net Revenue:		**$41,923.00**
Not Paid (Patron Shortage/ Promissory Note):	0	0.00
Stored Value Cards Recharged:	0	0.00
Adjusted Net Revenue:		**$41,923.00**

Gross Revenue (Revenue Including Validations)

Positive Validations:	0	0.00
Negative Validations:	30	244.00
Total Validation: (Valimark or Valimate)	**30**	**$244.00**
Total Rebate Tickets:	0	0.00
Gross Revenue:		**$42,167.00**

Stored Value Cards

	Cash		Credit	
Sold:	0	$0.00	0	$0.00
Recharged:	0	$0.00	0	$0.00
Programmed:	0	$0.00	0	$0.00
Total Cards:	0	**$0.00**	0	**$0.00**

Lease Card Account Sold:	0	0.00
Total Lease Card Account:	**0**	**$0.00**
Lease Cards Programmed:	**0**	

Parker Group Statistics

Southwest Florida International Airport

Station	ALL		**Printed On:**	9/27/2011
Parker Group:	All		**Printed At:**	04:39:30
Timeframe:	09/26/2011 03:00:00	09/27/2011 02:59:59	**Page No:**	1

Group	Description	Amt. Paid($)	Tax Paid($)	%	Payments	%	Average($)
16	Garage Parker - Oct 09	$17,945.00	$0.00	43.24	1209	68	$14.84
17	Garage Parker Valimark - Oct 09	$0.00	$0.00	0.00	33	2	$0.00
18	Long Term Lot Parker - Oct 09	$23,558.00	$0.00	56.76	495	28	$47.59
19	Long Term Lot Parker Valimark - Oct 0	$0.00	$0.00	0.00	7	0	$0.00
20	Garagee Parker Valimark +4 - Oct 09	$0.00	$0.00	0.00	8	0	$0.00
21	Garage Parker Valimark +5 - Oct 09	$0.00	$0.00	0.00	19	1	$0.00
23	Garage Parker Valimark +7 - Oct 09	$0.00	$0.00	0.00	5	0	$0.00
24	Garage Parker Valimark +8 - Oct 09	$0.00	$0.00	0.00	1	0	$0.00
26	Long Term Lot Parker Valimark +5 - O	$0.00	$0.00	0.00	7	0	$0.00
GRAND TOTALS:		**$41,503.00**	**$0.00**		**1784**		**$23.26**

This parking ticket is a license to park one vehicle in a designated area in the parking facility at the posted *rates and limits* the Lee County Port Authority (Authority) and/or the Operator's liability. Any car parked at this facility is parked at the car owner's sole risk. The Authority and/or Operator does not assume care, custody or control of any vehicles parked on Authority premises or any of the vehicles' contents. The Authority and/or Operator is not responsible for any fire, theft, damage or loss to any private property on Authority premises including, but not limited to, vehicles or the vehicles' contents. Any vehicle parked in violation of the Authority's Rules and Regulations including, but not limited to, being left over 60 days without prior arrangements or communication with the Authority and/or Operator, may result in the removal of the vehicle at the owner's expense. The Authority and/or Operator reserves the privilege of moving vehicles to other sections of the facility at any time. Only a license to park is granted hereby and no bailment is created. This is not a claim check. This is your entire license and no employee may modify or waive any of its terms. By your acceptance of it you agree to all foregoing terms. FLORIDA SALES TAX INCLUDED IN RATE. 832335

D 012942

SEP 27 2011

[redacted]

This parking ticket is a license to park one vehicle in a designated area in the parking facility at the posted rates and limits the Lee County Port Authority (Authority) and/or the Operator's liability. Any car parked at this facility is parked at the car owner's sole risk. The Authority and/or Operator does not assume care, custody or control of any vehicles parked on Authority premises or any of the vehicles' contents. The Authority and/or Operator is not responsible for any fire, theft, damage or loss to any private property on Authority premises including, but not limited to, vehicles or the vehicles' contents. Any vehicle parked in violation of the Authority's Rules and Regulations including, but not limited to, being left over 60 days without prior arrangements or communication with the Authority and/or Operator, may result in the removal of the vehicle at the owner's expense. The Authority and/or Operator reserves the privilege of moving vehicles to other sections of the facility at any time. Only a license to park is granted hereby and no bailment is created. This is not a claim check. This is your entire license and no employee may modify or waive any of its terms. By your acceptance of it you agree to all foregoing terms. FLORIDA SALES TAX INCLUDED IN RATE. 832335

C 300858

SEP 27 2011

[redacted]

This parking ticket is a license to park one vehicle in a designated area in the parking facility at the posted rates and limits the Lee County Port Authority (Authority) and/or the Operator's liability. Any car parked at this facility is parked at the car owner's sole risk. The Authority and/or Operator does not assume care, custody or control of any vehicles parked on Authority premises or any of the vehicles' contents. The Authority and/or Operator is not responsible for any fire, theft, damage or loss to any private property on Authority premises including, but not limited to, vehicles or the vehicles' contents. Any vehicle parked in violation of the Authority's Rules and Regulations including, but not limited to, being left over 60 days without prior arrangements or communication with the Authority and/or Operator, may result in the removal of the vehicle at the owner's expense. The Authority and/or Operator reserves the privilege of moving vehicles to other sections of the facility at any time. Only a license to park is granted hereby and no bailment is created. This is not a claim check. This is your entire license and no employee may modify or waive any of its terms. By your acceptance of it you agree to all foregoing terms. FLORIDA SALES TAX INCLUDED IN RATE. 828663

E 606794

SEP 27 2011

[redacted]

This parking ticket is a license to park one vehicle in a designated area in the parking facility at the posted rates and limits the Lee County Port Authority (Authority) and/or the Operator's liability. Any car parked at this facility is parked at the car owner's sole risk. The Authority and/or Operator does not assume care, custody or control of any vehicles parked on Authority premises or any of the vehicles' contents. The Authority and/or Operator is not responsible for any fire, theft, damage or loss to any private property on Authority premises including, but not limited to, vehicles or the vehicles' contents. Any vehicle parked in violation of the Authority's Rules and Regulations including, but not limited to, being left over 60 days without prior arrangements or communication with the Authority and/or Operator, may result in the removal of the vehicle at the owner's expense. The Authority and/or Operator reserves the privilege of moving vehicles to other sections of the facility at any time. Only a license to park is granted hereby and no bailment is created. This is not a claim check. This is your entire license and no employee may modify or waive any of its terms. By your acceptance of it you agree to all foregoing terms. FLORIDA SALES TAX INCLUDED IN RATE. 832335

B 249689

SEP 27 2011

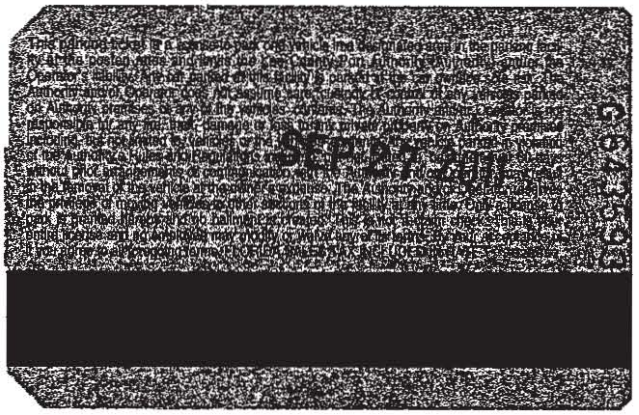
[redacted]

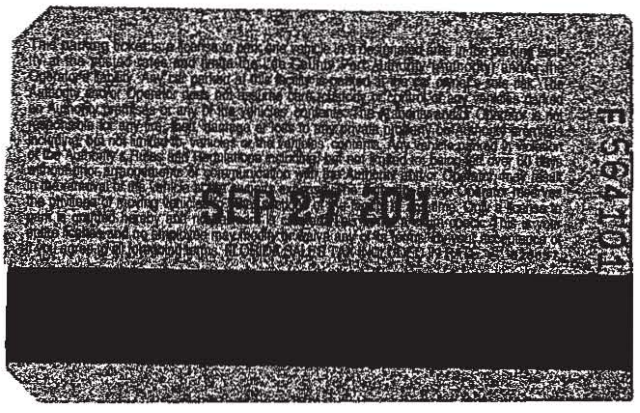
This parking ticket is a license to park one vehicle in a designated area in the parking facility at the posted rates and limits the Lee County Port Authority (Authority) and/or the Operator's liability. Any car parked at this facility is parked at the car owner's sole risk. The Authority and/or Operator does not assume care, custody or control of any vehicles parked on Authority premises or any of the vehicles' contents. The Authority and/or Operator is not responsible for any fire, theft, damage or loss to any private property on Authority premises including, but not limited to, vehicles or the vehicles' contents. Any vehicle parked in violation of the Authority's Rules and Regulations including, but not limited to, being left over 60 days without prior arrangements or communication with the Authority and/or Operator, may result in the removal of the vehicle at the owner's expense. The Authority and/or Operator reserves the privilege of moving vehicles to other sections of the facility at any time. Only a license to park is granted hereby and no bailment is created. This is not a claim check. This is your entire license and no employee may modify or waive any of its terms. By your acceptance of it you agree to all foregoing terms. FLORIDA SALES TAX INCLUDED IN RATE. 832335

A 010674

SEP 27 2011

[redacted]





DAILY REVENUE SUMMARY

Standard Parking®

MONDAY	26-Sep-11	LOCATION NUMBER	96944	LOCATION NAME		SWFLA	PREPARED BY	KIM

1	LONG TERM OR TRANSIENT	23,558.00	101	LONG TERM OR TRANISIENT	
2	SHORT TERM	17,945.00	102	SHORT TERM	
3	METER				
4	MONTHLY/MONTHLY DECALS	420.00	104	MONTHLY OR MONTHLY DECALS	
5	VALET HIKER FEE		105	VALET HIKER FEE	
6	VALET PARKING		106	VALET PARKING	
7	VALIDATIONS		107	VALIDATIONS	
8	KEY DEPOSITS		108	KEY DEPOSITS	
9	CONCESSIONS		109	CONCESSIONS	
10	MISC. PARKING REVENUE		110	MISC. PARKING REVENUE	
11	SPECIAL EVENT REVENUE		111	SPECIAL EVENT REVENUE	
27			127		
28			128		
29	**SUBTOTAL (LINES 1 THUR 28)**	**41,923.00**	129	**TOTAL (LINES 101 THRU 128)**	**0.00**
30	PLUS: CASH OVER		**LINE**	**REVENUE**	**AMOUNT**
31	REDEPOSITS OF CHECKS		130	TAXABLE	**41,923.00**
32	RECEIVED ON ACCOUNT		131	TAX EMEMPT	0.00
33	MANAGEMENT FEE		**139**	**TOTAL (LINE 130+131 SHOULD=LINE 29+129)**	**41,923.00**
34	RENTAL INCOME			**SALES TAX - MANUAL CALC. LOCATIONS ONLY**	
35			140	LANDLORD SALES TAX	
36	LESS: CASH SHORT		141	APCOA SALES TAX	
48				
49	**TOTAL (LINES 29 THUR 48)**	**41,923.00**		
50	LANDLORD BANK DEPOSIT	11,967.00		
51	VISA / MASTERCARD	22,314.00		
52	AMERICAN EXPRESS	6,937.00		
53	DINERS CLUB	0.00		
54	DISCOVER	705.00		
55				
56				
68	STANDARD BANK DEPOSIT			
69	**TOTAL (LINES 50 THUR 68)**	**41,923.00**		

LINE 69 SHOULD EQUAL LINE 49

LINE	ACCOUNTS RECEIVABLE SUMMARY	AMOUNT
150	PREVIOUS DAY'S TOTAL	
151	+ CHARGES (LINE 129)	
152	- TODAY'S COLLECTIONS (LINE 32)	
153	+ OR - OTHER	
154	= NEW ACCOUNTS RECEIVABLE	

TICKET CONTROL SUMMARY	LINE	L/T	LINE	S/T
CARS ON LOT AT START	70	1,097	80	571
+ TODAY'S TICKETS ISSUED	71	289	81	1,312
- TODAY' TICKETS COLLECTED	72	495	82	1,209
- TODAY'S NON REVENUE TICKETS	73	7	83	33
- TODAY'S TICKETS MUTILATED	74	0	84	4
= CARS ON LOT AT FINISH	75	884	85	637
- ACTUAL CAR COUNT	76	883	86	648
	77	−1	87	+11
	90			
	91			
	92			
	93			

(EXPLANATION FOR CHANGE ON LINE 90 OR 91)

ATTACH YOUR BANK VALIDATED DEPOSIT SLIP
FOR LINE 50 AND/OR 68

MASTER REPORT FOR AUTOMATED OPERATIONS

Standard Parking®

DAY	DATE	WEATHER	LOCATION NAME	LOCATION NO.	PREPARED BY
MONDAY	26-Sep-11	RAIN	SWFLA	96944	KIM

TICKET CONTROL

LONG TERM

ENTRANCE	#1	#2	#3	#4	#5	#6	#7	TOTAL TICKETS ISSUED LONG TERM ENTRANCES
TKT. COLOR	Orange F	OrangeG						
NEXT UNUSED TICKET NO	564,101	643,593						
FIRST TICKET NO USED	564,100	643,305						
TKTS ISSUED	1	288						289

SHORT TERM OR TRANSIENT TICKETS ISSUED

ENTRANCE	#1	#2	#3	#4	#5	#6	#7	TOTAL TICKETS ISSUED SHORT TERM ENTRANCES
TKT COLOR	White A	White B	White C	White D	White E			
NEXT UNUSED TICKET NO	10,674	249,689	300,858	12,942	606,794			
FIRST TICKET NO USED	10,138	249,556	300,739	12,564	606,648			
TKTS ISSUED	536	133	119	378	146			1,312
TOTAL LONG TERM & SHORT TERM	537	421	119	378	146			1,601

ACTIVITY COUNTERS 24 HOURS

	BOOTH #1	BOOTH #2	BOOTH #3	BOOTH #4	BOOTH #5	CREDIT #6	CREDIT #7	TOTAL
ACTUAL TICKET COUNT		15	1		5	146	216	
VALIDATED								
START COUNT	51,646	45,476	164,837	233,398	270,349	125,680	189,943	
TOTAL TICKETS COLLECTED		15	1		5	146	216	383
EXIT COUNT	51,708	45,491	164,838	233,398	270,354	125,829	190,165	TOTAL TICKETS COLLECTED
REVENUE TICKETS TRANSACTION COUNT	62	15	1		5	149	222	
(SHORT)/OVER	-62					-3	-6	

REVENUE CONTROL

AUDITORS TOTALS 24 HOURS (DOLLARS)

	BOOTH #1	BOOTH #2	BOOTH #3	BOOTH #4	BOOTH #5	CREDIT #6	CREDIT #7		TOTAL
ENDING AUDIT TOTAL									
BEGINNING AUDIT TOTAL									
CASH TO BE ACCOUNTED FOR		24.00	248.00		45.00	6,283.00	8,463.00		15,063.00
ADJUSTMENT (+) UNDERRING									
ADJUSTMENT (-) OVERRING									
CREDIT CARDS AND MISC			248.00		33.00	6,283.00	8,463.00		15,027.00
CASH REGISTER TOTAL TKT VALUE		24.00			12.00				36.00
CASH DEPOSIT		24.00			12.00				36.00
(SHORT)/OVER									

LOT CONTROL

	Long Term		Short Term	
CARS ON LOT AT START	1,097	70	571	80
+ TODAY'S TICKETS ISSUED	289	71	1,312	81
+ TODAY'S REVENUE TKTS COLLECTED	495	72	1,209	82
+ TODAY'S NON-REVENUE TKTS	7	73	33	83
+ TODAY'S MUTILATED TKTS		74	4	84
- CARS ON LOT AT FINISH	884	76	637	85
- ACTUAL CAR COUNT	883	76	648	86
= TICKETS OVER/SHORT	— 1	77	+11	87

REVENUE RECAP

CASH REGISTER TOTAL TKT VALUE		
CASH DEPOSIT	11,967.00	50/68
CREDIT CARDS	29,956.00	51/54
(SHORT)/OVER		30/36
METER		3
MONTHLY		4
VALET PARK		6
VALIDATIONS		7
RECEIVED ON ACCOUNT		32
MAIL IN		
TOTAL DEPOSIT	41,923.00	69

CASH REGISTER TOTAL TICKET VALUE	
CASH DEPOSIT	
(SHORT)/OVER	

MASTER REPORT FOR AUTOMATED OPERATIONS

Standard Parking®

DAY	DATE	WEATHER	LOCATION NAME	LOCATION NO.	PREPARED BY
MONDAY	26-Sep-11	RAIN	SWFLA	96944	KIM

TICKET CONTROL

LONG TERM

ENTRANCE	#1	#2	#3	#4	#5	#6	#7	TOTAL TICKETS ISSUED LONG TERM ENTRANCES
TKT. COLOR								
NEXT UNUSED TICKET NO								
FIRST TICKET NO USED								
TKTS ISSUED								

SHORT TERM OR TRANSIENT TICKETS ISSUED

ENTRANCE	#1	#2	#3	#4	#5	#6	#7	TOTAL TICKETS ISSUED SHORT TERM ENTRANCES
TKT COLOR								
NEXT UNUSED TICKET NO								
FIRST TICKET NO USED								
TKTS ISSUED								
TOTAL LONG TERM & SHORT TERM								

ACTIVITY COUNTERS 24 HOURS

	BOOTH #8	BOOTH #9	BOOTH #10	BOOTH #11	BOOTH #12	BOOTH #40		TOTAL
ACTUAL TICKET COUNT	308	495	535			2		
VALIDATED	2	3	3			7		
START COUNT	177,939	278,439	294,450	131,544	79,356			
TOTAL TICKETS COLLECTED	310	498	538			9		1,355
EXIT COUNT	178,250	278,936	294,988	131,544	79,471			TOTAL TICKETS COLLECTED
REVENUE TICKETS TRANSACTION COUNT	311	497	538		115			
(SHORT)/OVER	-1	1			-115	9		

LOT CONTROL

	Long Term		Short Term	
CARS ON LOT AT START		70		80
+ TODAY'S TICKETS ISSUED		71		81
+ TODAY'S REVENUE TKTS COLLECTED		72		82
+ TODAY'S NON-REVENUE TKTS		73		83
+ TODAY'S MUTILATED TKTS		74		84
- CARS ON LOT AT FINISH		76		85
- ACTUAL CAR COUNT		76		86
= TICKETS OVER/SHORT		77		87

REVENUE RECAP

CASH REGISTER TOTAL TKT VALUE		
CASH DEPOSIT	$11,931.00	50/68
CREDIT CARDS	$14,929.00	51/54
(SHORT)/OVER		30/36
METER		3
MONTHLY		4
VALET PARK		6
VALIDATIONS		7
RECEIVED ON ACCOUNT		32
MAIL IN		
TOTAL DEPOSIT	$26,860.00	69

REVENUE CONTROL

AUDITORS TOTALS 24 HOURS (DOLLARS)

	BOOTH #8	BOOTH #9	BOOTH #10	BOOTH #11	BOOTH #12	BOOTH #40	CC REFUND		TOTAL
ENDING AUDIT TOTAL									
BEGINNING AUDIT TOTAL									
CASH TO BE ACCOUNTED FOR	7,870.00	10,964.00	7,606.00			420.00			26,860.00
ADJUSTMENT (+) UNDERRING									
ADJUSTMENT (-) OVERRING									
CREDIT CARDS AND MISC	3,745.00	6,778.00	4,406.00						14,929.00
CASH REGISTER TOTAL TKT VALUE	4,125.00	4,186.00	3,200.00			420.00			11,931.00
CASH DEPOSIT	4,125.00	4,186.00	3,200.00			420.00			11,931.00
(SHORT)/OVER									

CASH REGISTER TOTAL TICKET VALUE
CASH DEPOSIT
(SHORT)/OVER

BANK OF AMERICA ACCOUNT NO. 005500504593 DATE 9/27/11

DEPOSITED FOR: BOARD OF COUNTY COMMISSIONERS, LEE COUNTY

002884

BY: STANDARD PARKING

DEPT: PORT AUTHORITY

	NAME	CHECK NO.	AMOUNT	
Fifth Third Bank	Janszen	1085	210.	00
Wings FCU	Hedge	7722	210.	00

BOARD OF COUNTY COMMISSIONERS

LEE COUNTY, FLORIDA Receipts FOR

PORT AUTHORITY PARKING 9/26/11

002884

DATE 9/27/11

BANK OF AMERICA
FT. MYERS, FL

BOARD OF COUNTY COMMISSIONERS SEAL LEE COUNTY, FLORIDA

TOTAL CASH	11,547. 00
TOTAL CHECKS	420. 00
TOTAL DEPOSIT	11,967. 00

⑈002884⑈ ⑆540600106⑆ 005500504593⑈

[redacted]

7722
22-7615/2960

SEP 26 2011
Date

Pay to the Order of STANDARD PARKING $ 210.00

TWO HUNDRED TEN/NO/100 Dollars

Security Features Detailed on Back.

Wings FINANCIAL FEDERAL CREDIT UNION

Bloomington Office
8101 34th Avenue South
Bloomington, MN 55425
1-800-692-2274
www.wingsfinancial.com

For [signature] MP

[redacted]

Visit us at www.53.com

[redacted]

63-9171/670
7432448111

1085

9/26/11
Date

Pay to the Order of LCPA $ 210.00

Two hundred ten dollars xx/xx Dollars

Security Features Included. Details on Back.

FIFTH THIRD BANK

Employee Parking [signature] MP

[redacted]

FT. MYERS AIRPORT

July 2011

Standard Parking™

Ambiance in Parking®

Southwest Florida Int'l Airport - Main Lot
Statement of Revenue and Expense
July 2011

CURRENT MONTH				YEAR-TO-DATE			ANNUAL BUDGET
Actual	Budget	Variance		Actual	Budget	Variance	Total
			REVENUE				
4,200		4,200	Monthly Parking	96,630		96,630	
477,099		477,099	General Parking	5,426,402		5,426,402	
475,324		475,324	Short Term Parking	5,543,869		5,543,869	
956,623		956,623	Total Gross Revenue	11,066,901		11,066,901	
			OPERATING EXPENSES				
82,398	156,680	74,282	Wages	880,113	1,566,800	686,687	1,880,165
6,087	11,868	5,781	FICA	64,679	118,680	54,001	142,411
31	1,241	1,210	FUTA	2,601	12,410	9,809	14,893
679	869	190	SUTA	18,207	8,690	(9,517)	10,425
159	357	198	AD&D/Life Insurance	1,340	3,570	2,230	4,282
9,137	10,352	1,216	Life/Health	80,493	103,520	23,027	124,223
7,828	14,738	6,910	Workers Compensation	83,809	147,380	63,571	176,850
	1,629	1,629	401K Expense	124	16,290	16,166	19,547
95	125	30	Employee Incentive Prog.	719	1,250	531	1,500
2,235		(2,235)	Repairs & Maintenance	3,055		(3,055)	
183	19,799	19,616	R&M Vehicles	5,209	197,990	192,781	237,590
			Manager's Car Allowance	14		(14)	
7,593	3,433	(4,160)	R&M Land & Buildings	36,582	34,330	(2,252)	41,195
	125	125	R&M Revenue Control	716	1,250	534	1,500
883	772	(111)	Office Supplies	8,166	7,720	(446)	9,263
1,357	956	(401)	Supplies & Small Tools	2,212	9,560	7,348	11,475
	1,212	1,212	Uniforms & Laundry	6,360	12,120	5,760	14,546
	2,137	2,137	Ticket Expense	7,292	21,370	14,078	25,641
	63	63	Recruiting Expense	92	630	538	750
418	125	(293)	Miscellaneous Expense	1,246	1,250	4	1,500
26	128	102	Postage & Freight	742	1,280	538	1,530
1,368	25,139	23,771	Rental Equipment/Vehicle	14,728	251,390	236,662	301,669
1,648	500	(1,148)	Security Services	7,761	5,000	(2,761)	5,996
758	971	213	Telephone & Computer	8,711	9,710	999	11,650
	141	141	Rental Storage	149	1,410	1,261	1,689
	15	15	License & Fees	4,976	150	(4,826)	175
31,152	32,083	931	Credit Card Fee	352,775	320,830	(31,945)	384,999
16,998	17,878	880	Management Fee	169,980	178,780	8,800	214,536
171,031	303,336	132,305	TOTAL OPERATING EXPENSES	1,762,853	3,033,360	1,270,507	3,640,000

Standard Parking™

Ambiance in Parking®

Southwest Florida Int'l Airport - Main Lot
Statement of Revenue and Expense
July 2011

CURRENT MONTH				YEAR-TO-DATE			ANNUAL BUDGET
Actual	Budget	Variance		Actual	Budget	Variance	Total
785,592	(303,336)	1,088,928	Net Operating Income(Loss)	9,304,048	(3,033,360)	12,337,408	(3,640,000)
			TOTAL EXPENSES DUE TO STANDARD PARKING	$171,030.54			

Standard Parking™

Ambiance in Parking®

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/21/11	07/20/11
VENDOR/SUPPLIER NAME:		INVOICE NUMBER:	
Hotsy-Pressure Systems		42956	
TO BE PAID FROM TRUST ACCT. (IF KNOWN)		PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):	
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Pressure Washer Repair	96944	5106240	52.49

INVOICE SUB-TOTAL	$	52.49
(Do not allocate tax to lines above) TAX	$	3.15
(Do not allocate freight to lines above) FREIGHT		
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	55.64

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
2. 2-SIDED INVOICES MUST BE COPIED BEFORE FAXING SO THAT BOTH SIDES ARE SENT
3. KEEP ORIGINAL INVOICES UNTIL YOU CONFIRM RECEIPT AT HTTP://IPM.STANDARDPARKING.COM

Revision Date: 11/09

00992 – 11202

HOTSY-PRESSURE SYSTEMS
12665 Metro Parkway
Ft Myers, Florida 33966
(239) 768-3363
1-800-927-0381
FAX (239) 768-2969

INVOICE

№ 42956

CUSTOMER'S ORDER NO.	PHONE	DATE
KEVIN	768-1818	07/20/11

NAME STANDARD PARKING

ADDRESS

CASH	CHARGE	CHECK	C.O.D.	ON ACCT.	PAID OUT	MDSE. RET'D

QTY.	DESCRIPTION	PRICE	AMOUNT
1	SW. VEL KIT		17 99
1.5	LABOR (SWIVEL REPAIR)		32 50
			52 49
	$55.64 TOTAL		
	WILL PAY BY CHECK LIENT APPROVED		
			1.
			52 49
		TAX	3 15
		TOTAL	$55 64

RECEIVED BY

All claims and returned goods MUST be accompanied by this bill.

THANK YOU

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/25/11	07/22/11
VENDOR/SUPPLIER NAME:		INVOICE NUMBER:	
Hotsy-Pressure Systems		42971	
TO BE PAID FROM TRUST ACCT. (IF KNOWN)		PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):	
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Pressure Washer Repair, Fuel Filters	96944	5106240	47.75

INVOICE SUB-TOTAL	$	47.75
(Do not allocate tax to lines above) TAX	$	2.87
(Do not allocate freight to lines above) FREIGHT		
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	50.62

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
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3. KEEP ORIGINAL INVOICES UNTIL YOU CONFIRM RECEIPT AT HTTP://IPM.STANDARDPARKING.COM

Revision Date: 11/09

00399 – 11206

HOTSY-PRESSURE SYSTEMS
12665 Metro Parkway
Ft Myers, Florida 33966
(239) 768-3363
1-800-927-0381
FAX (239) 768-2969

INVOICE

№ 42971

CUSTOMER'S ORDER NO.	PHONE	DATE
KEVIN	769-1818	07/22/11

NAME STANDARD PARKING

ADDRESS

CASH	CHARGE	CHECK	C.O.D.	ON ACCT.	PAID OUT	MDSE. RET'D

QTY.	DESCRIPTION	PRICE	AMOUNT
1	3/8" x 1/4" STEEL FITTER		16 30
1	1/4" x 1/4" STEEL FITTER		4 95
15	LABOR MINIMUM		32 50
			47 75
	$50.62 TOTAL		
			47 75
		TAX	2 87
		TOTAL	$ 50 62

RECEIVED BY

All claims and returned goods MUST be accompanied by this bill.

THANK YOU

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/08/11	06/30/11
VENDOR/SUPPLIER NAME:		INVOICE NUMBER:	
Tennant		910438715	
TO BE PAID FROM TRUST ACCT. (IF KNOWN)		PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):	
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Brushes	96944	5106240	2,007.90

INVOICE SUB-TOTAL	$	2,007.90
(Do not allocate tax to lines above) TAX	$	120.48
(Do not allocate freight to lines above) FREIGHT		
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	2,128.38

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
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Revision Date: 11/09

00277 – 11189

069006321100

Remit Payment To
Tennant Sales and Service Company
PO Box 71414
CHICAGO IL 60694-1414
USA

Tel 1-800-553-8033
Fax 1-763-513-2142

Invoice

Ship To
STANDARD PARKING CORPORATION
11000 TERMINAL ACCESS RD
FORT MYERS FL 33913-8209

STANDARD PARKING CORPORATION
11000 TERMINAL ACCESS RD
FORT MYERS FL 33913-8209

Bill To

STANDARD PARKING CORPORATION
11000 TERMINAL ACCESS RD
FORT MYERS FL 33913-8209

Invoice Number	**910438715**
Invoice Amount	**2,128.38**
Currency	US Dollars
Document Date	06/30/2011
Payment Terms	
Net 30 Days	
Final due date 07/30/2011	
Customer Number	**4264656**
PO Number	
M20	
Buyer	JERRY OBRIEN
	239-571-0051
Shipped Date	**06/30/2011**
Delivery Number	87736892
Order Number	53873719
Delivery Terms	
FOB SHIPPING PT FRT PPD & ADD	

Qty	Unit	Material	Description	Unit Price	Extended Value	Tax
6	PC	1026222	BRUSH, SWP / SCB, 40L, 24SR, SAB, SPL			Y
			Price	572.80	3,436.80	
			Agreement Discounts	-286.40	-1,718.40	
			Net Value	286.40	1,718.40	
3	PC	1027688	BRUSH ASSY, DISK, SWP, 24.0D, PYP			Y
			Price	193.00	579.00	
			Agreement Discounts	-96.50	-289.50	
			Net Value	96.50	289.50	
			Subtotal		2,007.90	
			State Sales Tax	**6.00 %**	120.48	
			Total		2,128.38	

Please include invoice number with payment. All modifying agreements must be in writing and signed by both parties. The items specified have been produced in compliance with the Fair Labor Act of 1938, as amended. Customer must obtain authorization before returning goods by contacting Tennant at telephone numbers shown above. Selected items and conditions appear hereon. All orders are subject to additional terms and conditions which are available on Tennant's website at www.tennantco.com/legal/terms_conditions or available in printed form upon request.

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/08/11	07/01/11
VENDOR/SUPPLIER NAME:		INVOICE NUMBER:	
Canon		11096958	
TO BE PAID FROM TRUST ACCT. (IF KNOWN)		PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):	
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Copier Insurance	96944	5106299	17.23

INVOICE SUB-TOTAL	$	17.23
(Do not allocate tax to lines above) TAX	$	1.03
(Do not allocate freight to lines above) FREIGHT		
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	18.26

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
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3. KEEP ORIGINAL INVOICES UNTIL YOU CONFIRM RECEIPT AT HTTP://IPM.STANDARDPARKING.COM

Revision Date: 11/09

00275 – 11189

Canon
CANON FINANCIAL SERVICES, INC.
14904 Collections Center Drive
Chicago, IL 60693-0149

Address Service Requested

4086015847 PRESORT 15847 1 MB 0.390 P1C70 <B>

STANDARD PARKING CORP
11000 TERMINAL ACCESS RD STE 8676
FORT MYERS FL 33913-8213

Remittance Section

Invoice Number	11096958
Customer Number	94097
Invoice Date	07/01/11
Past Due After	07/20/11
Total Due	$18.26
Amount Paid	$ _____

Please reference Invoice Number on your Remittance
Use enclosed envelope and make payable to:

CANON FINANCIAL SERVICES, INC.
14904 COLLECTIONS CENTER DRIVE
CHICAGO, IL 60693-0149

00110969589 0000001826 001

Keep lower portion for your records - Please return upper portion with your payment

Canon
CANON FINANCIAL SERVICES, INC.
14904 Collections Center Drive
Chicago, IL 60693-0149

Invoice Number	11096958	**Invoice Date**	07/01/11
Customer Number	94097	**Past Due After**	07/20/11
Total Due	$18.26		

Important Messages

In certain states, taxing authorities require CFS to pay upfront sales/use tax for leased equipment. If CFS has paid upfront sales/use tax for your leased equipment, your "Contract Charge" has been adjusted to include repayment of this cost to CFS.

Please remit your **PAYMENTS ONLY** to:
14904 Collections Center Drive
Chicago, Illinois 60693-0149
(envelope enclosed)

Please send all **CORRESPONDENCE** to:
Via e-mail to: cfscustserv@cfs.canon.com
Via fax to: 856-813-5122
P.O. Box 5008, Mt. Laurel, NJ 08054

Please reference INVOICE number on your remittance.

You may notice a change to the format of the Model Number on this invoice as we improve the descriptions in our records. There is no action required on your part. No change has been made to your contract or equipment.

Itemized Charge Detail and Equipment Schedule

Contract Number 001-0094097-006

Detailed Charges	Due Date	Payment Amount	Sales Tax	Total Due
INSURANCE CHARGES	07/20/11	17.23	1.03	18.26

Make / Model Number
Serial Number
GRAPHICS EQUIPMENT/IRC2550
DCA09464

Location Address
City / State / ZIP
11000 TERMINAL ACESS ROAD
SUITE 8676
FORT MYERS, FL 33913

NOTE: Please contact Customer Service with ANY CHANGES to the equipment location(s) listed above.

0001	$18.26	$0.00	$0.00	$0.00	$0.00	$18.26
CONTRACTS	CURRENT	PAST DUE 1-30	PAST DUE 31-60	PAST DUE 61-90	PAST DUE 91+	TOTAL DUE

Customer Service hours are M-F 8:30 am to 7:30 pm, Eastern Time
Phone: 800-220-0330 Fax: 856-813-5122 E-mail: cfscustserv@cfs.canon.com

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/19/11	07/15/11
VENDOR/SUPPLIER NAME:		INVOICE NUMBER:	
Coastal Carts		110100746	
TO BE PAID FROM TRUST ACCT. (IF KNOWN)		PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):	
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Golf Cart Repair	96944	5106299	164.28

INVOICE SUB-TOTAL	$	164.28
(Do not allocate tax to lines above) TAX	$	
(Do not allocate freight to lines above) FREIGHT		
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	164.28

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
2. 2-SIDED INVOICES MUST BE COPIED BEFORE FAXING SO THAT BOTH SIDES ARE SENT
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Revision Date: 11/09

00530 – 11200

Reliable Power Equipment, LLC d/b/a Coastal Carts
16277 S. Tamiami Trl Suite A
Ft Myers, FL 33908

COASTAL CARTS
YAMAHA AUTHORIZED DEALER

Invoice

Date	Invoice #
7/15/2011	110100746

Bill To
Standard Parking Attn: Kevin White 11000 Terminal Access Road Suite 8676 Fort Myers, FL 33913

Ship To
Standard Parking Attn: Kevin White 11000 Terminal Access Road Suite 8676 Fort Myers, FL 33913

P.O. Number	Terms	Rep	Ship	Via	F.O.B.	Project
	Net 15		7/15/2011			

Quantity	Item Code	Description	Price Each	Amount
1	Delivery - Custome...	Direct Labor - standard pick-up and delivery charge of customer products flat rate	60.00	60.00
1	Fuel Surcharge	cost of fuel and petroleum based products	10.00	10.00T
1	Shop Labor - Service	Direct Labor - standard shop labor rate for general service work (billed together with shop supplies)	75.00	75.00
1	Shop Supplies	Miscellaneous shop supplies charge - billed automatically at 15% of labor charge	11.25	11.25T
1	JU2H18902100	Motor Assembly, YDR	785.00	785.00T
	Discount - Parts	Discount given on sale of parts	-785.00	-785.00
		Motor replaced and warranty claim filed. Diff Fluid changed in cart at 12,162 miles: S/N JW2-220096. Diff fluid changes are regular maintenance therefore, not covered under warranty.		
		Sales Tax	6.00%	8.03

Thank you for your business!!

Total	$164.28
Payments/Credits	$0.00
Balance Due	$164.28

Phone #	Fax #	E-mail	Web Site
239-936-5676	239-278-4994	sales@coastalcartsfl.com	www.coastalcartsfl.com

00531 -- 11200

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/05/11	06/24/11
VENDOR/SUPPLIER NAME:		INVOICE NUMBER:	
Grainger		9570430562	
TO BE PAID FROM TRUST ACCT. (IF KNOWN)		PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):	
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Rotory Arm for Presure Washer	96944	51061	83.88

INVOICE SUB-TOTAL	$	83.88
(Do not allocate tax to lines above) TAX	$	5.03
(Do not allocate freight to lines above) FREIGHT	$	12.95
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	101.86

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
2. 2-SIDED INVOICES MUST BE COPIED BEFORE FAXING SO THAT BOTH SIDES ARE SENT
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Revision Date: 11/09

00247 – 11186

GRAINGER

PAGE 1 OF 1

ORIGINAL INVOICE

455 KNIGHTSBRIDGE PKWY
LINCOLNSHIRE, IL 60069-3614
www.grainger.com

GRAINGER ACCOUNT NUMBER	849876420
INVOICE NUMBER	9570430562
INVOICE DATE	06/24/2011
DUE DATE	07/24/2011
AMOUNT DUE	101.86

SHIP TO
JERRY O BRIEN
APCOA INC JERRY O BRIEN
11031 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-8219

PO NUMBER:	1MDH9
CALLER:	JERRY O BRIEN
CUSTOMER PHONE:	(239) 768-6296
ORDER/DELIVERY#:	1129398133
INCO TERMS:	FOB ORIGIN

BILL TO
MDG2010 00027430 1 MB 0390
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

027430

THANK YOU!

FEI NUMBER 36-1150280

FOR ANY QUESTIONS ABOUT THIS INVOICE OR ACCOUNT CALL 877-202-2594

PO LINE #	ITEM #	DESCRIPTION	QUANTITY	BACK ORDERED	UNIT PRICE	TOTAL
000000	41658923	ROTORY ARM 3WAY RETURNED PRODUCT SUBJECT TO VENDOR APPR MANUFACTURER # 85791012	2		41.94	83.88

NUMBER OF PKGS. 0 WEIGHT. 0 00

CARRIER. UPS GROUND

INVOICE SUB TOTAL	83.88
SHIPPING CHARGE	12 95
TAX	5 03

These items are sold for domestic consumption in the United States If exported, purchaser assumes full responsibility for compliance with US export controls.

PAYMENT TERMS NET 30 DAYS PAY THIS INVOICE NO STATEMENT SENT. PAYABLE IN U S. DOLLARS

AMOUNT DUE 101.86

▲ **PLEASE DETACH THIS PORTION AND RETURN WITH YOUR PAYMENT.** ▲

BILL TO:
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

REMIT TO:
GRAINGER
DEPT. 864492517
PALATINE, IL 60038-0001

8644925179570430562100001018610000503100000001000000011072476

X

ACCOUNT NUMBER	DATE	INVOICE NUMBER	**AMOUNT DUE**
849876420	06/24/2011	9570430562	101.86

FOR COMMENTS OR CHANGE OF ADDRESS, ENTER INFORMATION ON REVERSE SIDE.

00248 – 11186

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/05/11	06/24/11
VENDOR/SUPPLIER NAME:		INVOICE NUMBER:	
AmSan		247388549	
TO BE PAID FROM TRUST ACCT. (IF KNOWN)		PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):	
THIS ROW FOR OBLIGATION ID *Required for Management Client Payments Only*	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Cleaning Products	96944	51061	888.22

INVOICE SUB-TOTAL	$	888.22
(Do not allocate tax to lines above) TAX	$	53.62
(Do not allocate freight to lines above) FREIGHT	$	5.50
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	947.34

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
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Revision Date: 11/09

AmSan
United for a cleaner, safer and healthier America

804 East Gate Drive, Suite 100
Mt. Laurel, NJ 08054

INVOICE

INVOICE DATE	06/24/11
INVOICE NUMBER	247388549
ACCOUNT NUMBER	516542
ORDER NUMBER	7616073

SHIPPED TO:

STANDARD PARKING#1 FT MYERS FL
11000 TERMINAL ACESS ROAD 8676
FORT MYERS FL 33913

SOLD TO:

STANDARD PARKING#1 FT MYERS FL
11000 TERMINAL ACESS ROAD 8676
FORT MYERS FL 33913-8213

FOR INQUIRIES CALL:
(866) 412-6726 FAX : (877) 712-6726
www.amsan.com

ORDER DATE	ORDER NO.	CONTROL NO.	CUSTOMER P.O.	SHIPPED VIA	TERMS	SALESPERSON
06/23/11	7616073			POM15	NET 30 DAYS	MARK GOGEL

LINE	ITEM NO.	DESCRIPTION	ORDERED	SHIPPED	B/O	UOM	PRICE	EXT.AMT	TAX
1	REN06324-HP	used huck cloth towel 10lb - box	1	1	0	BX	33.78	33.78	T
2	REN02495	renown 1250ml foam pink lotion soap	3	3	0	CS	52.41	157.23	T
3	APP12506	single roll bath tiss 2ply - 96rl/5	2	0	2	CS	43.95	0.00	T
4	REN11506-CA	renown liner 24x33 15gl 6mic black	4	4	0	CS	34.42	137.68	T
5	REN14512-CA	renown liner 40x48 45gl 12mic - nat	2	2	0	CS	35.71	71.42	T
6	KIKBLEACH4	all purpose bleach - 4/1gl	4	4	0	CS	10.88	43.52	T
7	SPA7496-04	nabc non-acid disinfec/clnr rtu gl	1	1	0	CS	41.24	41.24	T
8	REN06130-WB	renown controlled hard roll towel -	2	2	0	CS	47.41	94.82	T
9	REN03036-BD	water soluble citrus deodorant	2	2	0	CS	56.64	113.28	T
10	REN03060-FR	renown ultra fragrance - urinal scr	1	1	0	BX	18.95	18.95	T
11	GOJ5392-02	purell tfx foam sanitizer refill 2/	2	2	0	CS	78.95	157.90	T
12	REN05205	disposable latex gloves	2	2	0	BX	9.20	18.40	T

A $5.50 environmental impact fee has been added
Delivery information for this invoice may be found at: http://eAccess.AmSan.com

NET MERCHANDISE TOTAL	TAX TOTAL	FREIGHT	HANDLING	INVOICE TOTAL
888.22	53.62@6.000%	0.00	5.50	947.34

TERMS AND CONDITIONS FROM CURRENT CATALOG APPLY CLAIMS FOR SHORTAGES OR DAMAGED GOODS MUST BE MADE IMMEDIATELY UPON RECEIPT OF SHIPMENT IN ACCORDANCE WITH CURRENT RETURN GOODS POLICY NO RETURNS ACCEPTED WITHOUT PRIOR AUTHORIZATION

RETAIN THIS PORTION OF THE INVOICE FOR YOUR RECORDS

RETURN THIS PORTION WITH YOUR REMITTANCE

AmSan
United for a cleaner, safer and healthier America

ACCOUNT NUMBER	INVOICE DATE	INVOICE NO.	INVOICE AMOUNT DUE
516542	06/24/11	247388549	947.34

NET AMOUNT PAID

SOLD TO:
STANDARD PARKING#1 FT MYERS FL
11000 TERMINAL ACESS ROAD 8676
FORT MYERS FL 33913-8213

REMIT TO:

AMSAN
PO Box 404468
Atlanta, GA 30384-4468

TERMS AND CONDITIONS FROM CURRENT CATALOG APPLY CLAIMS FOR SHORTAGES OR DAMAGED GOODS MUST BE MADE IMMEDIATELY UPON RECEIPT OF SHIPMENT IN ACCORDANCE WITH CURRENT RETURN GOODS POLICY. NO RETURNS ACCEPTED WITHOUT PRIOR AUTHORIZATION.

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/06/11	06/29/11
VENDOR/SUPPLIER NAME:		INVOICE NUMBER:	
Grainger		9574335486	
TO BE PAID FROM TRUST ACCT. (IF KNOWN)		PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):	
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Foam Tape	96944	51061	107.18

INVOICE SUB-TOTAL	$	107.18
(Do not allocate tax to lines above) TAX	$	6.42
(Do not allocate freight to lines above) FREIGHT	$	9.63
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	123.23

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
2. 2-SIDED INVOICES MUST BE COPIED BEFORE FAXING SO THAT BOTH SIDES ARE SENT
3. KEEP ORIGINAL INVOICES UNTIL YOU CONFIRM RECEIPT AT HTTP://IPM.STANDARDPARKING.COM

Revision Date: 11/09

01510 – 11187

GRAINGER

PAGE 1 OF 1

ORIGINAL INVOICE

8001 FORSHEE DRIVE
JACKSONVILLE, FL 32219-5338
www.grainger.com

GRAINGER ACCOUNT NUMBER	849876420
INVOICE NUMBER	9574335486
INVOICE DATE	06/29/2011
DUE DATE	07/29/2011
AMOUNT DUE	123.23

SHIP TO
THE TAPE DOCTOR
STANDARD PARKING
11031TERMINAL ACCESS RD
FORT MYERS, FL 33913

PO NUMBER: 038851360
CALLER: JERRY O BRIEN
CUSTOMER PHONE: (239) 768-1818
ORDER/DELIVERY#: 6168006926
INCO TERMS: FOB ORIGIN

BILL TO
MDG2010 00030799 1 MB 0390
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000 030799

THANK YOU!

FEI NUMBER 36-1150280

FOR ANY QUESTIONS ABOUT THIS INVOICE OR ACCOUNT CALL 1-877-202-2594

PO LINE #	ITEM #	DESCRIPTION	QUANTITY	BACK ORDERED	UNIT PRICE	TOTAL
000001	1F230	TAPE,FOAM,3/4 IN MANUFACTURER # 4016	1		53.58	53.58
000002	6JT19	TAPE,FOAM,3/4 IN MANUFACTURER # 4496	1		36.86	36.86
000003	3XXK7	DBL COATED FOAM TAPE,3/4 IN X 5 YD,WHIT MANUFACTURER # 4032	1		16.74	16.74

NUMBER OF PKGS: 0 WEIGHT: 1.32
DATE SHIPPED. 06/29/2011
CARRIER. UPS GROUND
TRACKING NO 1Z6W597A0311131194

INVOICE SUB TOTAL	107.18
SHIPPING CHARGE	9.63
TAX	6.42

These items are sold for domestic consumption in the United States If exported, purchaser assumes full responsibility for compliance with US export controls.

PAYMENT TERMS NET 30 DAYS. PAY THIS INVOICE NO STATEMENT SENT. PAYABLE IN U.S. DOLLARS

AMOUNT DUE 123.23

▲ **PLEASE DETACH THIS PORTION AND RETURN WITH YOUR PAYMENT.** ▲

BILL TO:
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

REMIT TO:
GRAINGER
DEPT. 864492517
PALATINE, IL 60038-0001

8644925179574335486100001232310000642100009631000000011072957

X

ACCOUNT NUMBER	DATE	INVOICE NUMBER	AMOUNT DUE
849876420	06/29/2011	9574335486	123.23

FOR COMMENTS OR CHANGE OF ADDRESS, ENTER INFORMATION ON REVERSE SIDE.

01511 – 11187

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/19/11	07/14/11
VENDOR/SUPPLIER NAME:	INVOICE NUMBER:		
Aramark	563-6712360		
TO BE PAID FROM TRUST ACCT. (IF KNOWN)	PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):		
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Carpet and Mats for doorways	96944	51061	209.62

INVOICE SUB-TOTAL	$	209.62
(Do not allocate tax to lines above) TAX	$	12.58
(Do not allocate freight to lines above) FREIGHT		
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	222.20

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
2. 2-SIDED INVOICES MUST BE COPIED BEFORE FAXING SO THAT BOTH SIDES ARE SENT
3. KEEP ORIGINAL INVOICES UNTIL YOU CONFIRM RECEIPT AT HTTP://IPM.STANDARDPARKING.COM

Revision Date: 11/09

00526 – 11200

002/006

ARAMARK Uniform Services

INVOICE

CUSTOMER SERVICE (800)226-4272

CUSTOMER 12702001
INVOICE 563-6712360
DATE 07/14/11
PAGE 1 of 01

Deliver To ➤
APCOA
11031 TERMINAL ACCESS RD
FT MYERS FL 33913
(941)768-6296

ROUTE	STOP	TERMS	GARMENT ID
75	49	2	6

A/R INV	SERVICE DAY	PREVIOUS BALANCE
	.....H.	67336

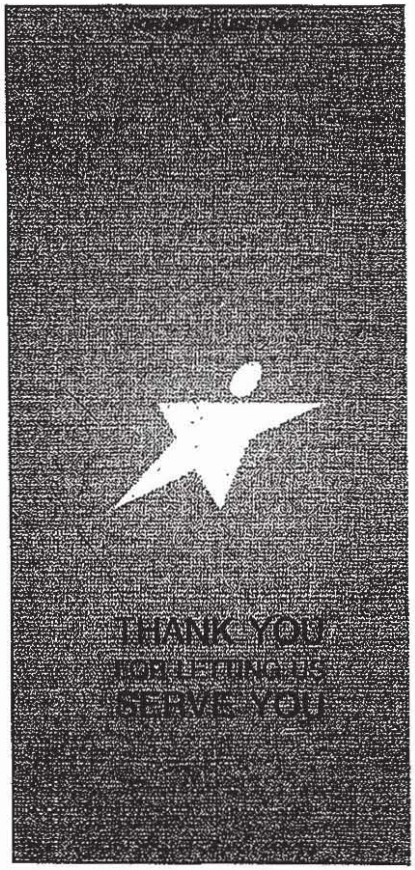
0-30 DAYS	31-60 DAYS	OVER 60 DAYS
00	67003	333

SERVICE	WEARER # / I/R	ITEM DESCRIPTION / NAME	INVENTORY	DELIVERY QUANTITY	BILL QUANTITY	RATE	TOTAL CHARGE	ADDT'L AMOUNT	CREDIT AMOUNT
E2W1		MAT SCRAPPER BLAK 3X5	2	2	2	2500	5000		
E2W1		MAT_STEADY_STEP BRWN 4X6	6	3	3	3600	10800		
E2W1		BATH_TISSUE_2PLY WHIT CASE				70595	00		
E2W1		GP_TOWEL_CTRPL_PM WHIT EACH				15939	00		
E2W1		LAUNDRY_BAG MISC X	5		1	00	00		
E2W1		SERVICE_CHARGE SER				5162	5162		
		FL STATE tax on 209.62 at 6.000%					1258		
		*** PLEASE ASK YOUR ROUTE SALE							
		S REPRESENTATIVE ABOUT OUR							
		NEW LOGO SCRAPER MAT ***							

AMOUNT DUE ➤ 222.20

◄ TOTAL ADJUSTMENT

◄ ADJUSTED AMOUNT DUE



APPROVED BY

Visit us at: www.ARAMARK-Uniform.com *Minimum bill quantity

Payable To ➤ Aramark Uniform Services
2817 North 35th Street
Tampa FL 33605-3123

CUSTOMER INVOICE

CUSTOMER NAME APCOA
CUSTOMER / MASTER 12702001 /
INVOICE 07/14/11 563-6712360

AMOUNT ENCLOSED $_____

TERMS: NET 10 DAYS

FOR OFFICE USE ONLY	
CHECK NUMBER	NET AMOUNT

07/19/2011 TUE 11:17 FAX 239 768 6752 STANDARD PARKING →→→ pay

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/14/11	07/07/11
VENDOR/SUPPLIER NAME:		INVOICE NUMBER:	
Grainger		9578608946	
TO BE PAID FROM TRUST ACCT. (IF KNOWN)		PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):	
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Cleaning Brush	96944	51061	18.38

INVOICE SUB-TOTAL	$	18.38
(Do not allocate tax to lines above) TAX	$	1.10
(Do not allocate freight to lines above) FREIGHT	$	1.52
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	21.00

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
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Revision Date: 11/09

GRAINGER

PAGE 1 OF 1

ORIGINAL INVOICE

12431 METRO PKWY.
FORT MYERS, FL 33966-1316
www.grainger.com

GRAINGER ACCOUNT NUMBER	849876420
INVOICE NUMBER	9578608946
INVOICE DATE	07/07/2011
DUE DATE	08/06/2011
AMOUNT DUE	21.00

SHIP TO
DAVID JUNK
STANDARD PARKING
11031TERMINAL ACCESS RD
FORT MYERS, FL 33913

PO NUMBER: 038954994
CALLER: JERRY O BRIEN
CUSTOMER PHONE: (239) 768-1818
ORDER/DELIVERY#: 6168561446
INCO TERMS: FOB ORIGIN

BILL TO
MDG2010 00030808 1 MB 0390
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

THANK YOU!

FEI NUMBER 36-1150280

FOR ANY QUESTIONS ABOUT THIS INVOICE OR ACCOUNT CALL 239-768-5999

PO LINE #	ITEM #	DESCRIPTION	QUANTITY	BACK ORDERED	UNIT PRICE	TOTAL
000004	1A849	BENCH/COUNTER BRUSH MANUFACTURER # 1A849	1		18.38	18.38

NUMBER OF PKGS: 1 WEIGHT: 0.65
DATE SHIPPED: 07/07/2011
CARRIER: UPS GROUND
TRACKING NO: 1Z33X0060390229666

INVOICE SUB TOTAL	18.38
SHIPPING CHARGE	1.52
TAX	1.10

These items are sold for domestic consumption in the United States. If exported, purchaser assumes full responsibility for compliance with US export controls.

PAYMENT TERMS NET 30 DAYS. PAY THIS INVOICE NO STATEMENT SENT. PAYABLE IN U.S. DOLLARS.

AMOUNT DUE 21.00

▲ **PLEASE DETACH THIS PORTION AND RETURN WITH YOUR PAYMENT.** ▲

BILL TO:
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

REMIT TO:
GRAINGER
DEPT. 864492517
PALATINE, IL 60038-0001

8644925179578608946100000210010000110100001521000000011080606

X

ACCOUNT NUMBER	DATE	INVOICE NUMBER	**AMOUNT DUE**
849876420	07/07/2011	9578608946	21.00

FOR COMMENTS OR CHANGE OF ADDRESS, ENTER INFORMATION ON REVERSE SIDE.

00043 – 11195

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/14/11	07/07/11
VENDOR/SUPPLIER NAME:	INVOICE NUMBER:		
Grainger	9579341836		
TO BE PAID FROM TRUST ACCT. (IF KNOWN)	PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):		
THIS ROW FOR OBLIGATION ID *Required for Management Client Payments Only*	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Cleaning Brushes and hand tools	96944	51061	87.69

INVOICE SUB-TOTAL	$	87.69
(Do not allocate tax to lines above) TAX	$	5.26
(Do not allocate freight to lines above) FREIGHT	$	7.24
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	100.19

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
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Revision Date: 11/09

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GRAINGER

PAGE 1 OF 1

ORIGINAL INVOICE

8001 FORSHEE DRIVE
JACKSONVILLE, FL 32219-5338
www.grainger.com

GRAINGER ACCOUNT NUMBER	849876420
INVOICE NUMBER	9579341836
INVOICE DATE	07/07/2011
DUE DATE	08/06/2011
AMOUNT DUE	100.19

SHIP TO
DAVID JUNK
STANDARD PARKING
11031TERMINAL ACCESS RD
FORT MYERS, FL 33913

PO NUMBER: 030954994
CALLER: JERRY O BRIEN
CUSTOMER PHONE: (239) 768-1818
ORDER/DELIVERY#: 6168536021
INCO TERMS: FOB ORIGIN

BILL TO
MDG2010 00030808 1 MB 0390
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

THANK YOU !

FEI NUMBER 36-1150280

FOR ANY QUESTIONS ABOUT THIS INVOICE OR ACCOUNT CALL 1-877-202-2594

PO LINE #	ITEM #	DESCRIPTION	QUANTITY	BACK ORDERED	UNIT PRICE	TOTAL
000002	5LM82	TORX KEY SET,FOLDING,T6-T25,8PC,ERGO MANUFACTURER # 25582	1		16.39	16.39
000003	5LM81	TORX KEY SET,FOLDING,T8-T40,8PC,ERGO MANUFACTURER # 25581	1		15.32	15.32
000005	3U788	BENCH/COUNTER BRUSH MANUFACTURER # 3U788	2		8.69	17.38
000006	1VAG4	NYLON CLEANING BRUSH,PK 5 MANUFACTURER # 1VAG4	1		18.83	18.83
000007	1VAG2	HAND SCRATCH BRUSH,PK 5 MANUFACTURER # 1VAG2	1		19.77	19.77

NUMBER OF PKGS 0 WEIGHT 2.43
DATE SHIPPED. 07/07/2011
CARRIER: UPS GROUND
TRACKING NO: 1Z6W597A0311268887 1Z6W597A0311269493

INVOICE SUB TOTAL	87.69
SHIPPING CHARGE	7.24
TAX	5.26

These items are sold for domestic consumption in the United States. If exported, purchaser assumes full responsibility for compliance with US export controls

PAYMENT TERMS NET 30 DAYS PAY THIS INVOICE NO STATEMENT SENT. PAYABLE IN U.S. DOLLARS

AMOUNT DUE 100.19

▲ **PLEASE DETACH THIS PORTION AND RETURN WITH YOUR PAYMENT.** ▲

BILL TO:
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

REMIT TO:
GRAINGER
DEPT. 864492517
PALATINE, IL 60038-0001

8644925179579341836100001001910000526100007241000000011080606

X

ACCOUNT NUMBER	DATE	INVOICE NUMBER	**AMOUNT DUE**
849876420	07/07/2011	9579341836	100.19

00055 – 11195

FOR COMMENTS OR CHANGE OF ADDRESS, ENTER INFORMATION ON REVERSE SIDE.

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/14/11	07/06/11
VENDOR/SUPPLIER NAME:		INVOICE NUMBER:	
Grainger		9578407646	
TO BE PAID FROM TRUST ACCT. (IF KNOWN)		PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):	
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Cleaning Supplies	96944	51061	220.27

INVOICE SUB-TOTAL	$	220.27
(Do not allocate tax to lines above) TAX	$	13.21
(Do not allocate freight to lines above) FREIGHT	$	33.74
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	267.22

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
2. 2-SIDED INVOICES MUST BE COPIED BEFORE FAXING SO THAT BOTH SIDES ARE SENT
3. KEEP ORIGINAL INVOICES UNTIL YOU CONFIRM RECEIPT AT HTTP://IPM.STANDARDPARKING.COM

Revision Date: 11/09

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GRAINGER

PAGE 1 OF 1

ORIGINAL INVOICE

8001 FORSHEE DRIVE
JACKSONVILLE, FL 32219-5338
www.grainger.com

GRAINGER ACCOUNT NUMBER	849876420
INVOICE NUMBER	9578407646
INVOICE DATE	07/06/2011
DUE DATE	08/05/2011
AMOUNT DUE	267.22

SHIP TO
THE SOAP GUY
STANDARD PARKING .
11031TERMINAL ACCESS RD
FORT MYERS, FL 33913

PO NUMBER: 038944281
CALLER: JERRY O BRIEN
CUSTOMER PHONE: (239) 768-1818
ORDER/DELIVERY#: 6168478848
INCO TERMS: FOB ORIGIN

BILL TO
MDG2010 00029685 1 MB 0390
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

THANK YOU !

FEI NUMBER 36-1150280

FOR ANY QUESTIONS ABOUT THIS INVOICE OR ACCOUNT CALL 1-877-202-2594

PO LINE #	ITEM #	DESCRIPTION	QUANTITY	BACK ORDERED	UNIT PRICE	TOTAL
000001	1AU25	CLEANER DISINFECTANT,FRESH PINE,PK 3 MANUFACTURER # CLO 35418	1		60.26	60.26
000002	1CH09	DEGREASER,FORMULA 409,PK 12 MANUFACTURER # FORMULA 409	1		69.08	69.08
000003	2VJ60	CLEANER DEGREASER,ALL PURPOSE,24OZ,LEMO MANUFACTURER # 14002	3		9.43	28.29
000005	5HXN7	BATTERY,ALKALINE,AA,1.5V,PK 20 MANUFACTURER # MN1500B20Z	1		20.56	20.56
000006	5LE21	BATTERY,D,1.5V,PK12 MANUFACTURER # PC1300	2		21.04	42.08

NUMBER OF PKGS: 0 WEIGHT: 64.06
DATE SHIPPED: 07/06/2011
CARRIER: UPS GROUND
TRACKING NO: 1Z6W597A0311240736 1Z6W597A0311240772 1Z6W597A0311243500 1Z6W597A0311247855

INVOICE SUB TOTAL	220.27
SHIPPING CHARGE	33.74
TAX	13.21

These items are sold for domestic consumption in the United States. If exported, purchaser assumes full responsibility for compliance with US export controls.

PAYMENT TERMS NET 30 DAYS. PAY THIS INVOICE NO STATEMENT SENT. PAYABLE IN U.S. DOLLARS

AMOUNT DUE 267.22

▲ **PLEASE DETACH THIS PORTION AND RETURN WITH YOUR PAYMENT.** ▲

BILL TO:
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

REMIT TO:
GRAINGER
DEPT. 864492517
PALATINE, IL 60038-0001

8644925179578407646100002672210001321100033741000000110805l6

X

ACCOUNT NUMBER	DATE	INVOICE NUMBER	AMOUNT DUE
849876420	07/06/2011	9578407646	267.22

00057 -- 11195

FOR COMMENTS OR CHANGE OF ADDRESS, ENTER INFORMATION ON REVERSE SIDE.

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/14/11	07/07/11
VENDOR/SUPPLIER NAME:		INVOICE NUMBER:	
Grainger		9578058191	
TO BE PAID FROM TRUST ACCT. (IF KNOWN)		PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):	
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Organizer refill	96944	51061	12.03

INVOICE SUB-TOTAL	$	12.03
(Do not allocate tax to lines above) TAX	$	0.72
(Do not allocate freight to lines above) FREIGHT	$	0.93
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	13.68

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
2. 2-SIDED INVOICES MUST BE COPIED BEFORE FAXING SO THAT BOTH SIDES ARE SENT
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Revision Date: 11/09

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ORIGINAL INVOICE

GRAINGER

12431 METRO PKWY.
FORT MYERS, FL 33966-1316
www.grainger.com

GRAINGER ACCOUNT NUMBER	849876420
INVOICE NUMBER	9578058191
INVOICE DATE	07/07/2011
DUE DATE	08/06/2011
AMOUNT DUE	13.68

SHIP TO
THE FAN DOCTOR
STANDARD PARKING
11031TERMINAL ACCESS RD
FORT MYERS, FL 33913

PO NUMBER:	038909066
CALLER:	JERRY O BRIEN
CUSTOMER PHONE:	(239) 768-1818
ORDER/DELIVERY#:	1133454847
INCO TERMS:	FOB ORIGIN

BILL TO
MDG2010 00030808 1 MB 0390
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

THANK YOU!

FEI NUMBER 36-1150280

FOR ANY QUESTIONS ABOUT THIS INVOICE OR ACCOUNT CALL 239-768-5999

PO LINE #	ITEM #	DESCRIPTION	QUANTITY	BACK ORDERED	UNIT PRICE	TOTAL
000005	6RMK3	ORGANIZER REFILL,MONTHLY,5-1/2X8-1/2 MANUFACTURER # DRN061685Y	1		12.03	12.03

NUMBER OF PKGS: 0 WEIGHT: 0.00

INVOICE SUB TOTAL	12.03
SHIPPING CHARGE	0.93
TAX	0.72

These items are sold for domestic consumption in the United States. If exported, purchaser assumes full responsibility for compliance with US export controls

PAYMENT TERMS NET 30 DAYS. PAY THIS INVOICE NO STATEMENT SENT. PAYABLE IN U.S. DOLLARS.

AMOUNT DUE 13.68

▲ **PLEASE DETACH THIS PORTION AND RETURN WITH YOUR PAYMENT.** ▲

BILL TO:
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

REMIT TO:
GRAINGER
DEPT. 864492517
PALATINE, IL 60038-0001

8644925179578058191100000136810000072100000001000000011080623

X

ACCOUNT NUMBER	DATE	INVOICE NUMBER	AMOUNT DUE
849876420	07/07/2011	9578058191	13.68

FOR COMMENTS OR CHANGE OF ADDRESS, ENTER INFORMATION ON REVERSE SIDE.

00053 – 11195

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/14/11	07/01/11
VENDOR/SUPPLIER NAME:		INVOICE NUMBER:	
AmSan		247819766	
TO BE PAID FROM TRUST ACCT. (IF KNOWN)		PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):	
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Battery Vac	96944	51061	585.00

INVOICE SUB-TOTAL	$	585.00
(Do not allocate tax to lines above) TAX	$	35.43
(Do not allocate freight to lines above) FREIGHT	$	5.50
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	625.93

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
2. 2-SIDED INVOICES MUST BE COPIED BEFORE FAXING SO THAT BOTH SIDES ARE SENT
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Revision Date: 11/09

AmSan
United for a cleaner, safer and healthier America

804 East Gate Drive, Suite 100
Mt. Laurel, NJ 08054

INVOICE

PAGE 1 of 1

INVOICE DATE	07/01/11
INVOICE NUMBER	247819766
ACCOUNT NUMBER	516542
ORDER NUMBER	7687726

SHIPPED TO:

STANDARD PARKING#1 FT MYERS FL
11000 TERMINAL ACESS ROAD 8676
FORT MYERS FL 33913

SOLD TO:

STANDARD PARKING#1 FT MYERS FL
11000 TERMINAL ACESS ROAD 8676
FORT MYERS FL 33913-8213

FOR INQUIRIES CALL:
(866) 412-6726 FAX : (877) 712-6726
www.amsan.com

ORDER DATE	ORDER NO.	CONTROL NO.	CUSTOMER P.O.	SHIPPED VIA	TERMS	SALESPERSON
06/30/11	7687726		JERRY	POM15	NET 30 DAYS	MARK GOGEL

LINE	ITEM NO.	DESCRIPTION	ORDERED	SHIPPED	B/O	UOM	PRICE	EXT.AMT	TAX
1	WINPRS3	presto 3 mini extractor spotter - 1	1	1	0	EA	585.00	585.00	T
		SERIAL ## 0110091437							

THANK YOU FOR YOUR ORDER
A $5.50 environmental impact fee has been added
Delivery information for this invoice may be
found at: http://eAccess.AmSan.com

NET MERCHANDISE TOTAL	TAX TOTAL	FREIGHT	HANDLING	INVOICE TOTAL
585.00	35.43@6.000%	0.00	5.50	625.93

TERMS AND CONDITIONS FROM CURRENT CATALOG APPLY. CLAIMS FOR SHORTAGES OR DAMAGED GOODS MUST BE MADE IMMEDIATELY UPON RECEIPT OF SHIPMENT IN ACCORDANCE WITH CURRENT RETURN GOODS POLICY. NO RETURNS ACCEPTED WITHOUT PRIOR AUTHORIZATION

RETAIN THIS PORTION OF THE INVOICE FOR YOUR RECORDS

RETURN THIS PORTION WITH YOUR REMITTANCE

AmSan
United for a cleaner, safer and healthier America

ACCOUNT NUMBER	INVOICE DATE	INVOICE NO.	INVOICE AMOUNT DUE
516542	07/01/11	247819766	625.93

NET AMOUNT PAID

SOLD TO:
STANDARD PARKING#1 FT MYERS FL
11000 TERMINAL ACESS ROAD 8676
FORT MYERS FL 33913-8213

REMIT TO:

AMSAN
PO Box 404468
Atlanta, GA 30384-4468

TERMS AND CONDITIONS FROM CURRENT CATALOG APPLY. CLAIMS FOR SHORTAGES OR DAMAGED GOODS MUST BE MADE IMMEDIATELY UPON RECEIPT OF SHIPMENT IN ACCORDANCE WITH CURRENT RETURN GOODS POLICY. NO RETURNS ACCEPTED WITHOUT PRIOR AUTHORIZATION
00045 – 11195

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/14/11	07/06/11
VENDOR/SUPPLIER NAME:		INVOICE NUMBER:	
Grainger		9578353493	
TO BE PAID FROM TRUST ACCT. (IF KNOWN)		PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):	
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Cleaning Supplies	96944	51061	53.44

INVOICE SUB-TOTAL	$	53.44
(Do not allocate tax to lines above) TAX	$	3.21
(Do not allocate freight to lines above) FREIGHT	$	8.19
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	64.84

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
2. 2-SIDED INVOICES MUST BE COPIED BEFORE FAXING SO THAT BOTH SIDES ARE SENT
3. KEEP ORIGINAL INVOICES UNTIL YOU CONFIRM RECEIPT AT HTTP://IPM.STANDARDPARKING.COM

Revision Date: 11/09

00058 – 11195

GRAINGER

PAGE 1 OF 1

ORIGINAL INVOICE

101 SOUTHCHASE BLVD
FOUNTAIN INN, SC 29644-9019
www.grainger.com

GRAINGER ACCOUNT NUMBER	849876420
INVOICE NUMBER	9578353493
INVOICE DATE	07/06/2011
DUE DATE	08/05/2011
AMOUNT DUE	64.84

SHIP TO
THE SOAP GUY
STANDARD PARKING
11031TERMINAL ACCESS RD
FORT MYERS, FL 33913

PO NUMBER: 038944281
CALLER: JERRY O BRIEN
CUSTOMER PHONE: (239) 768-1818
ORDER/DELIVERY#: 6168465543
INCO TERMS: FOB ORIGIN

BILL TO
MDG2010 00029685 1 MB 0390
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

THANK YOU !

FEI NUMBER 36-1150280

FOR ANY QUESTIONS ABOUT THIS INVOICE OR ACCOUNT CALL 1-877-202-2594

PO LINE #	ITEM #	DESCRIPTION	QUANTITY	BACK ORDERED	UNIT PRICE	TOTAL
000004	3HUZ6	SANITIZING CLEANER,LEMONGRASS,1 G MANUFACTURER # R02424	2		26.72	53.44

**

NUMBER OF PKGS: 0 WEIGHT: 17.66
DATE SHIPPED. 07/06/2011
CARRIER: UPS GROUND
TRACKING NO: 1Z2X98300325637352

INVOICE SUB TOTAL	53.44
SHIPPING CHARGE	8.19
TAX	3.21

These items are sold for domestic consumption in the United States If exported, purchaser assumes full responsibility for compliance with US export controls.

PAYMENT TERMS NET 30 DAYS PAY THIS INVOICE NO STATEMENT SENT PAYABLE IN U S DOLLARS

AMOUNT DUE 64.84

▲ **PLEASE DETACH THIS PORTION AND RETURN WITH YOUR PAYMENT.** ▲

BILL TO:
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

REMIT TO:
GRAINGER
DEPT. 864492517
PALATINE, IL 60038-0001

8644925179578353493100000648410000321100008191000000110805H4

X

ACCOUNT NUMBER	DATE	INVOICE NUMBER	AMOUNT DUE
849876420	07/06/2011	9578353493	64.84

00059 -- 11195

FOR COMMENTS OR CHANGE OF ADDRESS, ENTER INFORMATION ON REVERSE SIDE.

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/14/11	07/05/11
VENDOR/SUPPLIER NAME:	INVOICE NUMBER:		
Grainger	9576817929		
TO BE PAID FROM TRUST ACCT. (IF KNOWN)	PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):		
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Hand Tools	96944	51061	165.79

INVOICE SUB-TOTAL	$	165.79
(Do not allocate tax to lines above) TAX	$	9.95
(Do not allocate freight to lines above) FREIGHT	$	12.77
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	188.51

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
2. 2-SIDED INVOICES MUST BE COPIED BEFORE FAXING SO THAT BOTH SIDES ARE SENT
3. KEEP ORIGINAL INVOICES UNTIL YOU CONFIRM RECEIPT AT HTTP://IPM.STANDARDPARKING.COM

Revision Date: 11/09

00048 -- 11195

GRAINGER

ORIGINAL INVOICE

8001 FORSHEE DRIVE
JACKSONVILLE, FL 32219-5338
www.grainger.com

GRAINGER ACCOUNT NUMBER	849876420
INVOICE NUMBER	9576817929
INVOICE DATE	07/05/2011
DUE DATE	08/04/2011
AMOUNT DUE	188.51

SHIP TO
THE FAN DOCTOR
STANDARD PARKING
11031TERMINAL ACCESS RD
FORT MYERS, FL 33913

PO NUMBER: 038909066
CALLER: JERRY O BRIEN
CUSTOMER PHONE: (239) 768-1818
ORDER/DELIVERY#: 6168282994
INCO TERMS: FOB ORIGIN

BILL TO
MDG2010 00026633 1 MB 0390
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

THANK YOU!

FEI NUMBER 36-1150280

FOR ANY QUESTIONS ABOUT THIS INVOICE OR ACCOUNT CALL 1-877-202-2594

PO LINE #	ITEM #	DESCRIPTION	QUANTITY	BACK ORDERED	UNIT PRICE	TOTAL
000001	1CLN5	HOLLOW SHAFT NUT DRIVER SET,7 PC,INCHES MANUFACTURER # 1CLN5	2		35.30	70.60
000002	6C507	FAN,CLIP ON,6 IN,2 SPD MANUFACTURER # 9145	3		20.32	60.96 **
000003	4A805	UTILITY BLADES WITH DISPENSER,PK 100 MANUFACTURER # 11-921A	1		18.83	18.83
000004	1UGK5	ULTIMATE GRASS AND WEED KILLER, 1 GALLO MANUFACTURER # ULTB128	1		15.40	15.40

NUMBER OF PKGS: 0 WEIGHT: 20.46
DATE SHIPPED: 07/05/2011
CARRIER: UPS GROUND
TRACKING NO: 1Z6W597A0311203786 1Z6W597A0311205113

INVOICE SUB TOTAL	165.79
SHIPPING CHARGE	12.77
TAX	9.95

These items are sold for domestic consumption in the United States. If exported, purchaser assumes full responsibility for compliance with US export controls.

PAYMENT TERMS NET 30 DAYS. PAY THIS INVOICE NO STATEMENT SENT PAYABLE IN U.S. DOLLARS.

AMOUNT DUE 188.51

▲ **PLEASE DETACH THIS PORTION AND RETURN WITH YOUR PAYMENT.** ▲

BILL TO:
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

REMIT TO:
GRAINGER
DEPT. 864492517
PALATINE, IL 60038-0001

8644925179576817929100001885110000995100012771000000110804900

X

ACCOUNT NUMBER	DATE	INVOICE NUMBER	AMOUNT DUE
849876420	07/05/2011	9576817929	188.51

00049 – 11195

FOR COMMENTS OR CHANGE OF ADDRESS, ENTER INFORMATION ON REVERSE SIDE.

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/14/11	07/07/11
VENDOR/SUPPLIER NAME:		INVOICE NUMBER:	
Grainger		9578608938	
TO BE PAID FROM TRUST ACCT. (IF KNOWN)		PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):	
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Wrench for White Cabinets	96944	51061	17.98

	INVOICE SUB-TOTAL	$	17.98
(Do not allocate tax to lines above)	TAX	$	1.08
(Do not allocate freight to lines above)	FREIGHT	$	1.48
(Enter as negative number)	DISCOUNT	$	
	GRAND TOTAL (INVOICE)	$	20.54

INSTRUCTIONS:

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Revision Date: 11/09

00050 – 11195

GRAINGER

PAGE 1 OF 1

ORIGINAL INVOICE

101 SOUTHCHASE BLVD
FOUNTAIN INN, SC 29644-9019
www.grainger.com

GRAINGER ACCOUNT NUMBER	849876420
INVOICE NUMBER	9578608938
INVOICE DATE	07/07/2011
DUE DATE	08/06/2011
AMOUNT DUE	20.54

SHIP TO
DAVID JUNK
STANDARD PARKING
11031TERMINAL ACCESS RD
FORT MYERS, FL 33913

PO NUMBER: 038954994
CALLER: JERRY O BRIEN
CUSTOMER PHONE: (239) 768-1818
ORDER/DELIVERY#: 6168550725
INCO TERMS: FOB ORIGIN

BILL TO
MDG2010 00030808 1 MB 0390
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

THANK YOU!

FEI NUMBER 36-1150280

FOR ANY QUESTIONS ABOUT THIS INVOICE OR ACCOUNT CALL 1-877-202-2594

PO LINE #	ITEM #	DESCRIPTION	QUANTITY	BACK ORDERED	UNIT PRICE	TOTAL
000001	2TLG9	SOCKET WRENCH,7/16 IN,5 11/32 IN L MANUFACTURER # FF-75.7/16	2		8.99	17.98

**

NUMBER OF PKGS 0 WEIGHT 0.50
DATE SHIPPED 07/07/2011
CARRIER UPS GROUND
TRACKING NO. 1Z2X98300325689494

INVOICE SUB TOTAL	17.98
SHIPPING CHARGE	1.48
TAX	1.08

These items are sold for domestic consumption in the United States If exported, purchaser assumes full responsibility for compliance with US export controls

PAYMENT TERMS NET 30 DAYS PAY THIS INVOICE NO STATEMENT SENT. PAYABLE IN U S DOLLARS.

AMOUNT DUE 20.54

▲ **PLEASE DETACH THIS PORTION AND RETURN WITH YOUR PAYMENT.** ▲

BILL TO:
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

REMIT TO:
GRAINGER
DEPT. 864492517
PALATINE, IL 60038-0001

8644925179578608938100000205410000108100001481000000110806 8H

X

ACCOUNT NUMBER	DATE	INVOICE NUMBER	AMOUNT DUE
849876420	07/07/2011	9578608938	20.54

FOR COMMENTS OR CHANGE OF ADDRESS, ENTER INFORMATION ON REVERSE SIDE.

00051 – 11195

[redacted]

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PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/19/11	07/11/11
VENDOR/SUPPLIER NAME:		INVOICE NUMBER:	
Grainger		9581198067	
TO BE PAID FROM TRUST ACCT. (IF KNOWN)		PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):	
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Cleaning Supplies	96944	51061	31.35

INVOICE SUB-TOTAL	$	31.35
(Do not allocate tax to lines above) TAX	$	1.88
(Do not allocate freight to lines above) FREIGHT	$	5.79
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	39.02

INSTRUCTIONS:

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PAGE 1 OF 1

ORIGINAL INVOICE

GRAINGER

101 SOUTHCHASE BLVD
FOUNTAIN INN, SC 29644-9019
www.grainger.com

GRAINGER ACCOUNT NUMBER	849876420
INVOICE NUMBER	9581198067
INVOICE DATE	07/11/2011
DUE DATE	08/10/2011
AMOUNT DUE	39.02

SHIP TO
DR RELAY
STANDARD PARKING
11031TERMINAL ACCESS RD
FORT MYERS, FL 33913

PO NUMBER:	038997563
CALLER:	JERRY O BRIEN
CUSTOMER PHONE:	(239) 768-1818
ORDER/DELIVERY#:	6168798097
INCO TERMS:	FOB ORIGIN

BILL TO
MDG2010 00030295 1 MB 0390
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

THANK YOU!

FEI NUMBER 36-1150280

FOR ANY QUESTIONS ABOUT THIS INVOICE OR ACCOUNT CALL 1-877-202-2594

PO LINE #	ITEM #	DESCRIPTION	QUANTITY	BACK ORDERED	UNIT PRICE	TOTAL
000002	3WGN3	GRID PAD,1/4IN GRID MANUFACTURER # 1104	1		31.35	31.35

NUMBER OF PKGS 0 WEIGHT: 1.60
DATE SHIPPED 07/11/2011
CARRIER: UPS GROUND
TRACKING NO. 1Z2X98300325869067

INVOICE SUB TOTAL	31.35
SHIPPING CHARGE	5.79
TAX	1.88

These items are sold for domestic consumption in the United States. If exported, purchaser assumes full responsibility for compliance with US export controls.

PAYMENT TERMS NET 30 DAYS. PAY THIS INVOICE NO STATEMENT SENT. PAYABLE IN U.S. DOLLARS.

AMOUNT DUE 39.02

▲ **PLEASE DETACH THIS PORTION AND RETURN WITH YOUR PAYMENT.** ▲

BILL TO:
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

REMIT TO:
GRAINGER
DEPT. 864492517
PALATINE, IL 60038-0001

864492517958119806710000039021000018810000579100000011081090

X

ACCOUNT NUMBER	DATE	INVOICE NUMBER	AMOUNT DUE
849876420	07/11/2011	9581198067	39.02

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
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SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/19/11	07/13/11
VENDOR/SUPPLIER NAME:		INVOICE NUMBER:	
AmSan		248406332	
TO BE PAID FROM TRUST ACCT. (IF KNOWN)		PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):	
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Battery Vac	96944	51061	2,750.00

	INVOICE SUB-TOTAL	$	2,750.00
(Do not allocate tax to lines above)	TAX	$	165.33
(Do not allocate freight to lines above)	FREIGHT	$	5.50
(Enter as negative number)	DISCOUNT	$	
	GRAND TOTAL (INVOICE)	$	2,920.83

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
2. 2-SIDED INVOICES MUST BE COPIED BEFORE FAXING SO THAT BOTH SIDES ARE SENT
3. KEEP ORIGINAL INVOICES UNTIL YOU CONFIRM RECEIPT AT HTTP://IPM.STANDARDPARKING.COM

Revision Date: 11/09

00505 – 11200

AmSan
United for a cleaner, safer and healthier America

INVOICE

804 East Gate Drive, Suite 100
Mt. Laurel, NJ 08054

PAGE 1 of 1

INVOICE DATE	07/13/11
INVOICE NUMBER	248406332
ACCOUNT NUMBER	516542
ORDER NUMBER	7708983

SHIPPED TO:

STANDARD PARKING#1 FT MYERS FL
11000 TERMINAL ACESS ROAD 8676
FORT MYERS FL 33913

SOLD TO:

STANDARD PARKING#1 FT MYERS FL
11000 TERMINAL ACESS ROAD 8676
FORT MYERS FL 33913-8213

FOR INQUIRIES CALL:
(866) 412-6726 FAX : (877) 712-6726
www.amsan.com

ORDER DATE	ORDER NO.	CONTROL NO.	CUSTOMER P.O.	SHIPPED VIA	TERMS	SALESPERSON
07/01/11	7708983		JERRY	POM15	NET 30 DAYS	MARK GOGEL

LINE	ITEM NO.	DESCRIPTION	ORDERED	SHIPPED	B/O	UOM	PRICE	EXT.AMT	TAX
1	1844500!PTE106803	govac w/106844 kit	1	1	0	EA	2750.00	2,750.00	T
		SERIAL ## 0110441823							

Quote#: 1202779
A $5.50 environmental impact fee has been added

NET MERCHANDISE TOTAL	TAX TOTAL	FREIGHT	HANDLING	INVOICE TOTAL
2,750.00	165.33@6.000%	0.00	5.50	2,920.83

TERMS AND CONDITIONS FROM CURRENT CATALOG APPLY. CLAIMS FOR SHORTAGES OR DAMAGED GOODS MUST BE MADE IMMEDIATELY UPON RECEIPT OF SHIPMENT IN ACCORDANCE WITH CURRENT RETURN GOODS POLICY. NO RETURNS ACCEPTED WITHOUT PRIOR AUTHORIZATION.

RETAIN THIS PORTION OF THE INVOICE FOR YOUR RECORDS

RETURN THIS PORTION WITH YOUR REMITTANCE

AmSan
United for a cleaner, safer and healthier America

ACCOUNT NUMBER	INVOICE DATE	INVOICE NO.	INVOICE AMOUNT DUE
516542	07/13/11	248406332	2,920.83

NET AMOUNT PAID

SOLD TO:
STANDARD PARKING#1 FT MYERS FL
11000 TERMINAL ACESS ROAD 8676
FORT MYERS FL 33913-8213

REMIT TO:

AMSAN
PO Box 404468
Atlanta, GA 30384-4468

TERMS AND CONDITIONS FROM CURRENT CATALOG APPLY. CLAIMS FOR SHORTAGES OR DAMAGED GOODS MUST BE MADE IMMEDIATELY UPON RECEIPT OF SHIPMENT IN ACCORDANCE WITH CURRENT RETURN GOODS POLICY. NO RETURNS ACCEPTED WITHOUT PRIOR AUTHORIZATION.
00506 -- 11200

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/19/11	07/11/11
VENDOR/SUPPLIER NAME:	INVOICE NUMBER:		
Grainger	9581198059		
TO BE PAID FROM TRUST ACCT. (IF KNOWN)	PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):		
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Relay	96944	51061	20.76

INVOICE SUB-TOTAL	$	20.76
(Do not allocate tax to lines above) TAX	$	1.25
(Do not allocate freight to lines above) FREIGHT	$	3.84
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	25.85

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
2. 2-SIDED INVOICES MUST BE COPIED BEFORE FAXING SO THAT BOTH SIDES ARE SENT
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Revision Date: 11/09

00347 – 11200

ORIGINAL INVOICE

GRAINGER

8001 FORSHEE DRIVE
JACKSONVILLE, FL 32219-5338
www.grainger.com

GRAINGER ACCOUNT NUMBER	849876420
INVOICE NUMBER	9581198059
INVOICE DATE	07/11/2011
DUE DATE	08/10/2011
AMOUNT DUE	25.85

SHIP TO
DR RELAY
STANDARD PARKING
11031TERMINAL ACCESS RD
FORT MYERS, FL 33913

PO NUMBER: 038997563
CALLER: JERRY O BRIEN
CUSTOMER PHONE: (239) 768-1818
ORDER/DELIVERY#: 6168787685
INCO TERMS: FOB ORIGIN

BILL TO
MDG2010 00030295 1 MB 0390
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

THANK YOU!

FEI NUMBER 36-1150280

FOR ANY QUESTIONS ABOUT THIS INVOICE OR ACCOUNT CALL 1 877-202-2594

PO LINE #	ITEM #	DESCRIPTION	QUANTITY	BACK ORDERED	UNIT PRICE	TOTAL
000001	2W930	RELAY,8 PINS,DPDT MANUFACTURER # LY2-DC24	2		10.38	20.76

NUMBER OF PKGS 0 WEIGHT 0.10
DATE SHIPPED 07/11/2011
CARRIER: UPS GROUND
TRACKING NO: 1Z6W597A0311312677

INVOICE SUB TOTAL	20.76
SHIPPING CHARGE	3.84
TAX	1.25

These items are sold for domestic consumption in the United States. If exported, purchaser assumes full responsibility for compliance with US export controls.

PAYMENT TERMS NET 30 DAYS. PAY THIS INVOICE NO STATEMENT SENT PAYABLE IN U.S. DOLLARS

AMOUNT DUE 25.85

▲ **PLEASE DETACH THIS PORTION AND RETURN WITH YOUR PAYMENT.** ▲

BILL TO:
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

REMIT TO:
GRAINGER
DEPT. 864492517
PALATINE, IL 60038-0001

8644925179581198059100000258510000125100003841000000110810 88

X

ACCOUNT NUMBER	DATE	INVOICE NUMBER	AMOUNT DUE
849876420	07/11/2011	9581198059	25.85

FOR COMMENTS OR CHANGE OF ADDRESS, ENTER INFORMATION ON REVERSE SIDE.

00348 – 11200

[redacted]

Standard Parking®

PAYMENT REQUEST

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SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/19/11	07/12/11
VENDOR/SUPPLIER NAME:	INVOICE NUMBER:		
Grainger	9581198059		
TO BE PAID FROM TRUST ACCT. (IF KNOWN)	PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):		
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Hardware	96944	51061	61.35

	INVOICE SUB-TOTAL	$	61.35
(Do not allocate tax to lines above)	TAX	$	3.68
(Do not allocate freight to lines above)	FREIGHT	$	7.63
(Enter as negative number)	DISCOUNT	$	
	GRAND TOTAL (INVOICE)	$	72.66

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
2. 2-SIDED INVOICES MUST BE COPIED BEFORE FAXING SO THAT BOTH SIDES ARE SENT
3. KEEP ORIGINAL INVOICES UNTIL YOU CONFIRM RECEIPT AT HTTP://IPM.STANDARDPARKING.COM

Revision Date: 11/09

00349 – 11200

GRAINGER

PAGE 1 OF 1

ORIGINAL INVOICE

8001 FORSHEE DRIVE
JACKSONVILLE, FL 32219-5338
www.grainger.com

GRAINGER ACCOUNT NUMBER	849876420
INVOICE NUMBER	9583122636
INVOICE DATE	07/12/2011
DUE DATE	08/11/2011
AMOUNT DUE	72.66

SHIP TO
SCREW CAP BOY
STANDARD PARKING
11031TERMINAL ACCESS RD
FORT MYERS, FL 33913

PO NUMBER:	039032312
CALLER:	JERRY O BRIEN
CUSTOMER PHONE:	(239) 768-1818
ORDER/DELIVERY#:	6168986642
INCO TERMS:	FOB ORIGIN

BILL TO
MDG2010 00032573 1 MB 0390
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

THANK YOU !

FEI NUMBER 36-1150280

FOR ANY QUESTIONS ABOUT THIS INVOICE OR ACCOUNT CALL 1-877-202-2594

PO LINE #	ITEM #	DESCRIPTION	QUANTITY	BACK ORDERED	UNIT PRICE	TOTAL
000001	6XNL8	SCREW COVER,HINGED,WHITE,#8/#10,PK 15 MANUFACTURER # 8890030	1		5.49	5.49
000004	1GZ06	SCREWDRIVER SET 6 PC MANUFACTURER # 66-565	2		27.93	55.86

NUMBER OF PKGS: 0 WEIGHT: 3.13
DATE SHIPPED: 07/12/2011
CARRIER: UPS GROUND
TRACKING NO: 1Z6W597A0311362051

INVOICE SUB TOTAL	61.35
SHIPPING CHARGE	7.63
TAX	3.68

These items are sold for domestic consumption in the United States. If exported, purchaser assumes full responsibility for compliance with US export controls.

PAYMENT TERMS NET 30 DAYS. PAY THIS INVOICE NO STATEMENT SENT. PAYABLE IN U.S. DOLLARS.

AMOUNT DUE 72.66

▲ **PLEASE DETACH THIS PORTION AND RETURN WITH YOUR PAYMENT.** ▲

BILL TO:
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

REMIT TO:
GRAINGER
DEPT. 864492517
PALATINE, IL 60038-0001

8644925179583122636100000726610000368100007631000000011081162

X

ACCOUNT NUMBER	DATE	INVOICE NUMBER	AMOUNT DUE
849876420	07/12/2011	9583122636	72.66

FOR COMMENTS OR CHANGE OF ADDRESS, ENTER INFORMATION ON REVERSE SIDE.

00350 -- 11200

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/19/11	07/12/11
VENDOR/SUPPLIER NAME:		INVOICE NUMBER:	
Grainger		9583122644	
TO BE PAID FROM TRUST ACCT. (IF KNOWN)		PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):	
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Hardware	96944	51061	20.98

INVOICE SUB-TOTAL	$	20.98
(Do not allocate tax to lines above) TAX	$	1.25
(Do not allocate freight to lines above) FREIGHT	$	2.61
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	24.84

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
2. 2-SIDED INVOICES MUST BE COPIED BEFORE FAXING SO THAT BOTH SIDES ARE SENT
3. KEEP ORIGINAL INVOICES UNTIL YOU CONFIRM RECEIPT AT HTTP://IPM.STANDARDPARKING.COM

Revision Date: 11/09

00351 – 11200

GRAINGER

101 SOUTHCHASE BLVD
FOUNTAIN INN, SC 29644-9019
www.grainger.com

ORIGINAL INVOICE

GRAINGER ACCOUNT NUMBER	849876420
INVOICE NUMBER	9583122644
INVOICE DATE	07/12/2011
DUE DATE	08/11/2011
AMOUNT DUE	24.84

SHIP TO
SCREW CAP BOY
STANDARD PARKING
11031TERMINAL ACCESS RD
FORT MYERS, FL 33913

PO NUMBER: 039032312
CALLER: JERRY O BRIEN
CUSTOMER PHONE: (239) 768-1818
ORDER/DELIVERY#: 6168995463
INCO TERMS: FOB ORIGIN

BILL TO
MDG2010 00032573 1 MB 0390
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

THANK YOU!

FEI NUMBER 36-1150280

FOR ANY QUESTIONS ABOUT THIS INVOICE OR ACCOUNT CALL 1-877-202-2594

PO LINE #	ITEM #	DESCRIPTION	QUANTITY	BACK ORDERED	UNIT PRICE	TOTAL
000002	6XNJ3	SCREW COVER,PRESS ON,WHITE,PK 100 MANUFACTURER # 8890005	1		11.91	11.91
000003	6XNL3	SCREW COVER,HINGED,WHITE,#4/#6,PK 25 MANUFACTURER # 8890025	1		9.07	9.07 **

NUMBER OF PKGS: 0 WEIGHT: 0.06
DATE SHIPPED: 07/12/2011
CARRIER: UPS GROUND
TRACKING NO: 1Z2X98300326042368

INVOICE SUB TOTAL	20.98
SHIPPING CHARGE	2.61
TAX	1.25

These items are sold for domestic consumption in the United States. If exported, purchaser assumes full responsibility for compliance with US export controls.

PAYMENT TERMS NET 30 DAYS. PAY THIS INVOICE NO STATEMENT SENT PAYABLE IN U.S. DOLLARS.

AMOUNT DUE 24.84

▲ **PLEASE DETACH THIS PORTION AND RETURN WITH YOUR PAYMENT.** ▲

BILL TO:
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

REMIT TO:
GRAINGER
DEPT. 864492517
PALATINE, IL 60038-0001

8644925179583122644100000248410000125100002611000000110811 39

X

ACCOUNT NUMBER	DATE	INVOICE NUMBER	AMOUNT DUE
849876420	07/12/2011	9583122644	24.84

FOR COMMENTS OR CHANGE OF ADDRESS, ENTER INFORMATION ON REVERSE SIDE.

00352 – 11200

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/19/11	07/07/11
VENDOR/SUPPLIER NAME:		INVOICE NUMBER:	
AmSan		248058307	
TO BE PAID FROM TRUST ACCT. (IF KNOWN)		PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):	
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Paper Products	96944	51061	87.90

INVOICE SUB-TOTAL	$	87.90
(Do not allocate tax to lines above) TAX	$	5.27
(Do not allocate freight to lines above) FREIGHT		
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	93.17

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
2. 2-SIDED INVOICES MUST BE COPIED BEFORE FAXING SO THAT BOTH SIDES ARE SENT
3. KEEP ORIGINAL INVOICES UNTIL YOU CONFIRM RECEIPT AT HTTP://IPM.STANDARDPARKING.COM

Revision Date: 11/09

00503 – 11200

AmSan
United for a cleaner, safer and healthier America

804 East Gate Drive, Suite 100
Mt. Laurel, NJ 08054

INVOICE

PAGE 1 of 1

INVOICE DATE	07/07/11
INVOICE NUMBER	248058307
ACCOUNT NUMBER	516542
ORDER NUMBER	7616073-2

SHIPPED TO:

STANDARD PARKING#1 FT MYERS FL
11000 TERMINAL ACESS ROAD 8676
FORT MYERS FL 33913

SOLD TO:

STANDARD PARKING#1 FT MYERS FL
11000 TERMINAL ACESS ROAD 8676
FORT MYERS FL 33913-8213

FOR INQUIRIES CALL:
(866) 412-6726 FAX : (877) 712-6726
www.amsan.com

ORDER DATE	ORDER NO.	CONTROL NO.	CUSTOMER P.O.	SHIPPED VIA	TERMS	SALESPERSON
06/23/11	7616073-2			POM15	NET 30 DAYS	MARK GOGEL

LINE	ITEM NO.	DESCRIPTION	ORDERED	SHIPPED	B/O	UOM	PRICE	EXT.AMT	TAX
1	APP12506	single roll bath tiss 2ply - 96rl/5	2	2	0	CS	43.95	87.90	T

Delivery information for this invoice may be found at: http://eAccess-AmSan.com

NET MERCHANDISE TOTAL	TAX TOTAL	FREIGHT	INVOICE TOTAL
87.90	5.27@6.000%	0.00	93.17

TERMS AND CONDITIONS FROM CURRENT CATALOG APPLY. CLAIMS FOR SHORTAGES OR DAMAGED GOODS MUST BE MADE IMMEDIATELY UPON RECEIPT OF SHIPMENT IN ACCORDANCE WITH CURRENT RETURN GOODS POLICY. NO RETURNS ACCEPTED WITHOUT PRIOR AUTHORIZATION.

RETAIN THIS PORTION OF THE INVOICE FOR YOUR RECORDS

RETURN THIS PORTION WITH YOUR REMITTANCE

AmSan
United for a cleaner, safer and healthier America

ACCOUNT NUMBER	INVOICE DATE	INVOICE NO.	INVOICE AMOUNT DUE
516542	07/07/11	248058307	93.17

NET AMOUNT PAID

SOLD TO:
STANDARD PARKING#1 FT MYERS FL
11000 TERMINAL ACESS ROAD 8676
FORT MYERS FL 33913-8213

REMIT TO:

AMSAN
PO Box 404468
Atlanta, GA 30384-4468

TERMS AND CONDITIONS FROM CURRENT CATALOG APPLY. CLAIMS FOR SHORTAGES OR DAMAGED GOODS MUST BE MADE IMMEDIATELY UPON RECEIPT OF SHIPMENT IN ACCORDANCE WITH CURRENT RETURN GOODS POLICY. NO RETURNS ACCEPTED WITHOUT PRIOR AUTHORIZATION.

00504 -- 11200

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/19/11	07/11/11
VENDOR/SUPPLIER NAME:	INVOICE NUMBER:		
Grainger	9581198075		
TO BE PAID FROM TRUST ACCT. (IF KNOWN)	PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):		
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Shipping Supplies	96944	51061	98.02

INVOICE SUB-TOTAL	$	98.02
(Do not allocate tax to lines above) TAX	$	5.88
(Do not allocate freight to lines above) FREIGHT	$	15.81
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	119.71

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
2. 2-SIDED INVOICES MUST BE COPIED BEFORE FAXING SO THAT BOTH SIDES ARE SENT
3. KEEP ORIGINAL INVOICES UNTIL YOU CONFIRM RECEIPT AT HTTP://IPM.STANDARDPARKING.COM

Revision Date: 11/09

00345 – 11200

GRAINGER

ORIGINAL INVOICE

8001 FORSHEE DRIVE
JACKSONVILLE, FL 32219-5338
www.grainger.com

GRAINGER ACCOUNT NUMBER	849876420
INVOICE NUMBER	9581198075
INVOICE DATE	07/11/2011
DUE DATE	08/10/2011
AMOUNT DUE	119.71

SHIP TO
BUBBLE BOY
STANDARD PARKING
11031TERMINAL ACCESS RD
FORT MYERS, FL 33913

PO NUMBER: 038997570
CALLER: JERRY O BRIEN
CUSTOMER PHONE: (239) 768-1818
ORDER/DELIVERY#: 6168800507
INCO TERMS: FOB ORIGIN

BILL TO
MDG2010 00030295 1 MB 0390
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

THANK YOU!

FEI NUMBER 36-1150280

FOR ANY QUESTIONS ABOUT THIS INVOICE OR ACCOUNT CALL 1-877-202-2594

PO LINE #	ITEM #	DESCRIPTION	QUANTITY	BACK ORDERED	UNIT PRICE	TOTAL
000001	5VEV1	BUBBLE ROLL,1/2,12INX125FT,PK 4 MANUFACTURER # 5VEV1	1		57.38	57.38
000002	5VEW7	BUBBLE ROLL,HP,1/2,12 IN X 50 FT MANUFACTURER # 5VEW7	1		20.55	20.55 **
000003	4NZF5	BUBBLE WRAP,W 16 IN, L 60 FT MANUFACTURER # 4NZF5	1		20.09	20.09

NUMBER OF PKGS: 0 WEIGHT: 12.43
DATE SHIPPED: 07/11/2011
CARRIER: CONTINENTAL COURIER INC.

INVOICE SUB TOTAL	98.02
SHIPPING CHARGE	15.81
TAX	5.88

These items are sold for domestic consumption in the United States. If exported, purchaser assumes full responsibility for compliance with US export controls.

PAYMENT TERMS NET 30 DAYS. PAY THIS INVOICE NO STATEMENT SENT. PAYABLE IN U.S. DOLLARS.

AMOUNT DUE 119.71

▲ **PLEASE DETACH THIS PORTION AND RETURN WITH YOUR PAYMENT.** ▲

BILL TO:
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

REMIT TO:
GRAINGER
DEPT. 864492517
PALATINE, IL 60038-0001

8644925179581198075100001197110000588100015811000000110810Hb

X

ACCOUNT NUMBER	DATE	INVOICE NUMBER	AMOUNT DUE
849876420	07/11/2011	9581198075	119.71

FOR COMMENTS OR CHANGE OF ADDRESS, ENTER INFORMATION ON REVERSE SIDE.

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/21/11	07/14/11
VENDOR/SUPPLIER NAME: grainger	INVOICE NUMBER: 9584898499		
TO BE PAID FROM TRUST ACCT. (IF KNOWN)	PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):		
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Sign	96944	51061	95.80

INVOICE SUB-TOTAL	$	95.80
(Do not allocate tax to lines above) TAX	$	5.75
(Do not allocate freight to lines above) FREIGHT	$	9.63
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	111.18

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
2. 2-SIDED INVOICES MUST BE COPIED BEFORE FAXING SO THAT BOTH SIDES ARE SENT
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Revision Date: 11/09

GRAINGER

PAGE 1 OF 1

ORIGINAL INVOICE

8001 FORSHEE DRIVE
JACKSONVILLE, FL 32219-5338
www.grainger.com

GRAINGER ACCOUNT NUMBER	849876420
INVOICE NUMBER	9584898499
INVOICE DATE	07/14/2011
DUE DATE	08/13/2011
AMOUNT DUE	111.18

SHIP TO
THE SIGN DOCTOR
STANDARD PARKING
11031TERMINAL ACCESS RD
FORT MYERS, FL 33913

PO NUMBER: 039067978
CALLER: JERRY O BRIEN
CUSTOMER PHONE: (239) 768-1818
ORDER/DELIVERY#: 6169157719
INCO TERMS: FOB ORIGIN

BILL TO
MDG2010 00031795 1 MB 0390
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

THANK YOU!

FEI NUMBER 36-1150280

FOR ANY QUESTIONS ABOUT THIS INVOICE OR ACCOUNT CALL 1-877-202-2594

PO LINE #	ITEM #	DESCRIPTION	QUANTITY	BACK ORDERED	UNIT PRICE	TOTAL
000001	1K971	SIGN,10X14,CAUTION WATCH YOUR STEP MANUFACTURER # 85098	10		9.58	95.80

**

NUMBER OF PKGS: 0 WEIGHT: 0.50
DATE SHIPPED: 07/14/2011
CARRIER: UPS GROUND
TRACKING NO: 1Z6W597A0311412881

INVOICE SUB TOTAL	95.80
SHIPPING CHARGE	9.63
TAX	5.75

These items are sold for domestic consumption in the United States. If exported, purchaser assumes full responsibility for compliance with US export controls.

PAYMENT TERMS NET 30 DAYS. PAY THIS INVOICE NO STATEMENT SENT. PAYABLE IN U.S. DOLLARS

AMOUNT DUE 111.18

▲ **PLEASE DETACH THIS PORTION AND RETURN WITH YOUR PAYMENT.** ▲

BILL TO:
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

REMIT TO:
GRAINGER
DEPT. 864492517
PALATINE, IL 60038-0001

8644925179584898499100001111810000575100009631000000011081371

X

ACCOUNT NUMBER	DATE	INVOICE NUMBER	**AMOUNT DUE**
849876420	07/14/2011	9584898499	111.18

FOR COMMENTS OR CHANGE OF ADDRESS, ENTER INFORMATION ON REVERSE SIDE.

00995 – 11202

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/21/11	07/14/11
VENDOR/SUPPLIER NAME:		INVOICE NUMBER:	
Grainger		9585629927	
TO BE PAID FROM TRUST ACCT. (IF KNOWN)		PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):	
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Paint	96944	51061	5.59

INVOICE SUB-TOTAL	$	5.59
(Do not allocate tax to lines above) TAX	$	9.63
(Do not allocate freight to lines above) FREIGHT	$	0.34
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	15.56

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
2. 2-SIDED INVOICES MUST BE COPIED BEFORE FAXING SO THAT BOTH SIDES ARE SENT
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Revision Date: 11/09

GRAINGER

PAGE 1 OF 1

ORIGINAL INVOICE

8001 FORSHEE DRIVE
JACKSONVILLE, FL 32219-5338
www.grainger.com

GRAINGER ACCOUNT NUMBER	849876420
INVOICE NUMBER	9585629927
INVOICE DATE	07/14/2011
DUE DATE	08/13/2011
AMOUNT DUE	15.56

SHIP TO
JERRY
STANDARD PARKING
11031TERMINAL ACCESS RD
FORT MYERS, FL 33913

PO NUMBER: 039092756
CALLER: JERRY O BRIEN
CUSTOMER PHONE: (239) 768-1818
ORDER/DELIVERY#: 6169277018
INCO TERMS: FOB ORIGIN

BILL TO
MDG2010 00031795 1 MB 0390
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

THANK YOU!

FEI NUMBER 36-1150280

FOR ANY QUESTIONS ABOUT THIS INVOICE OR ACCOUNT CALL 1-877-202-2594

PO LINE #	ITEM #	DESCRIPTION	QUANTITY	BACK ORDERED	UNIT PRICE	TOTAL
000001	4WGA7	ENAMEL AEROSOL SPRAY PAINT, BLACK MANUFACTURER # 4WGA7	1		5.59	5.59

NUMBER OF PKGS: 0 WEIGHT: 0.98
DATE SHIPPED: 07/14/2011
CARRIER: UPS GROUND
TRACKING NO. 1Z6W597A0311435302

INVOICE SUB TOTAL	5.59
SHIPPING CHARGE	9.63
TAX	0.34

These items are sold for domestic consumption in the United States. If exported, purchaser assumes full responsibility for compliance with US export controls.

PAYMENT TERMS NET 30 DAYS PAY THIS INVOICE NO STATEMENT SENT PAYABLE IN U.S. DOLLARS.

AMOUNT DUE 15.56

▲ **PLEASE DETACH THIS PORTION AND RETURN WITH YOUR PAYMENT.** ▲

BILL TO:
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

REMIT TO:
GRAINGER
DEPT. 864492517
PALATINE, IL 60038-0001

8644925179585629927100000155610000034100009631000000011081392

X

ACCOUNT NUMBER	DATE	INVOICE NUMBER	**AMOUNT DUE**
849876420	07/14/2011	9585629927	15.56

FOR COMMENTS OR CHANGE OF ADDRESS, ENTER INFORMATION ON REVERSE SIDE.

00997 – 11202

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/25/11	07/15/11
VENDOR/SUPPLIER NAME:		INVOICE NUMBER:	
AmSan		248585556	
TO BE PAID FROM TRUST ACCT. (IF KNOWN)		PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):	
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Paper Products	96944	51061	46.79

INVOICE SUB-TOTAL	$	46.79
(Do not allocate tax to lines above) TAX	$	2.81
(Do not allocate freight to lines above) FREIGHT		
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	49.60

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
2. 2-SIDED INVOICES MUST BE COPIED BEFORE FAXING SO THAT BOTH SIDES ARE SENT
3. KEEP ORIGINAL INVOICES UNTIL YOU CONFIRM RECEIPT AT HTTP://IPM.STANDARDPARKING.COM

Revision Date: 11/09

00401 – 11206

AmSan
United for a cleaner, safer and healthier America

804 East Gate Drive, Suite 100
Mt. Laurel, NJ 08054

INVOICE

PAGE 1 of 1

INVOICE DATE	07/15/11
INVOICE NUMBER	248585556
ACCOUNT NUMBER	516542
ORDER NUMBER	7833597

SHIPPED TO:

STANDARD PARKING#1 FT MYERS FL
11000 TERMINAL ACESS ROAD 8676
FORT MYERS FL 33913

SOLD TO:

STANDARD PARKING#1 FT MYERS FL
11000 TERMINAL ACESS ROAD 8676
FORT MYERS FL 33913-8213

FOR INQUIRIES CALL:
(866) 412-6726
FAX : (877) 712-6726
www.amsan.com

ORDER DATE	ORDER NO.	CONTROL NO.	CUSTOMER P.O.	SHIPPED VIA	TERMS	SALESPERSON
07/15/11	7833597			PICK UP	NET 30 DAYS	MARK GOGEL

LINE	ITEM NO.	DESCRIPTION	ORDERED	SHIPPED	B/O	UOM	PRICE	EXT.AMT	TAX
1	REN07005-MS	liquid carpet defoamer	1	1	0	EA	18.50	18.50	T
2	BCH4043320	speedball h-duty spray cleaner - 12	1	1	0	QT	7.25	7.25	T
3	REN05121	plastic bottle with graduations - 3	4	4	0	EA	0.97	3.88	T
4	IMP6109	blu/wht deluxe hi output trigger -	4	4	0	EA	2.67	10.68	T
5	REN03961	6in iron style hand scrub brush	1	1	0	EA	3.34	3.34	T
6	MMM07456	3m c41 x-lge comm sponge beige - 7-	1	1	0	EA	3.14	3.14	T

Delivery information for this invoice may be found at: http://eAccess.AmSan.com

NET MERCHANDISE TOTAL	TAX TOTAL	FREIGHT	INVOICE TOTAL
46.79	2.81@6.000%	0.00	49.60

TERMS AND CONDITIONS FROM CURRENT CATALOG APPLY. CLAIMS FOR SHORTAGES OR DAMAGED GOODS MUST BE MADE IMMEDIATELY UPON RECEIPT OF SHIPMENT IN ACCORDANCE WITH CURRENT RETURN GOODS POLICY. NO RETURNS ACCEPTED WITHOUT PRIOR AUTHORIZATION

RETAIN THIS PORTION OF THE INVOICE FOR YOUR RECORDS

RETURN THIS PORTION WITH YOUR REMITTANCE

AmSan
United for a cleaner, safer and healthier America

ACCOUNT NUMBER	INVOICE DATE	INVOICE NO.	INVOICE AMOUNT DUE
516542	07/15/11	248585556	49.60

NET AMOUNT PAID	

SOLD TO:
STANDARD PARKING#1 FT MYERS FL
11000 TERMINAL ACESS ROAD 8676
FORT MYERS FL 33913-8213

REMIT TO:

AMSAN
PO Box 404468
Atlanta, GA 30384-4468

TERMS AND CONDITIONS FROM CURRENT CATALOG APPLY. CLAIMS FOR SHORTAGES OR DAMAGED GOODS MUST BE MADE IMMEDIATELY UPON RECEIPT OF SHIPMENT IN ACCORDANCE WITH CURRENT RETURN GOODS POLICY. NO RETURNS ACCEPTED WITHOUT PRIOR AUTHORIZATION.

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/25/11	07/15/11
VENDOR/SUPPLIER NAME:	INVOICE NUMBER:		
Grainger	9586239536		
TO BE PAID FROM TRUST ACCT. (IF KNOWN)	PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):		
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Saftey Vest	96944	51061	69.56

	INVOICE SUB-TOTAL	$	69.56
(Do not allocate tax to lines above)	TAX	$	4.17
(Do not allocate freight to lines above)	FREIGHT	$	4.39
(Enter as negative number)	DISCOUNT	$	
	GRAND TOTAL (INVOICE)	$	78.12

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
2. 2-SIDED INVOICES MUST BE COPIED BEFORE FAXING SO THAT BOTH SIDES ARE SENT
3. KEEP ORIGINAL INVOICES UNTIL YOU CONFIRM RECEIPT AT HTTP://IPM.STANDARDPARKING.COM

Revision Date: 11/09

00403 – 11206

GRAINGER

PAGE 1 OF 1

ORIGINAL INVOICE

8001 FORSHEE DRIVE
JACKSONVILLE, FL 32219-5338
www.grainger.com

GRAINGER ACCOUNT NUMBER	849876420
INVOICE NUMBER	9586239536
INVOICE DATE	07/15/2011
DUE DATE	08/14/2011
AMOUNT DUE	78.12

SHIP TO
VEST BOY
STANDARD PARKING
11031TERMINAL ACCESS RD
FORT MYERS, FL 33913

PO NUMBER:	039098195
CALLER:	JERRY O BRIEN
CUSTOMER PHONE:	(239) 768-1818
ORDER/DELIVERY#:	6169400485
INCO TERMS:	FOB ORIGIN

BILL TO
MDG2010 00027986 1 MB 0390
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

THANK YOU!

FEI NUMBER 36-1150280

FOR ANY QUESTIONS ABOUT THIS INVOICE OR ACCOUNT CALL 1-877-202-2594

PO LINE #	ITEM #	DESCRIPTION	QUANTITY	BACK ORDERED	UNIT PRICE	TOTAL
000001	3ZDP3	SAFETY VEST,CLASS 2,2XL,LIME GREEN MANUFACTURER # 3ZDP3	4		17.39	69.56

NUMBER OF PKGS. 0 WEIGHT 3.00
DATE SHIPPED: 07/15/2011
CARRIER. UPS GROUND
TRACKING NO: 1Z6W597A0311453980

INVOICE SUB TOTAL	69.56
SHIPPING CHARGE	4.39
TAX	4.17

These items are sold for domestic consumption in the United States If exported, purchaser assumes full responsibility for compliance with US export controls

PAYMENT TERMS NET 30 DAYS. PAY THIS INVOICE NO STATEMENT SENT PAYABLE IN U.S. DOLLARS

AMOUNT DUE 78.12

▲ **PLEASE DETACH THIS PORTION AND RETURN WITH YOUR PAYMENT.** ▲

BILL TO:
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

REMIT TO:
GRAINGER
DEPT. 864492517
PALATINE, IL 60038-0001

8644925179586239536100000781210000417100004391000000011081495

X

ACCOUNT NUMBER	DATE	INVOICE NUMBER	AMOUNT DUE
849876420	07/15/2011	9586239536	78.12

FOR COMMENTS OR CHANGE OF ADDRESS, ENTER INFORMATION ON REVERSE SIDE.

00404 – 11206

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/25/11	07/15/11
VENDOR/SUPPLIER NAME:	INVOICE NUMBER:		
Grainger	9586239544 [redacted]		
TO BE PAID FROM TRUST ACCT. (IF KNOWN)	PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):		
THIS ROW FOR OBLIGATION ID *Required for Management Client Payments Only*	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Saftey Vest	96944	51061	106.40

INVOICE SUB-TOTAL	$	106.40
(Do not allocate tax to lines above) TAX	$	6.38
(Do not allocate freight to lines above) FREIGHT	$	6.70
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	119.48

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
2. 2-SIDED INVOICES MUST BE COPIED BEFORE FAXING SO THAT BOTH SIDES ARE SENT
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Revision Date: 11/09

00405 – 11206

GRAINGER

PAGE 1 OF 1

ORIGINAL INVOICE

101 SOUTHCHASE BLVD
FOUNTAIN INN, SC 29644-9019
www.grainger.com

GRAINGER ACCOUNT NUMBER	849876420
INVOICE NUMBER	9586239544
INVOICE DATE	07/15/2011
DUE DATE	08/14/2011
AMOUNT DUE	119.48

SHIP TO
VEST BOY
STANDARD PARKING
11031TERMINAL ACCESS RD
FORT MYERS, FL 33913

PO NUMBER: 039098195
CALLER: JERRY O BRIEN
CUSTOMER PHONE: (239) 768-1818
ORDER/DELIVERY#: 6169401194
INCO TERMS: FOB ORIGIN

BILL TO
MDG2010 00027986 1 MB 0390
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

THANK YOU!

FEI NUMBER 36-1150280

FOR ANY QUESTIONS ABOUT THIS INVOICE OR ACCOUNT CALL 1-877-202-2594

PO LINE #	ITEM #	DESCRIPTION	QUANTITY	BACK ORDERED	UNIT PRICE	TOTAL
000002	3ZDR2	SAFETY VEST,CLASS 2,L,LIME GREEN MANUFACTURER # 3ZDR2	3		13.30	39.90
000003	3ZDR6	SAFETY VEST,CLASS 2,XL,LIME GREEN MANUFACTURER # 3ZDR6	5		13.30	66.50 **

NUMBER OF PKGS: 0 WEIGHT: 5.05
DATE SHIPPED. 07/15/2011
CARRIER: UPS GROUND
TRACKING NO: 1Z2X98300326408160

INVOICE SUB TOTAL	106.40
SHIPPING CHARGE	6.70
TAX	6.38

These items are sold for domestic consumption in the United States If exported, purchaser assumes full responsibility for compliance with US export controls.

PAYMENT TERMS NET 30 DAYS. PAY THIS INVOICE NO STATEMENT SENT PAYABLE IN U.S DOLLARS

AMOUNT DUE 119.48

▲ **PLEASE DETACH THIS PORTION AND RETURN WITH YOUR PAYMENT.** ▲

BILL TO:
APCOA INC
11000 TERMINAL ACCESS RD 8676
FORT MYERS, FL 33913-0000

REMIT TO:
GRAINGER
DEPT. 864492517
PALATINE, IL 60038-0001

8644925179586239544100001194810000638100006701000000011081402

X

ACCOUNT NUMBER	DATE	INVOICE NUMBER	**AMOUNT DUE**
849876420	07/15/2011	9586239544	119.48

FOR COMMENTS OR CHANGE OF ADDRESS, ENTER INFORMATION ON REVERSE SIDE.

00406 – 11206

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/26/11	07/20/11
VENDOR/SUPPLIER NAME:	INVOICE NUMBER:		
AmSan	248844565		
TO BE PAID FROM TRUST ACCT. (IF KNOWN)	PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):		
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Bucket for floors	96944	51061	135.88

INVOICE SUB-TOTAL	$	135.88
(Do not allocate tax to lines above) TAX	$	8.15
(Do not allocate freight to lines above) FREIGHT		
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	144.03

INSTRUCTIONS:

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Revision Date: 11/09

00471 – 11207

AmSan
United for a cleaner, safer and healthier America

INVOICE

804 East Gate Drive, Suite 100
Mt. Laurel, NJ 08054

INVOICE DATE	07/20/11
INVOICE NUMBER	248844565
ACCOUNT NUMBER	516542
ORDER NUMBER	7873977

SHIPPED TO:

STANDARD PARKING#1 FT MYERS FL
11000 TERMINAL ACESS ROAD 8676
FORT MYERS FL 33913

SOLD TO:

STANDARD PARKING#1 FT MYERS FL
11000 TERMINAL ACESS ROAD 8676
FORT MYERS FL 33913-8213

FOR INQUIRIES CALL:

(866) 412-6726 FAX : (877) 712-6726

www.amsan.com

ORDER DATE	ORDER NO.	CONTROL NO.	CUSTOMER P.O.	SHIPPED VIA	TERMS	SALESPERSON
07/20/11	7873977			PICK UP	NET 30 DAYS	MARK GOGEL

LINE	ITEM NO.	DESCRIPTION	ORDERED	SHIPPED	B/O	UOM	PRICE	EXT.AMT	TAX
1	PGC16449	pgp magic eraser 30ct - 30ea/cs	11	11	0	EA	2.33	25.63	T
2	RCP758088YL	wavebrake side/prs combo bckt 35qt	1	1	0	EA	87.50	87.50	T
3	RCP9C7400RD	dirty water bckt for wavebrake red	1	1	0	EA	22.75	22.75	T

Delivery information for this invoice may be found at: http://eAccess.AmSan.com

NET MERCHANDISE TOTAL	TAX TOTAL	FREIGHT	INVOICE TOTAL
135.88	8.15@6.000%	0.00	144.03

TERMS AND CONDITIONS FROM CURRENT CATALOG APPLY. CLAIMS FOR SHORTAGES OR DAMAGED GOODS MUST BE MADE IMMEDIATELY UPON RECEIPT OF SHIPMENT IN ACCORDANCE WITH CURRENT RETURN GOODS POLICY. NO RETURNS ACCEPTED WITHOUT PRIOR AUTHORIZATION.

RETAIN THIS PORTION OF THE INVOICE FOR YOUR RECORDS

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AmSan
United for a cleaner, safer and healthier America

ACCOUNT NUMBER	INVOICE DATE	INVOICE NO.	INVOICE AMOUNT DUE
516542	07/20/11	248844565	144.03

NET AMOUNT PAID

SOLD TO:
STANDARD PARKING#1 FT MYERS FL
11000 TERMINAL ACESS ROAD 8676
FORT MYERS FL 33913-8213

REMIT TO:

AMSAN
PO Box 404468
Atlanta, GA 30384-4468

TERMS AND CONDITIONS FROM CURRENT CATALOG APPLY. CLAIMS FOR SHORTAGES OR DAMAGED GOODS MUST BE MADE IMMEDIATELY UPON RECEIPT OF SHIPMENT IN ACCORDANCE WITH CURRENT RETURN GOODS POLICY. NO RETURNS ACCEPTED WITHOUT PRIOR AUTHORIZATION.

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/26/11	07/18/11
VENDOR/SUPPLIER NAME:		INVOICE NUMBER:	
AmSan		248665267	
TO BE PAID FROM TRUST ACCT. (IF KNOWN)		PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):	
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Cleaning Supplies	96944	51061	939.92

	INVOICE SUB-TOTAL	$	939.92
(Do not allocate tax to lines above)	TAX	$	56.73
(Do not allocate freight to lines above)	FREIGHT	$	5.50
(Enter as negative number)	DISCOUNT	$	
	GRAND TOTAL (INVOICE)	$	1,002.15

INSTRUCTIONS:

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Revision Date: 11/09

00473 – 11207

AmSan.
United for a cleaner, safer and healthier America

804 East Gate Drive, Suite 100
Mt. Laurel, NJ 08054

INVOICE

PAGE 1 of 1

INVOICE DATE	07/18/11
INVOICE NUMBER	248665267
ACCOUNT NUMBER	516542
ORDER NUMBER	7825878

SHIPPED TO:

STANDARD PARKING#1 FT MYERS FL
11000 TERMINAL ACESS ROAD 8676
FORT MYERS FL 33913

SOLD TO:

STANDARD PARKING#1 FT MYERS FL
11000 TERMINAL ACESS ROAD 8676
FORT MYERS FL 33913-8213

FOR INQUIRIES CALL:
(866) 412-6726 FAX : (877) 712-6726
www.amsan.com

ORDER DATE	ORDER NO.	CONTROL NO.	CUSTOMER P.O.	SHIPPED VIA	TERMS	SALESPERSON
07/14/11	7825878		KEVIN	POM15	NET 30 DAYS	MARK GOGEL

LINE	ITEM NO.	DESCRIPTION	ORDERED	SHIPPED	B/O	UOM	PRICE	EXT.AMT	TAX
1	PTE100431	micro filter to qrtrvac - tail/avtn	2	2	0	PK	14.68	29.36	T
2	REN03944	duo sweep flagged angle broom 12in	21	21	0	EA	9.50	199.50	T
3	REN05124	lobby dust pan	2	2	0	EA	18.71	37.42	T
4	KIKBLEACH4	all purpose bleach - 4/1gl	4	4	0	CS	10.88	43.52	T
5	REN06130-WB	renown controlled hard roll towel -	2	2	0	CS	47.41	94.82	T
6	REN02495	renown 1250ml foam pink lotion soap	2	2	0	CS	52.41	104.82	T
7	GOJ5392-02	purell tfx foam sanitizer refill 2/	2	2	0	CS	78.96	157.92	T
8	REN03036-BD	water soluble citrus deodorant	1	1	0	CS	56.64	56.64	T
9	REN11506-CA	renown liner 24x33 15gl 6mic black	3	3	0	CS	34.42	103.26	T
10	REN14512-CA	renown liner 40x48 45gl 12mic - nat	2	2	0	CS	35.71	71.42	T
11	SPA7496-04	nabc non-acid disinfec/clnr rtu gl	1	1	0	CS	41.24	41.24	T

A $5.50 environmental impact fee has been added
Delivery information for this invoice may be found at: http://eAccess.AmSan.com

NET MERCHANDISE TOTAL	TAX TOTAL	FREIGHT	HANDLING	INVOICE TOTAL
939.92	56.73@6.000%	0.00	5.50	1,002.15

TERMS AND CONDITIONS FROM CURRENT CATALOG APPLY. CLAIMS FOR SHORTAGES OR DAMAGED GOODS MUST BE MADE IMMEDIATELY UPON RECEIPT OF SHIPMENT IN ACCORDANCE WITH CURRENT RETURN GOODS POLICY. NO RETURNS ACCEPTED WITHOUT PRIOR AUTHORIZATION.

RETAIN THIS PORTION OF THE INVOICE FOR YOUR RECORDS

RETURN THIS PORTION WITH YOUR REMITTANCE

AmSan.
United for a cleaner, safer and healthier America

ACCOUNT NUMBER	INVOICE DATE	INVOICE NO.	INVOICE AMOUNT DUE
516542	07/18/11	248665267	1,002.15

NET AMOUNT PAID

SOLD TO:
STANDARD PARKING#1 FT MYERS FL
11000 TERMINAL ACESS ROAD 8676
FORT MYERS FL 33913-8213

REMIT TO:

AMSAN
PO Box 404468
Atlanta, GA 30384-4468

TERMS AND CONDITIONS FROM CURRENT CATALOG APPLY. CLAIMS FOR SHORTAGES OR DAMAGED GOODS MUST BE MADE IMMEDIATELY UPON RECEIPT OF SHIPMENT IN ACCORDANCE WITH CURRENT RETURN GOODS POLICY. NO RETURNS ACCEPTED WITHOUT PRIOR AUTHORIZATION.

00474 – 11207

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/26/11	07/21/11
VENDOR/SUPPLIER NAME:		INVOICE NUMBER:	
AmSan		248934820	
TO BE PAID FROM TRUST ACCT. (IF KNOWN)		PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):	
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MM/YY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
Cleaning Supplies	96944	51061	69.90

INVOICE SUB-TOTAL	$	69.90
(Do not allocate tax to lines above) TAX	$	4.52
(Do not allocate freight to lines above) FREIGHT	$	5.50
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	79.92

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
2. 2-SIDED INVOICES MUST BE COPIED BEFORE FAXING SO THAT BOTH SIDES ARE SENT
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Revision Date: 11/09

00475 – 11207

AmSan
United for a cleaner, safer and healthier America

804 East Gate Drive, Suite 100
Mt. Laurel, NJ 08054

INVOICE

PAGE 1 of 1

INVOICE DATE	07/21/11
INVOICE NUMBER	248934820
ACCOUNT NUMBER	516542
ORDER NUMBER	7874207

SHIPPED TO:

STANDARD PARKING#1 FT MYERS FL
11000 TERMINAL ACESS ROAD 8676
FORT MYERS FL 33913

SOLD TO:

STANDARD PARKING#1 FT MYERS FL
11000 TERMINAL ACESS ROAD 8676
FORT MYERS FL 33913-8213

FOR INQUIRIES CALL:
(866) 412-6726 FAX : (877) 712-6726
www.amsan.com

ORDER DATE	ORDER NO.	CONTROL NO.	CUSTOMER P.O.	SHIPPED VIA	TERMS	SALESPERSON
07/20/11	7874207		KEVIN	POM15	NET 30 DAYS	MARK GOGEL

LINE	ITEM NO.	DESCRIPTION	ORDERED	SHIPPED	B/O	UOM	PRICE	EXT.AMT	TAX
1	PGC16449	pgp magic eraser 30ct - 30ea/cs	1	1	0	CS	69.90	69.90	T

A $5.50 environmental impact fee has been added
Delivery information for this invoice may be
found at: http://eAccess.AmSan.com

NET MERCHANDISE TOTAL	TAX TOTAL	FREIGHT	HANDLING	INVOICE TOTAL
69.90	4.52@6.000%	0.00	5.50	79.92

TERMS AND CONDITIONS FROM CURRENT CATALOG APPLY. CLAIMS FOR SHORTAGES OR DAMAGED GOODS MUST BE MADE IMMEDIATELY UPON RECEIPT OF SHIPMENT IN ACCORDANCE WITH CURRENT RETURN GOODS POLICY. NO RETURNS ACCEPTED WITHOUT PRIOR AUTHORIZATION.

RETAIN THIS PORTION OF THE INVOICE FOR YOUR RECORDS

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AmSan
United for a cleaner, safer and healthier America

ACCOUNT NUMBER	INVOICE DATE	INVOICE NO.	INVOICE AMOUNT DUE
516542	07/21/11	248934820	79.92

NET AMOUNT PAID	

SOLD TO:
STANDARD PARKING#1 FT MYERS FL
11000 TERMINAL ACESS ROAD 8676
FORT MYERS FL 33913-8213

REMIT TO:

AMSAN
PO Box 404468
Atlanta, GA 30384-4468

TERMS AND CONDITIONS FROM CURRENT CATALOG APPLY. CLAIMS FOR SHORTAGES OR DAMAGED GOODS MUST BE MADE IMMEDIATELY UPON RECEIPT OF SHIPMENT IN ACCORDANCE WITH CURRENT RETURN GOODS POLICY. NO RETURNS ACCEPTED WITHOUT PRIOR AUTHORIZATION.
00476 – 11207

OfficeMax

FED. ID. #82-0100960

SUMMARY BILLING

Date From	Date To	Inv.Loc.	Page
06/01/11	06/30/11	01	431

INVOICE

0000248 800 WEST BRYN MAWR AVENUE
ITASCA IL 60143
(877)-777-4008

INVOICE TO:		SHIPPED TO:		ACCOUNT NO.	SALES CONTACT
STANDARD PARKING	01	STANDARD PARKING GARAGE		503136	2128
ATTN ALYSSA PENNER		SW FLORIDA INTL AIRPORT		ASSGN.LOC.	
900 N MICHIGAN AVE		11031 TERMINAL ACCESS RD		28	0
CHICAGO	IL 60611	FORT MYERS	FL 33913		
0503136 BILLTO		0503136 96944			

PRODUCT CODE MDSE CLASS	PRODUCT CODE STOCK NUMBER	ITEM DESCRIPTION	SOURCE	SHIPPED QUANTITY	SHIPPED UNIT	PRICE	UNIT	AMOUNT
		COST CENTER 96944						
		INV NO ORDER DATE CUSTOMER PO 833567 06/17/11 116971496		RELEASE NO		LOC OT TT 28 W4 00		
L2	OM02221	VINYL SP LEGAL CLEAR	OFFICE	5	PK	23.99 PK		119.95 &
L2	OM02834	OMX DUR BNDR LBL HLDR BL	MFRTBL	3	EA	2.01 EA		6.03 &
S1	OM96540	OMX INK LEXMARK 32 TWIN	MFRTBL		EA			.00
		ORD 1EA						
		REQ PROD #S10M96540						
		ALTSRC=PHL 1EA 02833724						
		SHIPPING FROM WHSE IN						
		BRISTOL, PA						
		ITEM WILL ARRIVE						
		SEPARATELY						
A7	33300	CHASE&SANBORN GOURMET 34	MFRTBL	2	EA	10.23 EA		20.46 &
L3	OM96173	PREPRINTED TOC DIV MULTI	OFFICE	2	ST	2.51 ST		5.02 &
A6	20645	RUBBER BANDS SIZE 64 1 L	MFRTBL	4	BX	4.29 BX		17.16 &
						MDSE TOTAL		168.62
						SALES TAX		8.89
						SUB TOTAL		177.51
		COST CENTER 96944						
		INV NO ORDER DATE CUSTOMER PO 833724 06/17/11 116971496		RELEASE NO		LOC OT TT 16 W4 00		
S1	OM96540	OMX INK LEXMARK 32 TWIN	MFRTBL	1	EA	34.64 EA		34.64
		REQ PROD #S10M96540						
						MDSE TOTAL		34.64
						SALES TAX		2.08
						SUB TOTAL		36.72
		COST CENTER 96944						
		INV NO ORDER DATE CUSTOMER PO 876897 06/21/11 117052511		RELEASE NO		LOC OT TT 28 W4 00		
L9	PC1300	PROCELL D BATTERY 12 PAC	MFRTBL	3	BX	8.65 BX		25.95 &
L2	OM02259	STD WGHT SP CLR 200BX	OFFICE	2	BX	14.40 BX		28.80 &

Our new W-9 is now available at http://about.officemax.com/html/officemax_company_facts.shtml

OfficeMax

FED. ID. #82-0100960

SUMMARY BILLING			
Date From	Date To	Inv.Loc.	Page
06/01/11	06/30/11	01	432
INVOICE			

0000248 800 WEST BRYN MAWR AVENUE
ITASCA IL 60143
(877)-777-4008

INVOICE TO:		SHIPPED TO:		ACCOUNT NO.	SALES CONTACT
STANDARD PARKING	01	STANDARD PARKING GARAGE		503136	2128
ATTN ALYSSA PENNER		SW FLORIDA INTL AIRPORT		ASSGN.LOC.	
900 N MICHIGAN AVE		11031 TERMINAL ACCESS RD		28	0
CHICAGO	IL 60611	FORT MYERS	FL 33913		
0503136 BILLTO		0503136 96944			

PRODUCT CODE MDSE CLASS	PRODUCT CODE STOCK NUMBER	ITEM DESCRIPTION	SOURCE	SHIPPED QUANTITY	SHIPPED UNIT	PRICE	UNIT	AMOUNT
				MDSE TOTAL				54.75
				SALES TAX				3.29
				SUB TOTAL				58.04
		COST CENTER		96944				
		INV NO ORDER DATE CUSTOMER PO		RELEASE NO		LOC OT TT		
		966267 06/27/11 117236103				28 W4 00		
P1	MP-2204-PK	CASCADE MP COLORS LEGAL	MFRTBL	4	RM	5.54 RM		22.16 &
P3	TC1182	MONEY RENT RCPT 3PART 7X	MFRTBL	10	EA	4.52 EA		45.20 &
F5	OM97188	FOLDER HANG LEGAL NO TAB	ESSELT	5	BX	7.18 BX		35.90 &
				MDSE TOTAL				103.26
				SALES TAX				6.19
				SUB TOTAL				109.45
				COST CENTER MDSE TOTAL				361.27
				COST CENTER SALES TAX				20.45
				COST CENTER SUB TOTAL				381.72
				SHIP TO MDSE TOTAL				361.27
				SHIP TO SALES TAX				20.45
				SHIP TO SHIP/HANDLING CHARGE				12.86
				SHIP TO SHIP/HANDLING ALLWD				12.86-
				SHIP TO TOTAL				381.72

Our new W-9 is now available at http://about.officemax.com/html/officemax_company_facts.shtml

0000003 - 0001279 H30

Standard Parking

900 North Michigan Ave. Suite 1600 Chicago, Illinois 60611

Check Date 07/01/2011 **Check No.** 400102088
Supplier No. 200000036 Corporate
Supplier Name CANON FINANCIAL SERVICES
Co/Paygroup. RECURRING

Invoice Number	Invoice Date	Purchase Order Number	Net Amount
300100OPYC-JUL-11	01-JUL-11		185.48
FR96944 (TS)-JUL-11	01-JUL-11		162.18

DETACH AND RETAIN THIS STATEMENT.THE ATTACHED CHECK IS IN PAYMENT OF ITEMS DESCRIBED ABOVE.
IF NOT CORRECT PLEASE NOTIFY US PROMPTLY. NO RECEIPT DESIRED.

Bank of America

Chicago IL

Standard Parking

900 North Michigan Ave. Suite 1600 Chicago, Illinois 60611

CHECK NO. 400102088

Corporate

Check Date 07/01/2011

PAY Three Hundred Forty-Seven and 66/100 Dollars**********

PAY THIS AMOUNT
$ ********347.66

VOID AFTER 90 DAYS

TO THE ORDER OF
200000036

CANON FINANCIAL SERVICES
14904 COLLECTIONS CENTER DR

CHICAGO IL 60693

VOID – COPY

AUTHORIZED SIGNATURE

Standard Parking
900 North Michigan Avenue Suite 1600 Chicago, IL 60611

Check Date 07/01/2011
Supplier No. 200000050 -
MOBILE MINI LLC
Co/Paygroup. RECURRING

Check No. 400102173
Corporate

Invoice Number	Invoice Date	Purchase Order Number	Net Amount
FR96944J (TS)-JUL-11	01-JUL-11		158.73
		Total	$158.73

DETACH AND RETAIN THIS STATEMENT.THE ATTACHED CHECK IS IN PAYMENT OF ITEMS DESCRIBED ABOVE.
IF NOT CORRECT PLEASE NOTIFY US PROMPTLY. NO RECEIPT DESIRED.

VOID VOID VOID VOID VOID

Standard Parking
900 North Michigan Avenue Suite 1600 Chicago, IL 60611
Corporate

Bank of America
Chicago, IL
70-2328/719

CHECK NO. 400102173

Check Date 07/01/2011

PAY One Hundred Fifty-Eight and 73/100 Dollars

PAY THIS AMOUNT
$ 158.73
VOID AFTER 90 DAYS

TO THE ORDER OF
200000050
MOBILE MINI LLC
P.O. BOX 79149
PHONEIX AZ 85062-9149

AUTHORIZED SIGNATURE

⑈400102173⑈ ⑆071923284⑆ 5590104997⑈

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	07/05/11	06/29/11
VENDOR/SUPPLIER NAME:		INVOICE NUMBER:	
J.M. Todd Inc		335569	
TO BE PAID FROM TRUST ACCT. (IF KNOWN)		PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):	
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER -	STATEMENT ID -	MONTH & YEAR (MMYY): F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
For copier per page charge and service	96944	51053	79.26

INVOICE SUB-TOTAL	$	79.26
(Do not allocate tax to lines above) TAX	$	4.76
(Do not allocate freight to lines above) FREIGHT		
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	84.02

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
2. 2-SIDED INVOICES MUST BE COPIED BEFORE FAXING SO THAT BOTH SIDES ARE SENT
3. KEEP ORIGINAL INVOICES UNTIL YOU CONFIRM RECEIPT AT HTTP://IPM.STANDARDPARKING.COM

Revision Date: 11/09

00188 – 11186

Color Cost Per Copy

INVOICE

Invoice Number: 335569
Invoice Date: 6/29/2011
Terms: Net
Sales: 05

J.M. TODD, INC.
12670 McGREGOR BLVD.
FORT MYERS, FL 33919

Bill To: 3295

STANDARD PARKING - LEE COUNTY PORT AUTHORIT
11000 Terminal Acess Rd STE 8676
FORT MYERS, FL

Attn: JERRY OBRIEN * (239) 571-0051

Ship To:

TANDARD PARKING - LEE COUNTY PORT AUTHORITY
11000 Terminal Acess Rd STE 8676
FORT MYERS, FL 33913

Attn: JERRY OBRIEN * (239) 571-0051

Make: Canon
Model: IRC2550

Serial Number: DCA09464
Machine ID: 9573

Billing Dates		Contract	Meter (s)					Charges		
Start	End	Type	Start	Allow	EndAllow	Current	Over	CPC Rate	Overage	Base Price
5/28/2011	6/27/2011	MONTHLY	105,630	0	105,630	112,107	6,477	0.01000	$64.77	$0.00
		Color:	1,993	0	1,993	2,200	207	0.07000	$14.49	$0.00
									$79.26	$0.00

B & W Contract Inclusions & Exclusions

Parts	Labor	Drum	Fusers	Toner	Developer	Paper
Yes	Yes	Yes	Yes	Yes	Yes	No

Color Contract Inclusions & Exclusions

Parts	Labor	Drum	Fusers	Toner	Developer	Paper
Yes	Yes	Yes	Yes	Yes	Yes	No

Note:

Copies used

Cost Per Copy or Rental Agreement * Canon * IRC2550
Effective Billing Dates Are From 5/28/2011 To 6/27/2011
This Agreement Is For The Contract Period As Stated Above
The Total Invoice Price Is $84.02 Including Sales Tax (If Applicable)

Summary:	Black	Color
Basic Copies Allowable:	0	0
Total Copies Produced:	6,477	207
Copies Over Allowable:	6,477	207
CPC Rate Over Allowable:	0.01000	0.07000

Telephone: (239) 454-4445
Facsimile: (239) 454-4448

Basic Contract Price:	$0.00
Copies Charges Over Allowable:	$79.26
Sub Total:	$79.26
Applicable Sales Tax:	$4.76
Delivery & Installation:	$0.00
Total Amount Due:	$84.02

Please Pay This Amount: $84.02

All Invoices Are Due And Payable On Receipt

The customer guarantees payment within the specified terms and agrees to reimburse seller for all expenses incurred in collecting the amount of this invoice. A service charge of 2% per month will be added to all past due amounts.
jtodd@jmtodd.com

Thank You For Choosing J.M. TODD, INC.

00189 – 11186

[redacted]

Standard Parking®

PAYMENT REQUEST

INSTRUCTIONS
Please complete form electronically (typed responses). Handwritten forms may be delayed if specific fields are ineligible.

SUBMITTED BY (PLEASE TYPE / PRINT):	PHONE NUMBER:	DATE SUBMITTED:	INVOICE DATE:
Jerry OBrien	239-768-1818	05/03/11	04/27/11
VENDOR/SUPPLIER NAME:		INVOICE NUMBER:	
J.M. Todd Inc		329362	
TO BE PAID FROM TRUST ACCT. (IF KNOWN)		PURCHASE ORDER (PO) NUMBER (IF APPLICABLE):	
THIS ROW FOR OBLIGATION ID Required for Management Client Payments Only	LOCATION NUMBER	STATEMENT ID	MONTH & YEAR (MMYY) F

SPECIAL INSTRUCTIONS / REASON FOR REQUEST:	LOCATION	ACCOUNT NUMBER	AMOUNT
For copier per page charge and service	96944	51053	90.53

INVOICE SUB-TOTAL	$	90.53
(Do not allocate tax to lines above) TAX	$	5.43
(Do not allocate freight to lines above) FREIGHT		
(Enter as negative number) DISCOUNT	$	
GRAND TOTAL (INVOICE)	$	95.96

INSTRUCTIONS:

1. FAX THIS SHEET AND CORRESPONDING SUPPORTING DOCUMENTS TO 312-640-8219
2. 2-SIDED INVOICES MUST BE COPIED *BEFORE* FAXING SO THAT BOTH SIDES ARE SENT
3. KEEP ORIGINAL INVOICES UNTIL YOU CONFIRM RECEIPT AT HTTP://IPM.STANDARDPARKING.COM

Revision Date: 11/09

00194 – 11186

Color Cost Per Copy

INVOICE

Invoice Number: 329362
Invoice Date: 04/27/2011
Terms: Net
Sales: 05

J.M. TODD, INC.
12670 McGREGOR BLVD.
FORT MYERS, FL 33919

Bill To: 3295

STANDARD PARKING - LEE COUNTY PORT AUTHORIT
11000 Terminal Acess Rd STE 8676
FORT MYERS, FL

Attn: JERRY OBRIEN * (239) 571-0051

Ship To:

TANDARD PARKING - LEE COUNTY PORT AUTHORITY
11000 Terminal Acess Rd STE 8676
FORT MYERS, FL 33913

Attn: JERRY OBRIEN * (239) 571-0051

Make: Canon
Model: IRC2550

Serial Number: DCA09464
Machine ID: 9573

Billing Dates		Contract	Meter (s)					Charges		
Start	End	Type	Start	Allow	EndAllow	Current	Over	CPC Rate	Overage	Base Price
03/28/2011	04/27/2011	MONTHLY	90,146	0	90,146	98,016	7,870	0.01000	$78.70	$0.00
		Color:	1,507	0	1,507	1,676	169	0.07000	$11.83	$0.00
									$90.53	$0.00

B & W Contract Inclusions & Exclusions

Parts	Labor	Drum	Fusers	Toner	Developer	Paper
Yes	Yes	Yes	Yes	Yes	Yes	No

Color Contract Inclusions & Exclusions

Parts	Labor	Drum	Fusers	Toner	Developer	Paper
Yes	Yes	Yes	Yes	Yes	Yes	No

Note:

Copies used

Cost Per Copy or Rental Agreement * Canon * IRC2550
Effective Billing Dates Are From 03/28/2011 To 04/27/2011
This Agreement Is For The Contract Period As Stated Above
The Total Invoice Price Is $95.96 Including Sales Tax (If Applicable)

Summary:	Black	Color
Basic Copies Allowable:	0	0
Total Copies Produced:	7,870	169
Copies Over Allowable:	7,870	169
CPC Rate Over Allowable:	0.01000	0.07000

Telephone: (239) 454-4445
Facsimile: (239) 454-4448

Basic Contract Price:	$0.00
Copies Charges Over Allowable:	$90.53
Sub Total:	$90.53
Applicable Sales Tax:	$5.43
Delivery & Installation:	$0.00
Total Amount Due:	$95.96

Please Pay This Amount: $95.96

All Invoices Are Due And Payable On Receipt

The customer guarantees payment within the specified terms and agrees to reimburse seller for all expenses incurred in collecting the amount of this invoice. A service charge of 2% per month will be added to all past due amounts.
jtodd@jmtodd.com

Thank You For Choosing J.M. TODD, INC.

00195 ~ 11186

Revenue History

Southwest Florida International Airport

Station	ALL	**Printed On:**	9/27/2011
Timeframe:	07/01/2011 03:00:00 - 08/01/2011 02:59:59	**Printed At:**	10:20:32
		Page No:	1

Revenue Information Totals

	Count	Net Amount s($)	Gross Amount s($)
Paid at Exit Station:	11,322	377,637.00	377,637.00
Paid at Exit Cashier:	50,727	579,711.00	593,065.00
Paid at Central Cashier:	0	0.00	0.00
Paid at Paystation:	0	0.00	0.00
Paid at Exit Paystation:	0	0.00	0.00
Total Revenue Trans:	**62,049**	**$957,348.00**	**$970,702.00**

Average $ Per Revenue Transaction: **$15.43**

Total Parkers

Transient Exits (not incl. Turn Around/Drive Thru Time)	61,586
Stored Value Cards:	0
Lease Cards:	463
AVI:	0
Total Parkers:	**62,049**

Miscellaneous	Count	Net Amount s($)
Turn Around/Drive Thru Time:	13,792	0.00
Exit Within Grace Period:	0	0.00
Overstay (Grace Period Exceeded):	22	2,433.00
$0.00 Revenue Transactions:	14527	
Damaged Ticket Cashier Station	42	644.00
Lost & Cashier Created Entry Tickets:		
Lost Tickets:	21	4,215.00
Zero $ Entry:	57	0.00
Non-Zero $ Entry (inc in trans exits):	301	$11,731.00
Total Lost and Entry Tickets:	379	$15,946.00
Failed/Canceled Cashier Station:	775	0.00
Failed/Canceled Pay Station	0	0.00
Overpaid/Change Not Returned:	0	0.00
C Loop Exit Counts:	62,007	
Total Exit Transactions:	62,049	
Total Combined Tax:		$0.00

* = Modified by General Revenue Reconciliation

+ = Modified by Cashier Shift Reconciliation

Payment Information	Count	Net Amount
Paid Cash:	46,665	268,722.00
Paid Check:	0	0.00
Total Deposit:	**46,665**	**$268,722.00**
Paid Visa:	7,615	307,218.00
Paid Mastercard:	3,426	156,398.00
Paid American Express:	4,002	206,737.00
Paid Discover:	341	18,273.00
Paid Other Credit Card:	0	0.00
Paid Bank Debit Card:	0	0.00
Total Debit/Credit Cards:	**15,384**	**$688,626.00**
Paid StoredValue Card:	0	0.00
Paid Using AVI:	0	0.00
Total AVI/Value Cards:	**0**	**$0.00**
Total Net Revenue:		**$957,348.00**
Not Paid (Patron Shortage/ Promissory Note):	7	279.00
Stored Value Cards Recharged:	0	0.00
Adjusted Net Revenue:		**$957,627.00**
Gross Revenue (Revenue Including Validations)		
Positive Validations:	0	0.00
Negative Validations:	1,266	13,075.00
Total Validation: (Valimark or Valimate)	**1,266**	**$13,075.00**
Total Rebate Tickets:	0	0.00
Gross Revenue:		**$970,702.00**

Stored Value Cards	Cash		Credit	
Sold:	0	$0.00	0	$0.00
Recharged:	0	$0.00	0	$0.00
Programmed:	0	$0.00	0	$0.00
Total Cards:	0	**$0.00**	0	**$0.00**
Lease Card Account Sold:			0	0.00
Total Lease Card Account:			**0**	**$0.00**
Lease Cards Programmed:			**8**	

Movement Counters By Station

Southwest Florida International Airport

Station: All
Counter Type: Entry Transactions vs Exit Transactions
Ticket Type: All
View Option: Day Divide
Timeframe: 07/01/2011 03:00:00 08/01/2011 02:59:59

Printed On: 09/27/2011
Printed At: 09:38:37
Page No: 1

Month/Day	Entry Transactions		%	Exit Transactions		%
07/01	Friday	2,210	3.56		1,657	2.67
07/02	Saturday	1,796	2.89		1,557	2.51
07/03	Sunday	1,727	2.78		1,818	2.93
07/04	Monday	1,467	2.36		1,843	2.97
07/05	Tuesday	1,854	2.99		2,186	3.53
07/06	Wednesday	2,049	3.30		2,026	3.27
07/07	Thursday	2,403	3.87		2,234	3.60
07/08	Friday	1,986	3.20		1,816	2.93
07/09	Saturday	1,858	2.99		1,950	3.15
07/10	Sunday	1,742	2.81		2,044	3.30
07/11	Monday	2,050	3.30		2,062	3.33
07/12	Tuesday	2,249	3.62		2,210	3.57
07/13	Wednesday	2,094	3.37		1,953	3.15
07/14	Thursday	2,338	3.77		2,193	3.54
07/15	Friday	2,179	3.51		2,010	3.24
07/16	Saturday	1,674	2.70		1,694	2.73
07/17	Sunday	1,729	2.79		2,097	3.38
07/18	Monday	2,036	3.28		2,077	3.35
07/19	Tuesday	2,301	3.71		2,212	3.57
07/20	Wednesday	2,154	3.47		2,080	3.36
07/21	Thursday	2,485	4.00		2,333	3.76
07/22	Friday	2,161	3.48		1,997	3.22
07/23	Saturday	1,700	2.74		1,721	2.78
07/24	Sunday	1,662	2.68		2,075	3.35
07/25	Monday	2,001	3.22		2,035	3.28
07/26	Tuesday	2,188	3.53		2,184	3.52
07/27	Wednesday	2,157	3.48		2,037	3.29
07/28	Thursday	2,358	3.80		2,147	3.46
07/29	Friday	2,108	3.40		1,919	3.10
07/30	Saturday	1,647	2.65		1,682	2.71
07/31	Sunday	1,696	2.73		2,139	3.45
GRAND TOTALS:		**62,059**	**100.00**		**61,988**	**100.00**

Parker Group Statistics

Southwest Florida International Airport

Station	ALL		**Printed On:**	9/27/2011
Parker Group:	All		**Printed At:**	09:00:19
Timeframe:	07/01/2011 03:00:00	08/01/2011 02:59:59	**Page No:**	1

Group	Description	Amt. Paid($)	Tax Paid($)	%	Payments	%	Average($)
16	Garage Parker - Oct 09	$482,732.00	$0.00	50.65	51855	83	$9.31
17	Garage Parker Valimark - Oct 09	$0.00	$0.00	0.00	744	1	$0.00
18	Long Term Lot Parker - Oct 09	$470,401.00	$0.00	49.35	9353	15	$50.29
19	Long Term Lot Parker Valimark - Oct 0	$0.00	$0.00	0.00	74	0	$0.00
20	Garagee Parker Valimark +4 - Oct 09	$0.00	$0.00	0.00	226	0	$0.00
21	Garage Parker Valimark +5 - Oct 09	$0.00	$0.00	0.00	371	1	$0.00
22	Garage Parker Valimark +6 - Oct 09	$0.00	$0.00	0.00	19	0	$0.00
23	Garage Parker Valimark +7 - Oct 09	$0.00	$0.00	0.00	81	0	$0.00
24	Garage Parker Valimark +8 - Oct 09	$0.00	$0.00	0.00	47	0	$0.00
26	Long Term Lot Parker Valimark +5 - O	$0.00	$0.00	0.00	72	0	$0.00
29	Long Term Lot Parker Valimark +8 - O	$0.00	$0.00	0.00	2	0	$0.00
GRAND TOTALS:		**$953,133.00**	**$0.00**		**62844**		**$15.17**

Length Of Stay Statistics

Southwest Florida International Airport

Station	ALL	**Printed On:**	09/27/2011
Park Time Group:	All	**Printed At:**	08:57:22
Timeframe:	07/01/2011 03:00:00 08/01/2011 02:59:59	**Page No:**	1

16 - Garage Parker - Oct 09

Interval		Count	%
0.50	Hours	3710	9.59
1.00	Hours	16279	42.06
1.50	Hours	6899	17.83
2.00	Hours	2684	6.93
2.50	Hours	1059	2.74
3.00	Hours	482	1.25
3.50	Hours	215	.56
4.00	Hours	145	.37
4.50	Hours	117	.30
5.00	Hours	100	.26
5.50	Hours	84	.22
6.00	Hours	76	.20
6.50	Hours	60	.16
7.00	Hours	49	.13
7.50	Hours	51	.13
8.00	Hours	47	.12
8.50	Hours	46	.12
9.00	Hours	57	.15
9.50	Hours	30	.08
10.00	Hours	44	.11
10.50	Hours	39	.10
11.00	Hours	26	.07
11.50	Hours	26	.07
12.00	Hours	26	.07
12.50	Hours	21	.05
13.00	Hours	27	.07
13.50	Hours	27	.07
14.00	Hours	33	.09
14.50	Hours	10	.03
15.00	Hours	22	.06
15.50	Hours	19	.05
16.00	Hours	27	.07
16.50	Hours	22	.06
17.00	Hours	26	.07
17.50	Hours	31	.08
18.00	Hours	36	.09
18.50	Hours	41	.11
19.00	Hours	27	.07
19.50	Hours	52	.13
20.00	Hours	36	.09
20.50	Hours	24	.06
21.00	Hours	13	.03
21.50	Hours	19	.05
22.00	Hours	9	.02
22.50	Hours	14	.04
23.00	Hours	10	.03
23.50	Hours	14	.04
24.00	Hours	24	.06
1	- 2.00 Days	578	1.49
2	- 3.00 Days	1324	3.42
3	- 4.00 Days	1412	3.65
4	- 5.00 Days	1035	2.67
5	- 6.00 Days	533	1.38
6	- 7.00 Days	255	.66
7	- 8.00 Days	188	.49
8	- 9.00 Days	153	.40
9	- 10.0(Days	101	.26
10	- 11.0(Days	63	.16
11	- 12.0(Days	35	.09
12	- 13.0(Days	28	.07
13	- 14.0(Days	17	.04
14	- 15.0(Days	8	.02
15	- 16.0(Days	9	.02
16	- 17.0(Days	6	.02
17	- 18.0(Days	5	.01
18	- 19.0(Days	2	.01
19	- 20.0(Days	2	.01
20	- 21.0(Days	2	.01
21	- 22.0(Days	1	.00
22	- 23.0(Days	1	.00
23	- 24.0(Days	1	.00
26	- 27.0(Days	1	.00
27	- 28.0(Days	1	.00
29	- 30.0(Days	1	.00
34	- 35.0(Days	1	.00
44	- 45.0(Days	1	.00
47	- 48.0(Days	1	.00
49	- 50.0(Days	1	.00
56	- 57.0(Days	1	.00
64	- 65.0(Days	1	.00
67	- 68.0(Days	1	.00
Total Parkers		**38704**	

Length Of Stay Statistics

Southwest Florida International Airport

Station	ALL	**Printed On:**	09/27/2011
Park Time Group:	All	**Printed At:**	08:57:22
Timeframe:	07/01/2011 03:00:00 08/01/2011 02:59:59	**Page No:**	2

18 - Long Term Lot Parker - Oct 09

Interval		Count	%
0.50	Hours	92	1.05
1.00	Hours	90	1.02
1.50	Hours	66	.75
2.00	Hours	40	.45
2.50	Hours	26	.30
3.00	Hours	21	.24
3.50	Hours	14	.16
4.00	Hours	11	.13
4.50	Hours	9	.10
5.00	Hours	9	.10
5.50	Hours	6	.07
6.00	Hours	11	.13
6.50	Hours	7	.08
7.00	Hours	12	.14
7.50	Hours	6	.07
8.00	Hours	8	.09
8.50	Hours	12	.14
9.00	Hours	16	.18
9.50	Hours	7	.08
10.00	Hours	10	.11
10.50	Hours	5	.06
11.00	Hours	6	.07
11.50	Hours	13	.15
12.00	Hours	15	.17
12.50	Hours	11	.13
13.00	Hours	23	.26
13.50	Hours	19	.22
14.00	Hours	19	.22
14.50	Hours	18	.20
15.00	Hours	16	.18
15.50	Hours	13	.15
16.00	Hours	7	.08
16.50	Hours	4	.05
17.00	Hours	7	.08
17.50	Hours	7	.08
18.00	Hours	7	.08
18.50	Hours	16	.18
19.00	Hours	7	.08
19.50	Hours	10	.11
20.00	Hours	9	.10
20.50	Hours	13	.15
21.00	Hours	3	.03
21.50	Hours	2	.02
22.00	Hours	5	.06
22.50	Hours	6	.07
23.00	Hours	12	.14
23.50	Hours	10	.11
24.00	Hours	15	.17
1	- 2.00 Days	210	2.39
2	- 3.00 Days	909	10.33
3	- 4.00 Days	1460	16.60
4	- 5.00 Days	1511	17.18
5	- 6.00 Days	1109	12.61
6	- 7.00 Days	682	7.75
7	- 8.00 Days	578	6.57
8	- 9.00 Days	491	5.58
9	- 10.00 Days	314	3.57
10	- 11.00 Days	240	2.73
11	- 12.00 Days	140	1.59
12	- 13.00 Days	92	1.05
13	- 14.00 Days	57	.65
14	- 15.00 Days	68	.77
15	- 16.00 Days	45	.51
16	- 17.00 Days	27	.31
17	- 18.00 Days	16	.18
18	- 19.00 Days	17	.19
19	- 20.00 Days	13	.15
20	- 21.00 Days	11	.13
21	- 22.00 Days	5	.06
22	- 23.00 Days	7	.08
24	- 25.00 Days	3	.03
25	- 26.00 Days	6	.07
26	- 27.00 Days	3	.03
27	- 28.00 Days	1	.01
28	- 29.00 Days	1	.01
32	- 33.00 Days	1	.01
34	- 35.00 Days	1	.01
35	- 36.00 Days	1	.01
37	- 38.00 Days	1	.01
38	- 39.00 Days	1	.01
40	- 41.00 Days	1	.01
49	- 50.00 Days	2	.02
66	- 67.00 Days	1	.01
82	- 83.00 Days	1	.01
Total Parkers		**8797**	

Validation Breakdown

Southwest Florida International Airport

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NO VALIDATION

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
$0.00	15,345	$0.00	$0.00	$0.00	$0.00	$0.00
$2.00	13,569	$27,138.00	$27,136.00	$0.00	$2.00	$0.00
$3.00	8,196	$24,588.00	$24,588.00	$0.00	$0.00	$0.00
$4.00	4,557	$18,228.00	$18,228.00	$0.00	$0.00	$0.00
$5.00	2,384	$11,920.00	$11,920.00	$0.00	$0.00	$0.00
$6.00	1,323	$7,938.00	$7,938.00	$0.00	$0.00	$0.00
$7.00	640	$4,480.00	$4,480.00	$0.00	$0.00	$0.00
$8.00	439	$3,512.00	$3,512.00	$0.00	$0.00	$0.00
$9.00	236	$2,124.00	$2,124.00	$0.00	$0.00	$0.00
$10.00	146	$1,460.00	$1,460.00	$0.00	$0.00	$0.00
$11.00	345	$3,795.00	$3,795.00	$0.00	$0.00	$0.00
$12.00	90	$1,080.00	$1,080.00	$0.00	$0.00	$0.00
$13.00	84	$1,092.00	$1,092.00	$0.00	$0.00	$0.00
$14.00	58	$812.00	$812.00	$0.00	$0.00	$0.00
$15.00	1,145	$17,175.00	$17,175.00	$0.00	$0.00	$0.00
$16.00	12	$192.00	$192.00	$0.00	$0.00	$0.00
$17.00	24	$408.00	$408.00	$0.00	$0.00	$0.00
$18.00	9	$162.00	$162.00	$0.00	$0.00	$0.00
$19.00	16	$304.00	$304.00	$0.00	$0.00	$0.00
$20.00	12	$240.00	$240.00	$0.00	$0.00	$0.00
$21.00	22	$462.00	$462.00	$0.00	$0.00	$0.00
$22.00	418	$9,196.00	$9,196.00	$0.00	$0.00	$0.00
$23.00	4	$92.00	$92.00	$0.00	$0.00	$0.00

Validation Breakdown

Southwest Florida International Airport

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	$24.00	57	$1,368.00	$1,368.00	$0.00	$0.00	$0.00
	$25.00	15	$375.00	$375.00	$0.00	$0.00	$0.00
	$26.00	77	$2,002.00	$2,002.00	$0.00	$0.00	$0.00
	$27.00	11	$297.00	$297.00	$0.00	$0.00	$0.00
	$28.00	54	$1,512.00	$1,512.00	$0.00	$0.00	$0.00
	$29.00	13	$377.00	$377.00	$0.00	$0.00	$0.00
	$30.00	995	$29,850.00	$29,850.00	$0.00	$0.00	$0.00
	$31.00	22	$682.00	$682.00	$0.00	$0.00	$0.00
	$32.00	62	$1,984.00	$1,984.00	$0.00	$0.00	$0.00
	$33.00	947	$31,251.00	$31,251.00	$0.00	$0.00	$0.00
	$34.00	27	$918.00	$918.00	$0.00	$0.00	$0.00
	$35.00	93	$3,255.00	$3,255.00	$0.00	$0.00	$0.00
	$36.00	22	$792.00	$792.00	$0.00	$0.00	$0.00
	$37.00	163	$6,031.00	$6,031.00	$0.00	$0.00	$0.00
	$38.00	11	$418.00	$418.00	$0.00	$0.00	$0.00
	$39.00	91	$3,549.00	$3,549.00	$0.00	$0.00	$0.00
	$40.00	14	$560.00	$560.00	$0.00	$0.00	$0.00
	$41.00	65	$2,665.00	$2,665.00	$0.00	$0.00	$0.00
	$42.00	16	$672.00	$672.00	$0.00	$0.00	$0.00
	$43.00	63	$2,709.00	$2,709.00	$0.00	$0.00	$0.00
	$44.00	1,246	$54,824.00	$54,824.00	$0.00	$0.00	$0.00
	$45.00	1,070	$48,150.00	$48,125.00	$0.00	$25.00	$0.00
	$46.00	82	$3,772.00	$3,772.00	$0.00	$0.00	$0.00
	$47.00	40	$1,880.00	$1,880.00	$0.00	$0.00	$0.00
	$48.00	143	$6,864.00	$6,864.00	$0.00	$0.00	$0.00
	$49.00	38	$1,862.00	$1,862.00	$0.00	$0.00	$0.00
	$50.00	104	$5,200.00	$5,200.00	$0.00	$0.00	$0.00

Validation Breakdown

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	$51.00	25	$1,275.00	$1,275.00	$0.00	$0.00	$0.00
	$52.00	63	$3,276.00	$3,276.00	$0.00	$0.00	$0.00
	$53.00	12	$636.00	$636.00	$0.00	$0.00	$0.00
	$54.00	60	$3,240.00	$3,240.00	$0.00	$0.00	$0.00
	$55.00	1,075	$59,125.00	$59,070.00	$0.00	$55.00	$0.00
	$56.00	21	$1,176.00	$1,176.00	$0.00	$0.00	$0.00
	$57.00	76	$4,332.00	$4,332.00	$0.00	$0.00	$0.00
	$58.00	14	$812.00	$812.00	$0.00	$0.00	$0.00
	$59.00	84	$4,956.00	$4,956.00	$0.00	$0.00	$0.00
	$60.00	974	$58,440.00	$58,380.00	$0.00	$60.00	$0.00
	$61.00	61	$3,721.00	$3,721.00	$0.00	$0.00	$0.00
	$62.00	1,324	$82,088.00	$82,088.00	$0.00	$0.00	$0.00
	$63.00	33	$2,079.00	$2,079.00	$0.00	$0.00	$0.00
	$64.00	51	$3,264.00	$3,264.00	$0.00	$0.00	$0.00
	$65.00	24	$1,560.00	$1,560.00	$0.00	$0.00	$0.00
	$66.00	77	$5,082.00	$5,082.00	$0.00	$0.00	$0.00
	$67.00	15	$1,005.00	$1,005.00	$0.00	$0.00	$0.00
	$68.00	62	$4,216.00	$4,216.00	$0.00	$0.00	$0.00
	$69.00	12	$828.00	$828.00	$0.00	$0.00	$0.00
	$70.00	20	$1,400.00	$1,400.00	$0.00	$0.00	$0.00
	$71.00	10	$710.00	$710.00	$0.00	$0.00	$0.00
	$72.00	29	$2,088.00	$2,088.00	$0.00	$0.00	$0.00
	$73.00	448	$32,704.00	$32,704.00	$0.00	$0.00	$0.00
	$74.00	10	$740.00	$740.00	$0.00	$0.00	$0.00
	$75.00	606	$45,450.00	$45,414.00	$0.00	$36.00	$0.00
	$76.00	4	$304.00	$304.00	$0.00	$0.00	$0.00
	$77.00	38	$2,926.00	$2,926.00	$0.00	$0.00	$0.00

Validation Breakdown

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	$78.00	14	$1,092.00	$1,092.00	$0.00	$0.00	$0.00
	$79.00	34	$2,686.00	$2,686.00	$0.00	$0.00	$0.00
	$80.00	11	$880.00	$880.00	$0.00	$0.00	$0.00
	$81.00	13	$1,053.00	$1,053.00	$0.00	$0.00	$0.00
	$82.00	5	$410.00	$410.00	$0.00	$0.00	$0.00
	$83.00	15	$1,245.00	$1,245.00	$0.00	$0.00	$0.00
	$84.00	310	$26,040.00	$26,040.00	$0.00	$0.00	$0.00
	$85.00	6	$510.00	$510.00	$0.00	$0.00	$0.00
	$86.00	14	$1,204.00	$1,204.00	$0.00	$0.00	$0.00
	$87.00	9	$783.00	$783.00	$0.00	$0.00	$0.00
	$88.00	27	$2,376.00	$2,376.00	$0.00	$0.00	$0.00
	$89.00	8	$712.00	$712.00	$0.00	$0.00	$0.00
	$90.00	294	$26,460.00	$26,420.00	$0.00	$40.00	$0.00
	$91.00	6	$546.00	$546.00	$0.00	$0.00	$0.00
	$92.00	17	$1,564.00	$1,564.00	$0.00	$0.00	$0.00
	$93.00	10	$930.00	$930.00	$0.00	$0.00	$0.00
	$94.00	15	$1,410.00	$1,410.00	$0.00	$0.00	$0.00
	$95.00	207	$19,665.00	$19,665.00	$0.00	$0.00	$0.00
	$96.00	4	$384.00	$384.00	$0.00	$0.00	$0.00
	$97.00	14	$1,358.00	$1,358.00	$0.00	$0.00	$0.00
	$98.00	4	$392.00	$392.00	$0.00	$0.00	$0.00
	$99.00	18	$1,782.00	$1,782.00	$0.00	$0.00	$0.00
	$100.00	3	$300.00	$300.00	$0.00	$0.00	$0.00
	$101.00	11	$1,111.00	$1,111.00	$0.00	$0.00	$0.00
	$102.00	5	$510.00	$510.00	$0.00	$0.00	$0.00
	$103.00	10	$1,030.00	$1,030.00	$0.00	$0.00	$0.00
	$104.00	1	$104.00	$104.00	$0.00	$0.00	$0.00

Validation Breakdown

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	$105.00	158	$16,590.00	$16,590.00	$0.00	$0.00	$0.00
	$106.00	146	$15,476.00	$15,476.00	$0.00	$0.00	$0.00
	$107.00	3	$321.00	$321.00	$0.00	$0.00	$0.00
	$108.00	10	$1,080.00	$1,080.00	$0.00	$0.00	$0.00
	$109.00	7	$763.00	$763.00	$0.00	$0.00	$0.00
	$110.00	17	$1,870.00	$1,870.00	$0.00	$0.00	$0.00
	$111.00	4	$444.00	$444.00	$0.00	$0.00	$0.00
	$112.00	10	$1,120.00	$1,120.00	$0.00	$0.00	$0.00
	$113.00	4	$452.00	$452.00	$0.00	$0.00	$0.00
	$114.00	6	$684.00	$684.00	$0.00	$0.00	$0.00
	$115.00	4	$460.00	$460.00	$0.00	$0.00	$0.00
	$116.00	6	$696.00	$696.00	$0.00	$0.00	$0.00
	$117.00	87	$10,179.00	$10,179.00	$0.00	$0.00	$0.00
	$118.00	1	$118.00	$118.00	$0.00	$0.00	$0.00
	$119.00	10	$1,190.00	$1,190.00	$0.00	$0.00	$0.00
	$120.00	137	$16,440.00	$16,440.00	$0.00	$0.00	$0.00
	$121.00	8	$968.00	$968.00	$0.00	$0.00	$0.00
	$122.00	3	$366.00	$366.00	$0.00	$0.00	$0.00
	$123.00	12	$1,476.00	$1,476.00	$0.00	$0.00	$0.00
	$124.00	98	$12,152.00	$12,152.00	$0.00	$0.00	$0.00
	$125.00	4	$500.00	$500.00	$0.00	$0.00	$0.00
	$126.00	6	$756.00	$756.00	$0.00	$0.00	$0.00
	$127.00	2	$254.00	$254.00	$0.00	$0.00	$0.00
	$128.00	13	$1,664.00	$1,664.00	$0.00	$0.00	$0.00
	$130.00	6	$780.00	$780.00	$0.00	$0.00	$0.00
	$131.00	4	$524.00	$524.00	$0.00	$0.00	$0.00
	$132.00	4	$528.00	$528.00	$0.00	$0.00	$0.00

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	$134.00	4	$536.00	$536.00	$0.00	$0.00	$0.00
	$135.00	157	$21,195.00	$21,195.00	$0.00	$0.00	$0.00
	$137.00	2	$274.00	$274.00	$0.00	$0.00	$0.00
	$138.00	2	$276.00	$276.00	$0.00	$0.00	$0.00
	$139.00	3	$417.00	$417.00	$0.00	$0.00	$0.00
	$140.00	1	$140.00	$140.00	$0.00	$0.00	$0.00
	$141.00	11	$1,551.00	$1,551.00	$0.00	$0.00	$0.00
	$142.00	1	$142.00	$142.00	$0.00	$0.00	$0.00
	$143.00	1	$143.00	$143.00	$0.00	$0.00	$0.00
	$146.00	25	$3,650.00	$3,650.00	$0.00	$0.00	$0.00
	$147.00	2	$294.00	$294.00	$0.00	$0.00	$0.00
	$149.00	1	$149.00	$149.00	$0.00	$0.00	$0.00
	$150.00	64	$9,600.00	$9,600.00	$0.00	$0.00	$0.00
	$152.00	2	$304.00	$304.00	$0.00	$0.00	$0.00
	$153.00	1	$153.00	$153.00	$0.00	$0.00	$0.00
	$154.00	1	$154.00	$154.00	$0.00	$0.00	$0.00
	$155.00	2	$310.00	$310.00	$0.00	$0.00	$0.00
	$156.00	2	$312.00	$312.00	$0.00	$0.00	$0.00
	$157.00	21	$3,297.00	$3,297.00	$0.00	$0.00	$0.00
	$161.00	1	$161.00	$161.00	$0.00	$0.00	$0.00
	$164.00	2	$328.00	$328.00	$0.00	$0.00	$0.00
	$165.00	37	$6,105.00	$6,105.00	$0.00	$0.00	$0.00
	$167.00	2	$334.00	$334.00	$0.00	$0.00	$0.00
	$168.00	11	$1,848.00	$1,848.00	$0.00	$0.00	$0.00
	$171.00	1	$171.00	$171.00	$0.00	$0.00	$0.00
	$172.00	2	$344.00	$344.00	$0.00	$0.00	$0.00
	$175.00	1	$175.00	$175.00	$0.00	$0.00	$0.00

Validation Breakdown

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	$176.00	1	$176.00	$176.00	$0.00	$0.00	$0.00
	$178.00	2	$356.00	$356.00	$0.00	$0.00	$0.00
	$179.00	15	$2,685.00	$2,685.00	$0.00	$0.00	$0.00
	$180.00	28	$5,040.00	$4,979.00	$0.00	$61.00	$0.00
	$181.00	2	$362.00	$362.00	$0.00	$0.00	$0.00
	$183.00	2	$366.00	$366.00	$0.00	$0.00	$0.00
	$184.00	1	$184.00	$184.00	$0.00	$0.00	$0.00
	$186.00	19	$3,534.00	$3,534.00	$0.00	$0.00	$0.00
	$190.00	1	$190.00	$190.00	$0.00	$0.00	$0.00
	$191.00	1	$191.00	$191.00	$0.00	$0.00	$0.00
	$195.00	14	$2,730.00	$2,730.00	$0.00	$0.00	$0.00
	$197.00	3	$591.00	$591.00	$0.00	$0.00	$0.00
	$198.00	1	$198.00	$198.00	$0.00	$0.00	$0.00
	$199.00	2	$398.00	$398.00	$0.00	$0.00	$0.00
	$200.00	1	$200.00	$200.00	$0.00	$0.00	$0.00
	$201.00	2	$402.00	$402.00	$0.00	$0.00	$0.00
	$208.00	2	$416.00	$416.00	$0.00	$0.00	$0.00
	$210.00	28	$5,880.00	$5,880.00	$0.00	$0.00	$0.00
	$223.00	1	$223.00	$223.00	$0.00	$0.00	$0.00
	$225.00	9	$2,025.00	$2,025.00	$0.00	$0.00	$0.00
	$230.00	5	$1,150.00	$1,150.00	$0.00	$0.00	$0.00
	$240.00	5	$1,200.00	$1,200.00	$0.00	$0.00	$0.00
	$241.00	4	$964.00	$964.00	$0.00	$0.00	$0.00
	$243.00	2	$486.00	$486.00	$0.00	$0.00	$0.00
	$245.00	1	$245.00	$245.00	$0.00	$0.00	$0.00
	$248.00	3	$744.00	$744.00	$0.00	$0.00	$0.00
	$255.00	4	$1,020.00	$1,020.00	$0.00	$0.00	$0.00

Validation Breakdown

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	$257.00	1	$257.00	$257.00	$0.00	$0.00	$0.00
	$258.00	1	$258.00	$258.00	$0.00	$0.00	$0.00
	$270.00	2	$540.00	$540.00	$0.00	$0.00	$0.00
	$280.00	1	$280.00	$280.00	$0.00	$0.00	$0.00
	$285.00	1	$285.00	$285.00	$0.00	$0.00	$0.00
	$292.00	1	$292.00	$292.00	$0.00	$0.00	$0.00
	$300.00	2	$600.00	$600.00	$0.00	$0.00	$0.00
	$309.00	1	$309.00	$309.00	$0.00	$0.00	$0.00
	$310.00	1	$310.00	$310.00	$0.00	$0.00	$0.00
	$315.00	1	$315.00	$315.00	$0.00	$0.00	$0.00
	$343.00	1	$343.00	$343.00	$0.00	$0.00	$0.00
	$345.00	1	$345.00	$345.00	$0.00	$0.00	$0.00
	$346.00	1	$346.00	$346.00	$0.00	$0.00	$0.00
	$369.00	1	$369.00	$369.00	$0.00	$0.00	$0.00
	$380.00	1	$380.00	$380.00	$0.00	$0.00	$0.00
	$390.00	1	$390.00	$390.00	$0.00	$0.00	$0.00
	$420.00	1	$420.00	$420.00	$0.00	$0.00	$0.00
	$435.00	1	$435.00	$435.00	$0.00	$0.00	$0.00
	$445.00	2	$890.00	$890.00	$0.00	$0.00	$0.00
	$591.00	1	$591.00	$591.00	$0.00	$0.00	$0.00
	$667.00	1	$667.00	$667.00	$0.00	$0.00	$0.00
	$705.00	1	$705.00	$705.00	$0.00	$0.00	$0.00
	$744.00	1	$744.00	$744.00	$0.00	$0.00	$0.00
	$1,005.00	1	$1,005.00	$1,005.00	$0.00	$0.00	$0.00
Total:		**62,244**	**$957,433.00**	**$957,154.00**	**$0.00**	**$279.00**	**$0.00**

OPERATIONS & TOW

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)

Validation Breakdown

Southwest Florida International Airport

Station	ALL	**Printed On:**	09/27/2011
Validation ID:	All	**Printed At:**	10:01:08
Timeframe:	07/01/2011 03:00:00 08/01/2011 02:59:59	**Page No:**	9

	$2.00	3	$6.00	$0.00	$0.00	$6.00	$0.00
	$4.00	7	$28.00	$0.00	$0.00	$28.00	$0.00
	$5.00	1	$5.00	$0.00	$0.00	$5.00	$0.00
	$6.00	2	$12.00	$0.00	$0.00	$12.00	$0.00
	$8.00	1	$8.00	$0.00	$0.00	$8.00	$0.00
	$10.00	2	$20.00	$0.00	$0.00	$20.00	$0.00
	$11.00	5	$55.00	$0.00	$0.00	$55.00	$0.00
	$15.00	2	$30.00	$0.00	$0.00	$30.00	$0.00
	$80.00	1	$80.00	$0.00	$0.00	$80.00	$0.00
	$180.00	1	$180.00	$0.00	$0.00	$180.00	$0.00
Total:		**25**	**$424.00**	**$0.00**	**$0.00**	**$424.00**	**$0.00**

EVENT PARKING PASS

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
$2.00	6	$12.00	$0.00	$0.00	$12.00	$0.00
$3.00	13	$39.00	$0.00	$0.00	$39.00	$0.00
$4.00	12	$48.00	$0.00	$0.00	$48.00	$0.00
$5.00	12	$60.00	$0.00	$0.00	$60.00	$0.00
$6.00	13	$78.00	$0.00	$0.00	$78.00	$0.00
$7.00	4	$28.00	$0.00	$0.00	$28.00	$0.00
$8.00	2	$16.00	$0.00	$0.00	$16.00	$0.00
$9.00	1	$9.00	$0.00	$0.00	$9.00	$0.00
$10.00	1	$10.00	$0.00	$0.00	$10.00	$0.00
Total:	**64**	**$300.00**	**$0.00**	**$0.00**	**$300.00**	**$0.00**

GOLD CARDS

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
$2.00	4	$8.00	$0.00	$0.00	$8.00	$0.00

Validation Breakdown

Southwest Florida International Airport

Station	ALL	**Printed On:**	09/27/2011
Validation ID:	All	**Printed At:**	10:01:08
Timeframe:	07/01/2011 03:00:00 08/01/2011 02:59:59	**Page No:**	10

		$3.00	1	$3.00	$0.00	$0.00	$3.00	$0.00
		$4.00	1	$4.00	$0.00	$0.00	$4.00	$0.00
		$10.00	2	$20.00	$0.00	$0.00	$20.00	$0.00
		$11.00	1	$11.00	$0.00	$0.00	$11.00	$0.00
		$13.00	1	$13.00	$0.00	$0.00	$13.00	$0.00
		$14.00	1	$14.00	$0.00	$0.00	$14.00	$0.00
		$15.00	1	$15.00	$0.00	$0.00	$15.00	$0.00
		$41.00	1	$41.00	$0.00	$0.00	$41.00	$0.00
		$45.00	1	$45.00	$0.00	$0.00	$45.00	$0.00
		$60.00	1	$60.00	$0.00	$0.00	$60.00	$0.00
		$62.00	1	$62.00	$0.00	$0.00	$62.00	$0.00
		$165.00	1	$165.00	$0.00	$0.00	$165.00	$0.00
	Total:		**17**	**$461.00**	**$0.00**	**$0.00**	**$461.00**	**$0.00**

$1.00

	GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
	$2.00	2	$4.00	$3.00	$0.00	$1.00	$0.00
	$3.00	2	$6.00	$5.00	$0.00	$1.00	$0.00
	$109.00	1	$109.00	$108.00	$0.00	$1.00	$0.00
Total:		**5**	**$119.00**	**$116.00**	**$0.00**	**$3.00**	**$0.00**

$2.00

	GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
	$2.00	18	$36.00	$0.00	$0.00	$36.00	$0.00
	$4.00	3	$12.00	$6.00	$0.00	$6.00	$0.00
	$5.00	1	$5.00	$3.00	$0.00	$2.00	$0.00
	$7.00	1	$7.00	$5.00	$0.00	$2.00	$0.00
	$46.00	1	$46.00	$44.00	$0.00	$2.00	$0.00

Validation Breakdown

Southwest Florida International Airport

Station	ALL	**Printed On:**	09/27/2011
Validation ID:	All	**Printed At:**	10:01:08
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	Total:	**24**	**$106.00**	**$58.00**	**$0.00**	**$48.00**	**$0.00**

ADMINISTRATION

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
$2.00	7	$14.00	$0.00	$0.00	$14.00	$0.00
$3.00	4	$12.00	$0.00	$0.00	$12.00	$0.00
$4.00	8	$32.00	$0.00	$0.00	$32.00	$0.00
$5.00	4	$20.00	$0.00	$0.00	$20.00	$0.00
$6.00	4	$24.00	$0.00	$0.00	$24.00	$0.00
$7.00	2	$14.00	$0.00	$0.00	$14.00	$0.00
$8.00	1	$8.00	$0.00	$0.00	$8.00	$0.00
$9.00	1	$9.00	$0.00	$0.00	$9.00	$0.00
$10.00	4	$40.00	$0.00	$0.00	$40.00	$0.00
$11.00	2	$22.00	$0.00	$0.00	$22.00	$0.00
$12.00	3	$36.00	$0.00	$0.00	$36.00	$0.00
$13.00	7	$91.00	$0.00	$0.00	$91.00	$0.00
$14.00	5	$70.00	$0.00	$0.00	$70.00	$0.00
$15.00	7	$105.00	$0.00	$0.00	$105.00	$0.00
$29.00	2	$58.00	$0.00	$0.00	$58.00	$0.00
$45.00	1	$45.00	$0.00	$0.00	$45.00	$0.00
$60.00	1	$60.00	$0.00	$0.00	$60.00	$0.00
$75.00	1	$75.00	$0.00	$0.00	$75.00	$0.00
Total:	**64**	**$735.00**	**$0.00**	**$0.00**	**$735.00**	**$0.00**

HANDICAP

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
$2.00	7	$14.00	$0.00	$0.00	$14.00	$0.00
$3.00	2	$6.00	$0.00	$0.00	$6.00	$0.00

Validation Breakdown

Southwest Florida International Airport

Station	ALL	**Printed On:**	09/27/2011
Validation ID:	All	**Printed At:**	10:01:08
Timeframe:	07/01/2011 03:00:00 08/01/2011 02:59:59	**Page No:**	12

$4.00	2	$8.00	$0.00	$0.00	$8.00	$0.00
$5.00	2	$10.00	$0.00	$0.00	$10.00	$0.00
$7.00	1	$7.00	$0.00	$0.00	$7.00	$0.00
$9.00	2	$18.00	$0.00	$0.00	$18.00	$0.00
$48.00	1	$48.00	$0.00	$0.00	$48.00	$0.00
$57.00	1	$57.00	$0.00	$0.00	$57.00	$0.00
$60.00	1	$60.00	$0.00	$0.00	$60.00	$0.00
$62.00	2	$124.00	$0.00	$0.00	$124.00	$0.00
$73.00	1	$73.00	$0.00	$0.00	$73.00	$0.00
$79.00	1	$79.00	$0.00	$0.00	$79.00	$0.00
$84.00	1	$84.00	$0.00	$0.00	$84.00	$0.00
$105.00	3	$315.00	$0.00	$0.00	$315.00	$0.00
$120.00	1	$120.00	$0.00	$0.00	$120.00	$0.00
$150.00	1	$150.00	$0.00	$0.00	$150.00	$0.00
$343.00	1	$343.00	$0.00	$0.00	$343.00	$0.00
Total:	**30**	**$1,516.00**	**$0.00**	**$0.00**	**$1,516.00**	**$0.00**

SPOILED TICKETS BOOTH 1 AND 6 ONLY

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
$2.00	1	$2.00	$0.00	$0.00	$2.00	$0.00
$4.00	1	$4.00	$0.00	$0.00	$4.00	$0.00
$6.00	3	$18.00	$0.00	$0.00	$18.00	$0.00
$8.00	2	$16.00	$0.00	$0.00	$16.00	$0.00
$9.00	4	$36.00	$0.00	$0.00	$36.00	$0.00
$10.00	2	$20.00	$0.00	$0.00	$20.00	$0.00
$11.00	140	$1,540.00	$0.00	$0.00	$1,540.00	$0.00
$13.00	11	$143.00	$0.00	$0.00	$143.00	$0.00
$14.00	1	$14.00	$0.00	$0.00	$14.00	$0.00

Validation Breakdown

Southwest Florida International Airport

Station	ALL	**Printed On:**	09/27/2011
Validation ID:	All	**Printed At:**	10:01:08
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	GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
	$15.00	158	$2,370.00	$0.00	$0.00	$2,370.00	$0.00
	$17.00	1	$17.00	$0.00	$0.00	$17.00	$0.00
	$18.00	1	$18.00	$0.00	$0.00	$18.00	$0.00
	$19.00	1	$19.00	$0.00	$0.00	$19.00	$0.00
	$22.00	7	$154.00	$0.00	$0.00	$154.00	$0.00
	$23.00	1	$23.00	$0.00	$0.00	$23.00	$0.00
	$26.00	2	$52.00	$0.00	$0.00	$52.00	$0.00
	$30.00	18	$540.00	$0.00	$0.00	$540.00	$0.00
	$33.00	5	$165.00	$0.00	$0.00	$165.00	$0.00
	$44.00	1	$44.00	$0.00	$0.00	$44.00	$0.00
	$45.00	2	$90.00	$0.00	$0.00	$90.00	$0.00
	$55.00	2	$110.00	$0.00	$0.00	$110.00	$0.00
	$60.00	1	$60.00	$0.00	$0.00	$60.00	$0.00
	$73.00	1	$73.00	$0.00	$0.00	$73.00	$0.00
	$75.00	2	$150.00	$0.00	$0.00	$150.00	$0.00
	$90.00	1	$90.00	$0.00	$0.00	$90.00	$0.00
	$120.00	1	$120.00	$0.00	$0.00	$120.00	$0.00
	$165.00	1	$165.00	$0.00	$0.00	$165.00	$0.00
	$180.00	1	$180.00	$0.00	$0.00	$180.00	$0.00
	$219.00	1	$219.00	$0.00	$0.00	$219.00	$0.00
	$510.00	1	$510.00	$0.00	$0.00	$510.00	$0.00
	$735.00	1	$735.00	$0.00	$0.00	$735.00	$0.00
	$855.00	1	$855.00	$0.00	$0.00	$855.00	$0.00
	$975.00	1	$975.00	$0.00	$0.00	$975.00	$0.00
	Total:	**377**	**$9,527.00**	**$0.00**	**$0.00**	**$9,527.00**	**$0.00**

$3.00

Validation Breakdown

Southwest Florida International Airport

Station	ALL					**Printed On:**	09/27/2011
Validation ID:	All					**Printed At:**	10:01:08
Timeframe:	07/01/2011 03:00:00 08/01/2011 02:59:59					**Page No:**	14

	$3.00	8	$24.00	$0.00	$0.00	$24.00	$0.00
	$8.00	1	$8.00	$5.00	$0.00	$3.00	$0.00
	$15.00	1	$15.00	$12.00	$0.00	$3.00	$0.00
Total:		**10**	**$47.00**	**$17.00**	**$0.00**	**$30.00**	**$0.00**

$4.00

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
$4.00	4	$16.00	$0.00	$0.00	$16.00	$0.00
Total:	**4**	**$16.00**	**$0.00**	**$0.00**	**$16.00**	**$0.00**

$5.00

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
$5.00	2	$10.00	$0.00	$0.00	$10.00	$0.00
$8.00	1	$8.00	$3.00	$0.00	$5.00	$0.00
Total:	**3**	**$18.00**	**$3.00**	**$0.00**	**$15.00**	**$0.00**
Grand Totals:	**62867**	**$970,702.00**	**$957,348.00**	**$0.00**	**$13,354.00**	**$0.00**

Multiple Validations

OPERATIONS & TOW

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
$2.00	3	$424.00	$0.00	$0.00	$424.00	$0.00
$4.00	7	$424.00	$0.00	$0.00	$424.00	$0.00
$5.00	1	$424.00	$0.00	$0.00	$424.00	$0.00
$6.00	2	$424.00	$0.00	$0.00	$424.00	$0.00
$8.00	1	$424.00	$0.00	$0.00	$424.00	$0.00
$10.00	2	$424.00	$0.00	$0.00	$424.00	$0.00
$11.00	5	$424.00	$0.00	$0.00	$424.00	$0.00
$15.00	2	$424.00	$0.00	$0.00	$424.00	$0.00

Validation Breakdown

Southwest Florida International Airport

Station	ALL	**Printed On:**	09/27/2011
Validation ID:	All	**Printed At:**	10:01:08
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	$80.00	1	$424.00	$0.00	$0.00	$424.00	$0.00
	$180.00	1	$424.00	$0.00	$0.00	$424.00	$0.00
Total:		**25**	**$424.00**	**$0.00**	**$0.00**	**$424.00**	**$0.00**

EVENT PARKING PASS

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
$2.00	6	$300.00	$0.00	$0.00	$300.00	$0.00
$3.00	13	$300.00	$0.00	$0.00	$300.00	$0.00
$4.00	12	$300.00	$0.00	$0.00	$300.00	$0.00
$5.00	12	$300.00	$0.00	$0.00	$300.00	$0.00
$6.00	13	$300.00	$0.00	$0.00	$300.00	$0.00
$7.00	4	$300.00	$0.00	$0.00	$300.00	$0.00
$8.00	2	$300.00	$0.00	$0.00	$300.00	$0.00
$9.00	1	$300.00	$0.00	$0.00	$300.00	$0.00
$10.00	1	$300.00	$0.00	$0.00	$300.00	$0.00
Total:	**64**	**$300.00**	**$0.00**	**$0.00**	**$300.00**	**$0.00**

GOLD CARDS

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
$2.00	4	$473.00	$0.00	$0.00	$473.00	$0.00
$3.00	1	$473.00	$0.00	$0.00	$473.00	$0.00
$4.00	4	$473.00	$8.00	$0.00	$465.00	$0.00
$10.00	2	$473.00	$0.00	$0.00	$473.00	$0.00
$11.00	1	$473.00	$0.00	$0.00	$473.00	$0.00
$13.00	1	$473.00	$0.00	$0.00	$473.00	$0.00
$14.00	1	$473.00	$0.00	$0.00	$473.00	$0.00
$15.00	1	$473.00	$0.00	$0.00	$473.00	$0.00
$41.00	1	$473.00	$0.00	$0.00	$473.00	$0.00

Validation Breakdown

Southwest Florida International Airport

Station	ALL	**Printed On:**	09/27/2011
Validation ID:	All	**Printed At:**	10:01:08
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		$45.00	1	$473.00	$0.00	$0.00	$473.00	$0.00
		$60.00	1	$473.00	$0.00	$0.00	$473.00	$0.00
		$62.00	1	$473.00	$0.00	$0.00	$473.00	$0.00
		$165.00	1	$473.00	$0.00	$0.00	$473.00	$0.00
	Total:		**20**	**$473.00**	**$8.00**	**$0.00**	**$465.00**	**$0.00**

$1.00

	GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
	$2.00	1	$3.00	$1.00	$0.00	$2.00	$0.00
	$3.00	1	$3.00	$2.00	$0.00	$1.00	$0.00
	$109.00	1	$3.00	$108.00	$0.00	($105.00)	$0.00
Total:		**3**	**$3.00**	**$111.00**	**$0.00**	**($108.00)**	**$0.00**

$2.00

	GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
	$2.00	24	$66.00	$12.00	$0.00	$54.00	$0.00
	$4.00	3	$66.00	$6.00	$0.00	$60.00	$0.00
	$5.00	1	$66.00	$3.00	$0.00	$63.00	$0.00
	$7.00	1	$66.00	$5.00	$0.00	$61.00	$0.00
	$46.00	2	$66.00	$88.00	$0.00	($22.00)	$0.00
	$48.00	2	$66.00	$96.00	$0.00	($30.00)	$0.00
Total:		**33**	**$66.00**	**$210.00**	**$0.00**	**($144.00)**	**$0.00**

ADMINISTRATION

	GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
	$2.00	8	$737.00	$2.00	$0.00	$735.00	$0.00
	$3.00	4	$737.00	$0.00	$0.00	$737.00	$0.00
	$4.00	8	$737.00	$0.00	$0.00	$737.00	$0.00
	$5.00	4	$737.00	$0.00	$0.00	$737.00	$0.00

Validation Breakdown

Southwest Florida International Airport

Station	ALL	**Printed On:**	09/27/2011
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	$6.00	4	$737.00	$0.00	$0.00	$737.00	$0.00
	$7.00	2	$737.00	$0.00	$0.00	$737.00	$0.00
	$8.00	1	$737.00	$0.00	$0.00	$737.00	$0.00
	$9.00	1	$737.00	$0.00	$0.00	$737.00	$0.00
	$10.00	4	$737.00	$0.00	$0.00	$737.00	$0.00
	$11.00	2	$737.00	$0.00	$0.00	$737.00	$0.00
	$12.00	3	$737.00	$0.00	$0.00	$737.00	$0.00
	$13.00	7	$737.00	$0.00	$0.00	$737.00	$0.00
	$14.00	5	$737.00	$0.00	$0.00	$737.00	$0.00
	$15.00	7	$737.00	$0.00	$0.00	$737.00	$0.00
	$29.00	2	$737.00	$0.00	$0.00	$737.00	$0.00
	$45.00	1	$737.00	$0.00	$0.00	$737.00	$0.00
	$60.00	1	$737.00	$0.00	$0.00	$737.00	$0.00
	$75.00	1	$737.00	$0.00	$0.00	$737.00	$0.00
Total:		**65**	**$737.00**	**$2.00**	**$0.00**	**$735.00**	**$0.00**

HANDICAP

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
$0.00	1	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
$2.00	7	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
$3.00	2	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
$4.00	2	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
$5.00	2	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
$7.00	1	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
$9.00	2	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
$48.00	1	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
$57.00	1	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
$60.00	1	$1,525.00	$0.00	$0.00	$1,525.00	$0.00

Validation Breakdown

Southwest Florida International Airport

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	$62.00	2	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
	$73.00	1	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
	$79.00	1	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
	$84.00	1	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
	$105.00	3	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
	$120.00	1	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
	$150.00	1	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
	$343.00	1	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
Total:		**31**	**$1,525.00**	**$0.00**	**$0.00**	**$1,525.00**	**$0.00**

SPOILED TICKETS BOOTH 1 AND 6 ONLY

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
$2.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$4.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$6.00	3	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$8.00	2	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$9.00	4	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$10.00	2	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$11.00	140	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$13.00	11	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$14.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$15.00	158	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$17.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$18.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$19.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$22.00	7	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$23.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$26.00	2	$9,527.00	$0.00	$0.00	$9,527.00	$0.00

Validation Breakdown

Southwest Florida International Airport

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		$30.00	18	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$33.00	5	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$44.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$45.00	2	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$55.00	2	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$60.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$73.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$75.00	2	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$90.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$120.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$165.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$180.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$219.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$510.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$735.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$855.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$975.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
	Total:		**377**	**$9,527.00**	**$0.00**	**$0.00**	**$9,527.00**	**$0.00**

$3.00

	GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
	$3.00	13	$45.00	$15.00	$0.00	$30.00	$0.00
	$8.00	1	$45.00	$5.00	$0.00	$40.00	$0.00
	$15.00	1	$45.00	$12.00	$0.00	$33.00	$0.00
Total:		**15**	**$45.00**	**$32.00**	**$0.00**	**$13.00**	**$0.00**

$4.00

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)

Validation Breakdown

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	$4.00	6	$24.00	$8.00	$0.00	$16.00	$0.00
	Total:	**6**	**$24.00**	**$8.00**	**$0.00**	**$16.00**	**$0.00**

$5.00

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
$5.00	3	$20.00	$5.00	$0.00	$15.00	$0.00
$8.00	1	$20.00	$3.00	$0.00	$17.00	$0.00
Total:	**4**	**$20.00**	**$8.00**	**$0.00**	**$12.00**	**$0.00**
Grand Totals:	**643**	**$13,144.00**	**$379.00**	**$0.00**	**$13,144.00**	**$0.00**

Validation Breakdown

Southwest Florida International Airport

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NO VALIDATION

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
$0.00	15,345	$0.00	$0.00	$0.00	$0.00	$0.00
$2.00	13,569	$27,138.00	$27,136.00	$0.00	$2.00	$0.00
$3.00	8,196	$24,588.00	$24,588.00	$0.00	$0.00	$0.00
$4.00	4,557	$18,228.00	$18,228.00	$0.00	$0.00	$0.00
$5.00	2,384	$11,920.00	$11,920.00	$0.00	$0.00	$0.00
$6.00	1,323	$7,938.00	$7,938.00	$0.00	$0.00	$0.00
$7.00	640	$4,480.00	$4,480.00	$0.00	$0.00	$0.00
$8.00	439	$3,512.00	$3,512.00	$0.00	$0.00	$0.00
$9.00	236	$2,124.00	$2,124.00	$0.00	$0.00	$0.00
$10.00	146	$1,460.00	$1,460.00	$0.00	$0.00	$0.00
$11.00	345	$3,795.00	$3,795.00	$0.00	$0.00	$0.00
$12.00	90	$1,080.00	$1,080.00	$0.00	$0.00	$0.00
$13.00	84	$1,092.00	$1,092.00	$0.00	$0.00	$0.00
$14.00	58	$812.00	$812.00	$0.00	$0.00	$0.00
$15.00	1,145	$17,175.00	$17,175.00	$0.00	$0.00	$0.00
$16.00	12	$192.00	$192.00	$0.00	$0.00	$0.00
$17.00	24	$408.00	$408.00	$0.00	$0.00	$0.00
$18.00	9	$162.00	$162.00	$0.00	$0.00	$0.00
$19.00	16	$304.00	$304.00	$0.00	$0.00	$0.00
$20.00	12	$240.00	$240.00	$0.00	$0.00	$0.00
$21.00	22	$462.00	$462.00	$0.00	$0.00	$0.00
$22.00	418	$9,196.00	$9,196.00	$0.00	$0.00	$0.00
$23.00	4	$92.00	$92.00	$0.00	$0.00	$0.00

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	$24.00	57	$1,368.00	$1,368.00	$0.00	$0.00	$0.00
	$25.00	15	$375.00	$375.00	$0.00	$0.00	$0.00
	$26.00	77	$2,002.00	$2,002.00	$0.00	$0.00	$0.00
	$27.00	11	$297.00	$297.00	$0.00	$0.00	$0.00
	$28.00	54	$1,512.00	$1,512.00	$0.00	$0.00	$0.00
	$29.00	13	$377.00	$377.00	$0.00	$0.00	$0.00
	$30.00	995	$29,850.00	$29,850.00	$0.00	$0.00	$0.00
	$31.00	22	$682.00	$682.00	$0.00	$0.00	$0.00
	$32.00	62	$1,984.00	$1,984.00	$0.00	$0.00	$0.00
	$33.00	947	$31,251.00	$31,251.00	$0.00	$0.00	$0.00
	$34.00	27	$918.00	$918.00	$0.00	$0.00	$0.00
	$35.00	93	$3,255.00	$3,255.00	$0.00	$0.00	$0.00
	$36.00	22	$792.00	$792.00	$0.00	$0.00	$0.00
	$37.00	163	$6,031.00	$6,031.00	$0.00	$0.00	$0.00
	$38.00	11	$418.00	$418.00	$0.00	$0.00	$0.00
	$39.00	91	$3,549.00	$3,549.00	$0.00	$0.00	$0.00
	$40.00	14	$560.00	$560.00	$0.00	$0.00	$0.00
	$41.00	65	$2,665.00	$2,665.00	$0.00	$0.00	$0.00
	$42.00	16	$672.00	$672.00	$0.00	$0.00	$0.00
	$43.00	63	$2,709.00	$2,709.00	$0.00	$0.00	$0.00
	$44.00	1,246	$54,824.00	$54,824.00	$0.00	$0.00	$0.00
	$45.00	1,070	$48,150.00	$48,125.00	$0.00	$25.00	$0.00
	$46.00	82	$3,772.00	$3,772.00	$0.00	$0.00	$0.00
	$47.00	40	$1,880.00	$1,880.00	$0.00	$0.00	$0.00
	$48.00	143	$6,864.00	$6,864.00	$0.00	$0.00	$0.00
	$49.00	38	$1,862.00	$1,862.00	$0.00	$0.00	$0.00
	$50.00	104	$5,200.00	$5,200.00	$0.00	$0.00	$0.00

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	$51.00	25	$1,275.00	$1,275.00	$0.00	$0.00	$0.00
	$52.00	63	$3,276.00	$3,276.00	$0.00	$0.00	$0.00
	$53.00	12	$636.00	$636.00	$0.00	$0.00	$0.00
	$54.00	60	$3,240.00	$3,240.00	$0.00	$0.00	$0.00
	$55.00	1,075	$59,125.00	$59,070.00	$0.00	$55.00	$0.00
	$56.00	21	$1,176.00	$1,176.00	$0.00	$0.00	$0.00
	$57.00	76	$4,332.00	$4,332.00	$0.00	$0.00	$0.00
	$58.00	14	$812.00	$812.00	$0.00	$0.00	$0.00
	$59.00	84	$4,956.00	$4,956.00	$0.00	$0.00	$0.00
	$60.00	974	$58,440.00	$58,380.00	$0.00	$60.00	$0.00
	$61.00	61	$3,721.00	$3,721.00	$0.00	$0.00	$0.00
	$62.00	1,324	$82,088.00	$82,088.00	$0.00	$0.00	$0.00
	$63.00	33	$2,079.00	$2,079.00	$0.00	$0.00	$0.00
	$64.00	51	$3,264.00	$3,264.00	$0.00	$0.00	$0.00
	$65.00	24	$1,560.00	$1,560.00	$0.00	$0.00	$0.00
	$66.00	77	$5,082.00	$5,082.00	$0.00	$0.00	$0.00
	$67.00	15	$1,005.00	$1,005.00	$0.00	$0.00	$0.00
	$68.00	62	$4,216.00	$4,216.00	$0.00	$0.00	$0.00
	$69.00	12	$828.00	$828.00	$0.00	$0.00	$0.00
	$70.00	20	$1,400.00	$1,400.00	$0.00	$0.00	$0.00
	$71.00	10	$710.00	$710.00	$0.00	$0.00	$0.00
	$72.00	29	$2,088.00	$2,088.00	$0.00	$0.00	$0.00
	$73.00	448	$32,704.00	$32,704.00	$0.00	$0.00	$0.00
	$74.00	10	$740.00	$740.00	$0.00	$0.00	$0.00
	$75.00	606	$45,450.00	$45,414.00	$0.00	$36.00	$0.00
	$76.00	4	$304.00	$304.00	$0.00	$0.00	$0.00
	$77.00	38	$2,926.00	$2,926.00	$0.00	$0.00	$0.00

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	$78.00	14	$1,092.00	$1,092.00	$0.00	$0.00	$0.00
	$79.00	34	$2,686.00	$2,686.00	$0.00	$0.00	$0.00
	$80.00	11	$880.00	$880.00	$0.00	$0.00	$0.00
	$81.00	13	$1,053.00	$1,053.00	$0.00	$0.00	$0.00
	$82.00	5	$410.00	$410.00	$0.00	$0.00	$0.00
	$83.00	15	$1,245.00	$1,245.00	$0.00	$0.00	$0.00
	$84.00	310	$26,040.00	$26,040.00	$0.00	$0.00	$0.00
	$85.00	6	$510.00	$510.00	$0.00	$0.00	$0.00
	$86.00	14	$1,204.00	$1,204.00	$0.00	$0.00	$0.00
	$87.00	9	$783.00	$783.00	$0.00	$0.00	$0.00
	$88.00	27	$2,376.00	$2,376.00	$0.00	$0.00	$0.00
	$89.00	8	$712.00	$712.00	$0.00	$0.00	$0.00
	$90.00	294	$26,460.00	$26,420.00	$0.00	$40.00	$0.00
	$91.00	6	$546.00	$546.00	$0.00	$0.00	$0.00
	$92.00	17	$1,564.00	$1,564.00	$0.00	$0.00	$0.00
	$93.00	10	$930.00	$930.00	$0.00	$0.00	$0.00
	$94.00	15	$1,410.00	$1,410.00	$0.00	$0.00	$0.00
	$95.00	207	$19,665.00	$19,665.00	$0.00	$0.00	$0.00
	$96.00	4	$384.00	$384.00	$0.00	$0.00	$0.00
	$97.00	14	$1,358.00	$1,358.00	$0.00	$0.00	$0.00
	$98.00	4	$392.00	$392.00	$0.00	$0.00	$0.00
	$99.00	18	$1,782.00	$1,782.00	$0.00	$0.00	$0.00
	$100.00	3	$300.00	$300.00	$0.00	$0.00	$0.00
	$101.00	11	$1,111.00	$1,111.00	$0.00	$0.00	$0.00
	$102.00	5	$510.00	$510.00	$0.00	$0.00	$0.00
	$103.00	10	$1,030.00	$1,030.00	$0.00	$0.00	$0.00
	$104.00	1	$104.00	$104.00	$0.00	$0.00	$0.00

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	$105.00	158	$16,590.00	$16,590.00	$0.00	$0.00	$0.00
	$106.00	146	$15,476.00	$15,476.00	$0.00	$0.00	$0.00
	$107.00	3	$321.00	$321.00	$0.00	$0.00	$0.00
	$108.00	10	$1,080.00	$1,080.00	$0.00	$0.00	$0.00
	$109.00	7	$763.00	$763.00	$0.00	$0.00	$0.00
	$110.00	17	$1,870.00	$1,870.00	$0.00	$0.00	$0.00
	$111.00	4	$444.00	$444.00	$0.00	$0.00	$0.00
	$112.00	10	$1,120.00	$1,120.00	$0.00	$0.00	$0.00
	$113.00	4	$452.00	$452.00	$0.00	$0.00	$0.00
	$114.00	6	$684.00	$684.00	$0.00	$0.00	$0.00
	$115.00	4	$460.00	$460.00	$0.00	$0.00	$0.00
	$116.00	6	$696.00	$696.00	$0.00	$0.00	$0.00
	$117.00	87	$10,179.00	$10,179.00	$0.00	$0.00	$0.00
	$118.00	1	$118.00	$118.00	$0.00	$0.00	$0.00
	$119.00	10	$1,190.00	$1,190.00	$0.00	$0.00	$0.00
	$120.00	137	$16,440.00	$16,440.00	$0.00	$0.00	$0.00
	$121.00	8	$968.00	$968.00	$0.00	$0.00	$0.00
	$122.00	3	$366.00	$366.00	$0.00	$0.00	$0.00
	$123.00	12	$1,476.00	$1,476.00	$0.00	$0.00	$0.00
	$124.00	98	$12,152.00	$12,152.00	$0.00	$0.00	$0.00
	$125.00	4	$500.00	$500.00	$0.00	$0.00	$0.00
	$126.00	6	$756.00	$756.00	$0.00	$0.00	$0.00
	$127.00	2	$254.00	$254.00	$0.00	$0.00	$0.00
	$128.00	13	$1,664.00	$1,664.00	$0.00	$0.00	$0.00
	$130.00	6	$780.00	$780.00	$0.00	$0.00	$0.00
	$131.00	4	$524.00	$524.00	$0.00	$0.00	$0.00
	$132.00	4	$528.00	$528.00	$0.00	$0.00	$0.00

Validation Breakdown

Southwest Florida International Airport

Station	ALL			**Printed On:**		09/27/2011
Validation ID:	All			**Printed At:**		10:01:08
Timeframe:	07/01/2011 03:00:00	08/01/2011 02:59:59		**Page No:**		6

$134.00	4	$536.00	$536.00	$0.00	$0.00	$0.00
$135.00	157	$21,195.00	$21,195.00	$0.00	$0.00	$0.00
$137.00	2	$274.00	$274.00	$0.00	$0.00	$0.00
$138.00	2	$276.00	$276.00	$0.00	$0.00	$0.00
$139.00	3	$417.00	$417.00	$0.00	$0.00	$0.00
$140.00	1	$140.00	$140.00	$0.00	$0.00	$0.00
$141.00	11	$1,551.00	$1,551.00	$0.00	$0.00	$0.00
$142.00	1	$142.00	$142.00	$0.00	$0.00	$0.00
$143.00	1	$143.00	$143.00	$0.00	$0.00	$0.00
$146.00	25	$3,650.00	$3,650.00	$0.00	$0.00	$0.00
$147.00	2	$294.00	$294.00	$0.00	$0.00	$0.00
$149.00	1	$149.00	$149.00	$0.00	$0.00	$0.00
$150.00	64	$9,600.00	$9,600.00	$0.00	$0.00	$0.00
$152.00	2	$304.00	$304.00	$0.00	$0.00	$0.00
$153.00	1	$153.00	$153.00	$0.00	$0.00	$0.00
$154.00	1	$154.00	$154.00	$0.00	$0.00	$0.00
$155.00	2	$310.00	$310.00	$0.00	$0.00	$0.00
$156.00	2	$312.00	$312.00	$0.00	$0.00	$0.00
$157.00	21	$3,297.00	$3,297.00	$0.00	$0.00	$0.00
$161.00	1	$161.00	$161.00	$0.00	$0.00	$0.00
$164.00	2	$328.00	$328.00	$0.00	$0.00	$0.00
$165.00	37	$6,105.00	$6,105.00	$0.00	$0.00	$0.00
$167.00	2	$334.00	$334.00	$0.00	$0.00	$0.00
$168.00	11	$1,848.00	$1,848.00	$0.00	$0.00	$0.00
$171.00	1	$171.00	$171.00	$0.00	$0.00	$0.00
$172.00	2	$344.00	$344.00	$0.00	$0.00	$0.00
$175.00	1	$175.00	$175.00	$0.00	$0.00	$0.00

Validation Breakdown

Southwest Florida International Airport

Station	ALL					**Printed On:**		09/27/2011
Validation ID:	All					**Printed At:**		10:01:08
Timeframe:	07/01/2011 03:00:00	08/01/2011 02:59:59				**Page No:**		7
		$176.00	1	$176.00	$176.00	$0.00	$0.00	$0.00
		$178.00	2	$356.00	$356.00	$0.00	$0.00	$0.00
		$179.00	15	$2,685.00	$2,685.00	$0.00	$0.00	$0.00
		$180.00	28	$5,040.00	$4,979.00	$0.00	$61.00	$0.00
		$181.00	2	$362.00	$362.00	$0.00	$0.00	$0.00
		$183.00	2	$366.00	$366.00	$0.00	$0.00	$0.00
		$184.00	1	$184.00	$184.00	$0.00	$0.00	$0.00
		$186.00	19	$3,534.00	$3,534.00	$0.00	$0.00	$0.00
		$190.00	1	$190.00	$190.00	$0.00	$0.00	$0.00
		$191.00	1	$191.00	$191.00	$0.00	$0.00	$0.00
		$195.00	14	$2,730.00	$2,730.00	$0.00	$0.00	$0.00
		$197.00	3	$591.00	$591.00	$0.00	$0.00	$0.00
		$198.00	1	$198.00	$198.00	$0.00	$0.00	$0.00
		$199.00	2	$398.00	$398.00	$0.00	$0.00	$0.00
		$200.00	1	$200.00	$200.00	$0.00	$0.00	$0.00
		$201.00	2	$402.00	$402.00	$0.00	$0.00	$0.00
		$208.00	2	$416.00	$416.00	$0.00	$0.00	$0.00
		$210.00	28	$5,880.00	$5,880.00	$0.00	$0.00	$0.00
		$223.00	1	$223.00	$223.00	$0.00	$0.00	$0.00
		$225.00	9	$2,025.00	$2,025.00	$0.00	$0.00	$0.00
		$230.00	5	$1,150.00	$1,150.00	$0.00	$0.00	$0.00
		$240.00	5	$1,200.00	$1,200.00	$0.00	$0.00	$0.00
		$241.00	4	$964.00	$964.00	$0.00	$0.00	$0.00
		$243.00	2	$486.00	$486.00	$0.00	$0.00	$0.00
		$245.00	1	$245.00	$245.00	$0.00	$0.00	$0.00
		$248.00	3	$744.00	$744.00	$0.00	$0.00	$0.00
		$255.00	4	$1,020.00	$1,020.00	$0.00	$0.00	$0.00

Validation Breakdown

Southwest Florida International Airport

Station	ALL	**Printed On:**	09/27/2011
Validation ID:	All	**Printed At:**	10:01:08
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	$257.00	1	$257.00	$257.00	$0.00	$0.00	$0.00
	$258.00	1	$258.00	$258.00	$0.00	$0.00	$0.00
	$270.00	2	$540.00	$540.00	$0.00	$0.00	$0.00
	$280.00	1	$280.00	$280.00	$0.00	$0.00	$0.00
	$285.00	1	$285.00	$285.00	$0.00	$0.00	$0.00
	$292.00	1	$292.00	$292.00	$0.00	$0.00	$0.00
	$300.00	2	$600.00	$600.00	$0.00	$0.00	$0.00
	$309.00	1	$309.00	$309.00	$0.00	$0.00	$0.00
	$310.00	1	$310.00	$310.00	$0.00	$0.00	$0.00
	$315.00	1	$315.00	$315.00	$0.00	$0.00	$0.00
	$343.00	1	$343.00	$343.00	$0.00	$0.00	$0.00
	$345.00	1	$345.00	$345.00	$0.00	$0.00	$0.00
	$346.00	1	$346.00	$346.00	$0.00	$0.00	$0.00
	$369.00	1	$369.00	$369.00	$0.00	$0.00	$0.00
	$380.00	1	$380.00	$380.00	$0.00	$0.00	$0.00
	$390.00	1	$390.00	$390.00	$0.00	$0.00	$0.00
	$420.00	1	$420.00	$420.00	$0.00	$0.00	$0.00
	$435.00	1	$435.00	$435.00	$0.00	$0.00	$0.00
	$445.00	2	$890.00	$890.00	$0.00	$0.00	$0.00
	$591.00	1	$591.00	$591.00	$0.00	$0.00	$0.00
	$667.00	1	$667.00	$667.00	$0.00	$0.00	$0.00
	$705.00	1	$705.00	$705.00	$0.00	$0.00	$0.00
	$744.00	1	$744.00	$744.00	$0.00	$0.00	$0.00
	$1,005.00	1	$1,005.00	$1,005.00	$0.00	$0.00	$0.00
Total:		**62,244**	**$957,433.00**	**$957,154.00**	**$0.00**	**$279.00**	**$0.00**

OPERATIONS & TOW

	GROSS RATES ($)	**Count**	**Gross ($)**	**Net ($)**	**Tax ($)**	**Diff ($)**	**Tax Diff ($)**

Validation Breakdown

Southwest Florida International Airport

Station	ALL	**Printed On:**	09/27/2011
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	$2.00	3	$6.00	$0.00	$0.00	$6.00	$0.00
	$4.00	7	$28.00	$0.00	$0.00	$28.00	$0.00
	$5.00	1	$5.00	$0.00	$0.00	$5.00	$0.00
	$6.00	2	$12.00	$0.00	$0.00	$12.00	$0.00
	$8.00	1	$8.00	$0.00	$0.00	$8.00	$0.00
	$10.00	2	$20.00	$0.00	$0.00	$20.00	$0.00
	$11.00	5	$55.00	$0.00	$0.00	$55.00	$0.00
	$15.00	2	$30.00	$0.00	$0.00	$30.00	$0.00
	$80.00	1	$80.00	$0.00	$0.00	$80.00	$0.00
	$180.00	1	$180.00	$0.00	$0.00	$180.00	$0.00
Total:		**25**	**$424.00**	**$0.00**	**$0.00**	**$424.00**	**$0.00**

EVENT PARKING PASS

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
$2.00	6	$12.00	$0.00	$0.00	$12.00	$0.00
$3.00	13	$39.00	$0.00	$0.00	$39.00	$0.00
$4.00	12	$48.00	$0.00	$0.00	$48.00	$0.00
$5.00	12	$60.00	$0.00	$0.00	$60.00	$0.00
$6.00	13	$78.00	$0.00	$0.00	$78.00	$0.00
$7.00	4	$28.00	$0.00	$0.00	$28.00	$0.00
$8.00	2	$16.00	$0.00	$0.00	$16.00	$0.00
$9.00	1	$9.00	$0.00	$0.00	$9.00	$0.00
$10.00	1	$10.00	$0.00	$0.00	$10.00	$0.00
Total:	**64**	**$300.00**	**$0.00**	**$0.00**	**$300.00**	**$0.00**

GOLD CARDS

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
$2.00	4	$8.00	$0.00	$0.00	$8.00	$0.00

Validation Breakdown

Southwest Florida International Airport

Station	ALL	**Printed On:**	09/27/2011
Validation ID:	All	**Printed At:**	10:01:08
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		$3.00	1	$3.00	$0.00	$0.00	$3.00	$0.00
		$4.00	1	$4.00	$0.00	$0.00	$4.00	$0.00
		$10.00	2	$20.00	$0.00	$0.00	$20.00	$0.00
		$11.00	1	$11.00	$0.00	$0.00	$11.00	$0.00
		$13.00	1	$13.00	$0.00	$0.00	$13.00	$0.00
		$14.00	1	$14.00	$0.00	$0.00	$14.00	$0.00
		$15.00	1	$15.00	$0.00	$0.00	$15.00	$0.00
		$41.00	1	$41.00	$0.00	$0.00	$41.00	$0.00
		$45.00	1	$45.00	$0.00	$0.00	$45.00	$0.00
		$60.00	1	$60.00	$0.00	$0.00	$60.00	$0.00
		$62.00	1	$62.00	$0.00	$0.00	$62.00	$0.00
		$165.00	1	$165.00	$0.00	$0.00	$165.00	$0.00
	Total:		**17**	**$461.00**	**$0.00**	**$0.00**	**$461.00**	**$0.00**

$1.00

	GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
	$2.00	2	$4.00	$3.00	$0.00	$1.00	$0.00
	$3.00	2	$6.00	$5.00	$0.00	$1.00	$0.00
	$109.00	1	$109.00	$108.00	$0.00	$1.00	$0.00
Total:		**5**	**$119.00**	**$116.00**	**$0.00**	**$3.00**	**$0.00**

$2.00

	GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
	$2.00	18	$36.00	$0.00	$0.00	$36.00	$0.00
	$4.00	3	$12.00	$6.00	$0.00	$6.00	$0.00
	$5.00	1	$5.00	$3.00	$0.00	$2.00	$0.00
	$7.00	1	$7.00	$5.00	$0.00	$2.00	$0.00
	$46.00	1	$46.00	$44.00	$0.00	$2.00	$0.00

Validation Breakdown

Southwest Florida International Airport

Station	ALL	**Printed On:**	09/27/2011
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	Total:	**24**	**$106.00**	**$58.00**	**$0.00**	**$48.00**	**$0.00**

ADMINISTRATION

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
$2.00	7	$14.00	$0.00	$0.00	$14.00	$0.00
$3.00	4	$12.00	$0.00	$0.00	$12.00	$0.00
$4.00	8	$32.00	$0.00	$0.00	$32.00	$0.00
$5.00	4	$20.00	$0.00	$0.00	$20.00	$0.00
$6.00	4	$24.00	$0.00	$0.00	$24.00	$0.00
$7.00	2	$14.00	$0.00	$0.00	$14.00	$0.00
$8.00	1	$8.00	$0.00	$0.00	$8.00	$0.00
$9.00	1	$9.00	$0.00	$0.00	$9.00	$0.00
$10.00	4	$40.00	$0.00	$0.00	$40.00	$0.00
$11.00	2	$22.00	$0.00	$0.00	$22.00	$0.00
$12.00	3	$36.00	$0.00	$0.00	$36.00	$0.00
$13.00	7	$91.00	$0.00	$0.00	$91.00	$0.00
$14.00	5	$70.00	$0.00	$0.00	$70.00	$0.00
$15.00	7	$105.00	$0.00	$0.00	$105.00	$0.00
$29.00	2	$58.00	$0.00	$0.00	$58.00	$0.00
$45.00	1	$45.00	$0.00	$0.00	$45.00	$0.00
$60.00	1	$60.00	$0.00	$0.00	$60.00	$0.00
$75.00	1	$75.00	$0.00	$0.00	$75.00	$0.00
Total:	**64**	**$735.00**	**$0.00**	**$0.00**	**$735.00**	**$0.00**

HANDICAP

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
$2.00	7	$14.00	$0.00	$0.00	$14.00	$0.00
$3.00	2	$6.00	$0.00	$0.00	$6.00	$0.00

Validation Breakdown

Southwest Florida International Airport

Station	ALL	**Printed On:**	09/27/2011
Validation ID:	All	**Printed At:**	10:01:08
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	$4.00	2	$8.00	$0.00	$0.00	$8.00	$0.00
	$5.00	2	$10.00	$0.00	$0.00	$10.00	$0.00
	$7.00	1	$7.00	$0.00	$0.00	$7.00	$0.00
	$9.00	2	$18.00	$0.00	$0.00	$18.00	$0.00
	$48.00	1	$48.00	$0.00	$0.00	$48.00	$0.00
	$57.00	1	$57.00	$0.00	$0.00	$57.00	$0.00
	$60.00	1	$60.00	$0.00	$0.00	$60.00	$0.00
	$62.00	2	$124.00	$0.00	$0.00	$124.00	$0.00
	$73.00	1	$73.00	$0.00	$0.00	$73.00	$0.00
	$79.00	1	$79.00	$0.00	$0.00	$79.00	$0.00
	$84.00	1	$84.00	$0.00	$0.00	$84.00	$0.00
	$105.00	3	$315.00	$0.00	$0.00	$315.00	$0.00
	$120.00	1	$120.00	$0.00	$0.00	$120.00	$0.00
	$150.00	1	$150.00	$0.00	$0.00	$150.00	$0.00
	$343.00	1	$343.00	$0.00	$0.00	$343.00	$0.00
Total:		**30**	**$1,516.00**	**$0.00**	**$0.00**	**$1,516.00**	**$0.00**

SPOILED TICKETS BOOTH 1 AND 6 ONLY

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
$2.00	1	$2.00	$0.00	$0.00	$2.00	$0.00
$4.00	1	$4.00	$0.00	$0.00	$4.00	$0.00
$6.00	3	$18.00	$0.00	$0.00	$18.00	$0.00
$8.00	2	$16.00	$0.00	$0.00	$16.00	$0.00
$9.00	4	$36.00	$0.00	$0.00	$36.00	$0.00
$10.00	2	$20.00	$0.00	$0.00	$20.00	$0.00
$11.00	140	$1,540.00	$0.00	$0.00	$1,540.00	$0.00
$13.00	11	$143.00	$0.00	$0.00	$143.00	$0.00
$14.00	1	$14.00	$0.00	$0.00	$14.00	$0.00

Validation Breakdown

Southwest Florida International Airport

Station	ALL	**Printed On:**	09/27/2011
Validation ID:	All	**Printed At:**	10:01:08
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		$15.00	158	$2,370.00	$0.00	$0.00	$2,370.00	$0.00
		$17.00	1	$17.00	$0.00	$0.00	$17.00	$0.00
		$18.00	1	$18.00	$0.00	$0.00	$18.00	$0.00
		$19.00	1	$19.00	$0.00	$0.00	$19.00	$0.00
		$22.00	7	$154.00	$0.00	$0.00	$154.00	$0.00
		$23.00	1	$23.00	$0.00	$0.00	$23.00	$0.00
		$26.00	2	$52.00	$0.00	$0.00	$52.00	$0.00
		$30.00	18	$540.00	$0.00	$0.00	$540.00	$0.00
		$33.00	5	$165.00	$0.00	$0.00	$165.00	$0.00
		$44.00	1	$44.00	$0.00	$0.00	$44.00	$0.00
		$45.00	2	$90.00	$0.00	$0.00	$90.00	$0.00
		$55.00	2	$110.00	$0.00	$0.00	$110.00	$0.00
		$60.00	1	$60.00	$0.00	$0.00	$60.00	$0.00
		$73.00	1	$73.00	$0.00	$0.00	$73.00	$0.00
		$75.00	2	$150.00	$0.00	$0.00	$150.00	$0.00
		$90.00	1	$90.00	$0.00	$0.00	$90.00	$0.00
		$120.00	1	$120.00	$0.00	$0.00	$120.00	$0.00
		$165.00	1	$165.00	$0.00	$0.00	$165.00	$0.00
		$180.00	1	$180.00	$0.00	$0.00	$180.00	$0.00
		$219.00	1	$219.00	$0.00	$0.00	$219.00	$0.00
		$510.00	1	$510.00	$0.00	$0.00	$510.00	$0.00
		$735.00	1	$735.00	$0.00	$0.00	$735.00	$0.00
		$855.00	1	$855.00	$0.00	$0.00	$855.00	$0.00
		$975.00	1	$975.00	$0.00	$0.00	$975.00	$0.00
	Total:		**377**	**$9,527.00**	**$0.00**	**$0.00**	**$9,527.00**	**$0.00**

$3.00

	GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)

Validation Breakdown

Southwest Florida International Airport

Station	ALL	**Printed On:**	09/27/2011
Validation ID:	All	**Printed At:**	10:01:08
Timeframe:	07/01/2011 03:00:00 08/01/2011 02:59:59	**Page No:**	14

		$3.00	8	$24.00	$0.00	$0.00	$24.00	$0.00
		$8.00	1	$8.00	$5.00	$0.00	$3.00	$0.00
		$15.00	1	$15.00	$12.00	$0.00	$3.00	$0.00
	Total:		**10**	**$47.00**	**$17.00**	**$0.00**	**$30.00**	**$0.00**
$4.00								
		GROSS RATES ($)	**Count**	**Gross ($)**	**Net ($)**	**Tax ($)**	**Diff ($)**	**Tax Diff ($)**
		$4.00	4	$16.00	$0.00	$0.00	$16.00	$0.00
	Total:		**4**	**$16.00**	**$0.00**	**$0.00**	**$16.00**	**$0.00**
$5.00								
		GROSS RATES ($)	**Count**	**Gross ($)**	**Net ($)**	**Tax ($)**	**Diff ($)**	**Tax Diff ($)**
		$5.00	2	$10.00	$0.00	$0.00	$10.00	$0.00
		$8.00	1	$8.00	$3.00	$0.00	$5.00	$0.00
	Total:		**3**	**$18.00**	**$3.00**	**$0.00**	**$15.00**	**$0.00**
	Grand Totals:		**62867**	**$970,702.00**	**$957,348.00**	**$0.00**	**$13,354.00**	**$0.00**

Multiple Validations

OPERATIONS & TOW

	GROSS RATES ($)	**Count**	**Gross ($)**	**Net ($)**	**Tax ($)**	**Diff ($)**	**Tax Diff ($)**
	$2.00	3	$424.00	$0.00	$0.00	$424.00	$0.00
	$4.00	7	$424.00	$0.00	$0.00	$424.00	$0.00
	$5.00	1	$424.00	$0.00	$0.00	$424.00	$0.00
	$6.00	2	$424.00	$0.00	$0.00	$424.00	$0.00
	$8.00	1	$424.00	$0.00	$0.00	$424.00	$0.00
	$10.00	2	$424.00	$0.00	$0.00	$424.00	$0.00
	$11.00	5	$424.00	$0.00	$0.00	$424.00	$0.00
	$15.00	2	$424.00	$0.00	$0.00	$424.00	$0.00

Validation Breakdown

Southwest Florida International Airport

Station	ALL	**Printed On:**	09/27/2011
Validation ID:	All	**Printed At:**	10:01:08
Timeframe:	07/01/2011 03:00:00 08/01/2011 02:59:59	**Page No:**	15

	$80.00	1	$424.00	$0.00	$0.00	$424.00	$0.00
	$180.00	1	$424.00	$0.00	$0.00	$424.00	$0.00
Total:		**25**	**$424.00**	**$0.00**	**$0.00**	**$424.00**	**$0.00**

EVENT PARKING PASS

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
$2.00	6	$300.00	$0.00	$0.00	$300.00	$0.00
$3.00	13	$300.00	$0.00	$0.00	$300.00	$0.00
$4.00	12	$300.00	$0.00	$0.00	$300.00	$0.00
$5.00	12	$300.00	$0.00	$0.00	$300.00	$0.00
$6.00	13	$300.00	$0.00	$0.00	$300.00	$0.00
$7.00	4	$300.00	$0.00	$0.00	$300.00	$0.00
$8.00	2	$300.00	$0.00	$0.00	$300.00	$0.00
$9.00	1	$300.00	$0.00	$0.00	$300.00	$0.00
$10.00	1	$300.00	$0.00	$0.00	$300.00	$0.00
Total:	**64**	**$300.00**	**$0.00**	**$0.00**	**$300.00**	**$0.00**

GOLD CARDS

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
$2.00	4	$473.00	$0.00	$0.00	$473.00	$0.00
$3.00	1	$473.00	$0.00	$0.00	$473.00	$0.00
$4.00	4	$473.00	$8.00	$0.00	$465.00	$0.00
$10.00	2	$473.00	$0.00	$0.00	$473.00	$0.00
$11.00	1	$473.00	$0.00	$0.00	$473.00	$0.00
$13.00	1	$473.00	$0.00	$0.00	$473.00	$0.00
$14.00	1	$473.00	$0.00	$0.00	$473.00	$0.00
$15.00	1	$473.00	$0.00	$0.00	$473.00	$0.00
$41.00	1	$473.00	$0.00	$0.00	$473.00	$0.00

Validation Breakdown

Southwest Florida International Airport

Station	ALL					**Printed On:**		09/27/2011
Validation ID:	All					**Printed At:**		10:01:08
Timeframe:	07/01/2011 03:00:00 08/01/2011 02:59:59					**Page No:**		16
	$45.00	1	$473.00	$0.00	$0.00	$473.00	$0.00	
	$60.00	1	$473.00	$0.00	$0.00	$473.00	$0.00	
	$62.00	1	$473.00	$0.00	$0.00	$473.00	$0.00	
	$165.00	1	$473.00	$0.00	$0.00	$473.00	$0.00	
Total:		**20**	**$473.00**	**$8.00**	**$0.00**	**$465.00**	**$0.00**	

$1.00

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
$2.00	1	$3.00	$1.00	$0.00	$2.00	$0.00
$3.00	1	$3.00	$2.00	$0.00	$1.00	$0.00
$109.00	1	$3.00	$108.00	$0.00	($105.00)	$0.00
Total:	**3**	**$3.00**	**$111.00**	**$0.00**	**($108.00)**	**$0.00**

$2.00

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
$2.00	24	$66.00	$12.00	$0.00	$54.00	$0.00
$4.00	3	$66.00	$6.00	$0.00	$60.00	$0.00
$5.00	1	$66.00	$3.00	$0.00	$63.00	$0.00
$7.00	1	$66.00	$5.00	$0.00	$61.00	$0.00
$46.00	2	$66.00	$88.00	$0.00	($22.00)	$0.00
$48.00	2	$66.00	$96.00	$0.00	($30.00)	$0.00
Total:	**33**	**$66.00**	**$210.00**	**$0.00**	**($144.00)**	**$0.00**

ADMINISTRATION

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
$2.00	8	$737.00	$2.00	$0.00	$735.00	$0.00
$3.00	4	$737.00	$0.00	$0.00	$737.00	$0.00
$4.00	8	$737.00	$0.00	$0.00	$737.00	$0.00
$5.00	4	$737.00	$0.00	$0.00	$737.00	$0.00

Validation Breakdown

Southwest Florida International Airport

Station	ALL	**Printed On:**	09/27/2011
Validation ID:	All	**Printed At:**	10:01:08
Timeframe:	07/01/2011 03:00:00 08/01/2011 02:59:59	**Page No:**	17

	$6.00	4	$737.00	$0.00	$0.00	$737.00	$0.00
	$7.00	2	$737.00	$0.00	$0.00	$737.00	$0.00
	$8.00	1	$737.00	$0.00	$0.00	$737.00	$0.00
	$9.00	1	$737.00	$0.00	$0.00	$737.00	$0.00
	$10.00	4	$737.00	$0.00	$0.00	$737.00	$0.00
	$11.00	2	$737.00	$0.00	$0.00	$737.00	$0.00
	$12.00	3	$737.00	$0.00	$0.00	$737.00	$0.00
	$13.00	7	$737.00	$0.00	$0.00	$737.00	$0.00
	$14.00	5	$737.00	$0.00	$0.00	$737.00	$0.00
	$15.00	7	$737.00	$0.00	$0.00	$737.00	$0.00
	$29.00	2	$737.00	$0.00	$0.00	$737.00	$0.00
	$45.00	1	$737.00	$0.00	$0.00	$737.00	$0.00
	$60.00	1	$737.00	$0.00	$0.00	$737.00	$0.00
	$75.00	1	$737.00	$0.00	$0.00	$737.00	$0.00
Total:		**65**	**$737.00**	**$2.00**	**$0.00**	**$735.00**	**$0.00**

HANDICAP

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
$0.00	1	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
$2.00	7	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
$3.00	2	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
$4.00	2	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
$5.00	2	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
$7.00	1	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
$9.00	2	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
$48.00	1	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
$57.00	1	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
$60.00	1	$1,525.00	$0.00	$0.00	$1,525.00	$0.00

Validation Breakdown

Southwest Florida International Airport

Station	ALL	**Printed On:**	09/27/2011
Validation ID:	All	**Printed At:**	10:01:08
Timeframe:	07/01/2011 03:00:00 08/01/2011 02:59:59	**Page No:**	18

	$62.00	2	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
	$73.00	1	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
	$79.00	1	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
	$84.00	1	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
	$105.00	3	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
	$120.00	1	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
	$150.00	1	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
	$343.00	1	$1,525.00	$0.00	$0.00	$1,525.00	$0.00
Total:		**31**	**$1,525.00**	**$0.00**	**$0.00**	**$1,525.00**	**$0.00**

SPOILED TICKETS BOOTH 1 AND 6 ONLY

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
$2.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$4.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$6.00	3	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$8.00	2	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$9.00	4	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$10.00	2	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$11.00	140	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$13.00	11	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$14.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$15.00	158	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$17.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$18.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$19.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$22.00	7	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$23.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
$26.00	2	$9,527.00	$0.00	$0.00	$9,527.00	$0.00

Validation Breakdown

Southwest Florida International Airport

Station	ALL	**Printed On:**	09/27/2011
Validation ID:	All	**Printed At:**	10:01:08
Timeframe:	07/01/2011 03:00:00 08/01/2011 02:59:59	**Page No:**	19

		$30.00	18	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$33.00	5	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$44.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$45.00	2	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$55.00	2	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$60.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$73.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$75.00	2	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$90.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$120.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$165.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$180.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$219.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$510.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$735.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$855.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
		$975.00	1	$9,527.00	$0.00	$0.00	$9,527.00	$0.00
	Total:		**377**	**$9,527.00**	**$0.00**	**$0.00**	**$9,527.00**	**$0.00**

$3.00

	GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
	$3.00	13	$45.00	$15.00	$0.00	$30.00	$0.00
	$8.00	1	$45.00	$5.00	$0.00	$40.00	$0.00
	$15.00	1	$45.00	$12.00	$0.00	$33.00	$0.00
Total:		**15**	**$45.00**	**$32.00**	**$0.00**	**$13.00**	**$0.00**

$4.00

	GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)

Validation Breakdown

Southwest Florida International Airport

Station	ALL					**Printed On:**		09/27/2011
Validation ID:	All					**Printed At:**		10:01:08
Timeframe:	07/01/2011 03:00:00 08/01/2011 02:59:59					**Page No:**		20
	$4.00	6	$24.00	$8.00	$0.00	$16.00	$0.00	
	Total:	**6**	**$24.00**	**$8.00**	**$0.00**	**$16.00**	**$0.00**	

$5.00

GROSS RATES ($)	Count	Gross ($)	Net ($)	Tax ($)	Diff ($)	Tax Diff ($)
$5.00	3	$20.00	$5.00	$0.00	$15.00	$0.00
$8.00	1	$20.00	$3.00	$0.00	$17.00	$0.00
Total:	**4**	**$20.00**	**$8.00**	**$0.00**	**$12.00**	**$0.00**
Grand Totals:	**643**	**$13,144.00**	**$379.00**	**$0.00**	**$13,144.00**	**$0.00**

Cashier Shift LogOn LogOff

Southwest Florida International Airport

Station ALL
Timeframe: 07/01/2011 03:00:00 - 08/01/2011 02:59:59
Shift Selection:

Printed On: 9/27/2011
Printed At: 10:41:48
Page No: 1

Station	Station Name	Cashier Name	Shift	Start Date/Time	End Date/Time	Count	Cash/Check	Credit	Net Amt	Tax Amt	Discount
H-21	Cashier Station Booth 21	Cashier 0	1,139	07/06/2011 12:25:24	07/06/2011 12:27:24	2	$0.00	$0.00	$0.00	$0.00	$0.00
H-21	Cashier Station Booth 21	Cashier 10	1,141	07/08/2011 08:34:49	07/08/2011 15:45:27	266	$925.00	$932.00	$1,857.00	$0.00	$4.00
H-21	Cashier Station Booth 21	Cashier 15	1,148	07/11/2011 22:50:54	07/12/2011 00:52:48	89	$1,012.00	$1,357.00	$2,369.00	$0.00	$0.00
H-21	Cashier Station Booth 21	Cashier 15	1,156	07/25/2011 20:01:42	07/26/2011 01:36:25	162	$1,194.00	$2,162.00	$3,356.00	$0.00	$0.00
H-21	Cashier Station Booth 21	Cashier 16	1,151	07/13/2011 20:20:23	07/14/2011 00:54:31	119	$761.00	$982.00	$1,743.00	$0.00	$0.00
H-21	Cashier Station Booth 21	Cashier 17	1,144	07/10/2011 15:04:35	07/10/2011 22:44:32	198	$1,039.00	$2,211.00	$3,250.00	$0.00	$0.00
H-21	Cashier Station Booth 21	Cashier 17	1,147	07/11/2011 19:26:26	07/11/2011 22:45:04	106	$781.00	$706.00	$1,487.00	$0.00	$0.00
H-21	Cashier Station Booth 21	Cashier 17	1,153	07/24/2011 15:04:40	07/24/2011 22:47:23	218	$1,630.00	$2,491.00	$4,121.00	$0.00	$0.00
H-21	Cashier Station Booth 21	Cashier 17	1,155	07/25/2011 15:03:02	07/25/2011 18:37:25	104	$548.00	$810.00	$1,358.00	$0.00	$11.00
H-21	Cashier Station Booth 21	Cashier 18	1,142	07/08/2011 17:34:20	07/08/2011 23:47:58	191	$901.00	$1,123.00	$2,024.00	$0.00	$0.00
H-21	Cashier Station Booth 21	Cashier 22	1,145	07/10/2011 22:48:19	07/11/2011 01:42:42	89	$668.00	$1,247.00	$1,915.00	$0.00	$0.00
H-21	Cashier Station Booth 21	Cashier 23	1,149	07/13/2011 06:57:51	07/13/2011 14:48:02	288	$740.00	$370.00	$1,110.00	$0.00	$36.00
H-21	Cashier Station Booth 21	Cashier 25	1,138	07/06/2011 09:07:53	07/06/2011 12:07:52	114	$312.00	$455.00	$767.00	$0.00	$0.00
H-21	Cashier Station Booth 21	Cashier 26	1,143	07/10/2011 06:48:57	07/10/2011 14:48:47	278	$756.00	$633.00	$1,389.00	$0.00	$2.00
H-21	Cashier Station Booth 21	Cashier 26	1,146	07/11/2011 06:41:08	07/11/2011 14:45:28	273	$966.00	$1,069.00	$2,035.00	$0.00	$5.00
H-21	Cashier Station Booth 21	Cashier 26	1,154	07/25/2011 06:39:55	07/25/2011 14:48:54	282	$827.00	$1,633.00	$2,460.00	$0.00	$8.00
H-21	Cashier Station Booth 21	Cashier 38	1,137	07/02/2011 14:59:50	07/02/2011 22:45:11	277	$949.00	$866.00	$1,815.00	$0.00	$0.00
H-21	Cashier Station Booth 21	Cashier 38	1,140	07/06/2011 15:00:39	07/06/2011 22:48:33	215	$1,204.00	$1,069.00	$2,273.00	$0.00	$2.00
H-21	Cashier Station Booth 21	Cashier 38	1,150	07/13/2011 14:58:48	07/13/2011 17:00:12	61	$222.00	$147.00	$369.00	$0.00	$15.00
H-21	Cashier Station Booth 21	Cashier 43	1,152	07/20/2011 16:00:55	07/20/2011 23:46:16	252	$1,226.00	$1,438.00	$2,664.00	$0.00	$0.00
H-22	Cashier Station Booth 22	Cashier 0	1,804	07/08/2011 10:28:22	07/08/2011 10:39:14	1	$0.00	$0.00	$0.00	$0.00	$0.00
H-22	Cashier Station Booth 22	Cashier 0	1,805	07/08/2011 10:39:37	07/08/2011 10:41:47	3	$0.00	$0.00	$0.00	$0.00	$0.00
H-22	Cashier Station Booth 22	Cashier 0	1,807	07/08/2011 14:25:39	07/08/2011 14:27:10	2	$0.00	$0.00	$0.00	$0.00	$0.00
H-22	Cashier Station Booth 22	Cashier 10	1,803	07/08/2011 08:05:01	07/08/2011 08:27:52	5	$9.00	$0.00	$9.00	$0.00	$2.00
H-22	Cashier Station Booth 22	Cashier 14	1,795	07/02/2011 08:05:08	07/02/2011 15:49:56	256	$697.00	$52.00	$749.00	$0.00	$0.00
H-22	Cashier Station Booth 22	Cashier 14	1,801	07/06/2011 08:10:04	07/06/2011 15:51:27	334	$1,326.00	$1,234.00	$2,560.00	$0.00	$4.00
H-22	Cashier Station Booth 22	Cashier 14	1,814	07/13/2011 08:05:23	07/13/2011 15:50:41	273	$1,048.00	$373.00	$1,421.00	$0.00	$22.00
H-22	Cashier Station Booth 22	Cashier 14	1,818	07/18/2011 08:10:02	07/18/2011 15:50:49	345	$1,549.00	$991.00	$2,540.00	$0.00	$54.00
H-22	Cashier Station Booth 22	Cashier 15	1,833	07/27/2011 22:24:45	07/28/2011 01:15:31	94	$476.00	$495.00	$971.00	$0.00	$0.00
H-22	Cashier Station Booth 22	Cashier 16	1,824	07/22/2011 23:46:58	07/23/2011 00:47:16	53	$185.00	$628.00	$813.00	$0.00	$0.00
H-22	Cashier Station Booth 22	Cashier 17	1,796	07/02/2011 16:04:24	07/02/2011 19:53:37	135	$989.00	$357.00	$1,346.00	$0.00	$0.00
H-22	Cashier Station Booth 22	Cashier 18	1,797	07/02/2011 20:03:31	07/03/2011 02:49:57	97	$543.00	$822.00	$1,365.00	$0.00	$0.00
H-22	Cashier Station Booth 22	Cashier 18	1,821	07/20/2011 16:59:45	07/21/2011 00:42:54	240	$1,031.00	$1,986.00	$3,017.00	$0.00	$0.00
H-22	Cashier Station Booth 22	Cashier 22	1,800	07/04/2011 23:09:54	07/05/2011 01:05:43	28	$427.00	$275.00	$702.00	$0.00	$0.00
H-22	Cashier Station Booth 22	Cashier 22	1,809	07/08/2011 19:01:40	07/09/2011 00:48:39	126	$542.00	$1,334.00	$1,876.00	$0.00	$0.00
H-22	Cashier Station Booth 22	Cashier 22	1,817	07/15/2011 19:04:15	07/16/2011 00:39:17	238	$1,000.00	$1,803.00	$2,803.00	$0.00	$0.00
H-22	Cashier Station Booth 22	Cashier 23	1,810	07/10/2011 08:00:10	07/10/2011 15:46:04	311	$1,765.00	$1,258.00	$3,023.00	$0.00	$84.00
H-22	Cashier Station Booth 22	Cashier 23	1,812	07/11/2011 08:02:46	07/11/2011 15:44:49	322	$1,671.00	$1,224.00	$2,895.00	$0.00	$6.00
H-22	Cashier Station Booth 22	Cashier 23	1,827	07/25/2011 07:58:52	07/25/2011 09:29:54	23	$77.00	$207.00	$284.00	$0.00	$0.00
H-22	Cashier Station Booth 22	Cashier 23	1,828	07/25/2011 09:30:53	07/25/2011 15:45:55	271	$1,665.00	$1,376.00	$3,041.00	$0.00	$13.00

Cashier Shift LogOn LogOff

Southwest Florida International Airport

Station ALL
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Station	Station Name	Cashier Name	Shift	Start Date/Time	End Date/Time	Count	Cash/Check	Credit	Net Amt	Tax Amt	Discount
H-22	Cashier Station Booth 22	Cashier 25	1,820	07/20/2011 09:06:40	07/20/2011 16:47:15	349	$1,589.00	$825.00	$2,414.00	$0.00	$3.00
H-22	Cashier Station Booth 22	Cashier 25	1,831	07/27/2011 08:01:02	07/27/2011 14:18:34	291	$782.00	$769.00	$1,551.00	$0.00	$9.00
H-22	Cashier Station Booth 22	Cashier 26	1,798	07/04/2011 06:56:48	07/04/2011 14:44:26	308	$1,080.00	$1,337.00	$2,417.00	$0.00	$3.00
H-22	Cashier Station Booth 22	Cashier 26	1,822	07/22/2011 06:57:31	07/22/2011 14:45:37	300	$915.00	$740.00	$1,655.00	$0.00	$8.00
H-22	Cashier Station Booth 22	Cashier 26	1,825	07/24/2011 06:46:48	07/24/2011 14:45:37	311	$1,129.00	$460.00	$1,589.00	$0.00	$13.00
H-22	Cashier Station Booth 22	Cashier 26	1,834	07/29/2011 06:42:02	07/29/2011 14:51:19	282	$901.00	$803.00	$1,704.00	$0.00	$38.00
H-22	Cashier Station Booth 22	Cashier 27	1,806	07/08/2011 11:07:08	07/08/2011 14:13:24	146	$830.00	$276.00	$1,106.00	$0.00	$0.00
H-22	Cashier Station Booth 22	Cashier 27	1,808	07/08/2011 14:36:37	07/08/2011 18:54:14	115	$454.00	$738.00	$1,192.00	$0.00	$72.00
H-22	Cashier Station Booth 22	Cashier 27	1,823	07/22/2011 15:09:34	07/22/2011 22:45:18	279	$1,513.00	$1,762.00	$3,275.00	$0.00	$10.00
H-22	Cashier Station Booth 22	Cashier 27	1,835	07/29/2011 15:01:55	07/29/2011 22:46:39	254	$790.00	$1,743.00	$2,533.00	$0.00	$0.00
H-22	Cashier Station Booth 22	Cashier 29	1,830	07/25/2011 23:54:36	07/26/2011 02:58:16	97	$1,435.00	$1,442.00	$2,877.00	$0.00	$343.00
H-22	Cashier Station Booth 22	Cashier 38	1,811	07/10/2011 16:00:34	07/10/2011 23:43:16	269	$2,118.00	$3,399.00	$5,517.00	$0.00	$0.00
H-22	Cashier Station Booth 22	Cashier 38	1,813	07/11/2011 15:58:40	07/11/2011 23:44:05	269	$2,097.00	$2,114.00	$4,211.00	$0.00	$0.00
H-22	Cashier Station Booth 22	Cashier 38	1,819	07/18/2011 15:59:07	07/18/2011 23:44:44	277	$1,891.00	$1,727.00	$3,618.00	$0.00	$0.00
H-22	Cashier Station Booth 22	Cashier 38	1,826	07/24/2011 16:01:06	07/24/2011 23:45:25	314	$2,344.00	$3,758.00	$6,102.00	$0.00	$0.00
H-22	Cashier Station Booth 22	Cashier 38	1,829	07/25/2011 15:59:31	07/25/2011 23:46:56	263	$1,555.00	$1,564.00	$3,119.00	$0.00	$0.00
H-22	Cashier Station Booth 22	Cashier 38	1,832	07/27/2011 14:28:46	07/27/2011 22:17:35	281	$1,102.00	$880.00	$1,982.00	$0.00	$10.00
H-22	Cashier Station Booth 22	Cashier 43	1,799	07/04/2011 15:00:48	07/04/2011 22:45:41	235	$1,383.00	$2,081.00	$3,464.00	$0.00	$2.00
H-22	Cashier Station Booth 22	Cashier 43	1,802	07/06/2011 16:00:47	07/06/2011 23:45:39	223	$969.00	$1,232.00	$2,201.00	$0.00	$15.00
H-22	Cashier Station Booth 22	Cashier 43	1,815	07/13/2011 15:59:11	07/13/2011 23:43:44	285	$1,281.00	$1,957.00	$3,238.00	$0.00	$12.00
H-22	Cashier Station Booth 22	Cashier 43	1,816	07/15/2011 11:00:19	07/15/2011 18:46:42	316	$980.00	$1,110.00	$2,090.00	$0.00	$16.00
H-23	Cashier Station Booth 23	Cashier 0	154	07/14/2011 12:23:33	07/15/2011 08:08:18	0	$0.00	$0.00	$0.00	$0.00	$0.00
H-23	Cashier Station Booth 23	Cashier 10	140	07/02/2011 17:04:16	07/03/2011 00:51:40	164	$988.00	$1,655.00	$2,643.00	$0.00	$185.00
H-23	Cashier Station Booth 23	Cashier 14	148	07/10/2011 09:10:30	07/10/2011 16:46:28	244	$1,364.00	$2,639.00	$4,003.00	$0.00	$0.00
H-23	Cashier Station Booth 23	Cashier 14	150	07/11/2011 09:00:50	07/11/2011 16:51:28	255	$1,353.00	$3,047.00	$4,400.00	$0.00	$0.00
H-23	Cashier Station Booth 23	Cashier 14	167	07/25/2011 09:08:47	07/25/2011 16:46:48	270	$1,773.00	$3,041.00	$4,814.00	$0.00	$9.00
H-23	Cashier Station Booth 23	Cashier 15	159	07/18/2011 22:51:06	07/19/2011 01:43:42	108	$1,423.00	$1,278.00	$2,701.00	$0.00	$0.00
H-23	Cashier Station Booth 23	Cashier 15	162	07/20/2011 22:51:02	07/21/2011 01:06:00	83	$519.00	$1,301.00	$1,820.00	$0.00	$0.00
H-23	Cashier Station Booth 23	Cashier 16	147	07/08/2011 23:06:54	07/09/2011 01:35:39	87	$567.00	$1,108.00	$1,675.00	$0.00	$0.00
H-23	Cashier Station Booth 23	Cashier 16	171	07/27/2011 23:19:26	07/28/2011 01:46:23	38	$278.00	$309.00	$587.00	$0.00	$0.00
H-23	Cashier Station Booth 23	Cashier 16	174	07/29/2011 23:56:35	07/30/2011 02:58:06	89	$722.00	$964.00	$1,686.00	$0.00	$0.00
H-23	Cashier Station Booth 23	Cashier 18	144	07/06/2011 17:03:06	07/07/2011 00:46:08	238	$1,846.00	$2,840.00	$4,686.00	$0.00	$0.00
H-23	Cashier Station Booth 23	Cashier 18	153	07/13/2011 16:58:23	07/14/2011 00:50:35	254	$1,815.00	$2,706.00	$4,521.00	$0.00	$11.00
H-23	Cashier Station Booth 23	Cashier 18	156	07/15/2011 16:05:15	07/15/2011 23:50:11	265	$1,557.00	$2,400.00	$3,957.00	$0.00	$75.00
H-23	Cashier Station Booth 23	Cashier 18	164	07/22/2011 16:02:10	07/22/2011 23:52:26	250	$949.00	$1,562.00	$2,511.00	$0.00	$13.00
H-23	Cashier Station Booth 23	Cashier 18	173	07/29/2011 15:59:48	07/29/2011 23:50:13	241	$835.00	$2,065.00	$2,900.00	$0.00	$0.00
H-23	Cashier Station Booth 23	Cashier 23	141	07/04/2011 07:58:18	07/04/2011 15:44:11	272	$1,494.00	$1,600.00	$3,094.00	$0.00	$2.00
H-23	Cashier Station Booth 23	Cashier 23	143	07/06/2011 06:59:58	07/06/2011 14:47:55	289	$1,676.00	$603.00	$2,279.00	$0.00	$0.00
H-23	Cashier Station Booth 23	Cashier 23	157	07/18/2011 06:58:02	07/18/2011 14:50:00	299	$1,397.00	$2,471.00	$3,868.00	$0.00	$0.00
H-23	Cashier Station Booth 23	Cashier 23	160	07/20/2011 07:01:36	07/20/2011 14:46:15	313	$1,172.00	$598.00	$1,770.00	$0.00	$151.00

Cashier Shift LogOn LogOff

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H-23	Cashier Station Booth 23	Cashier 23	165	07/24/2011 07:59:08	07/24/2011 15:47:22	284	$1,723.00	$1,829.00	$3,552.00	$0.00	$14.00
H-23	Cashier Station Booth 23	Cashier 23	169	07/27/2011 06:58:13	07/27/2011 14:52:51	322	$1,101.00	$903.00	$2,004.00	$0.00	$12.00
H-23	Cashier Station Booth 23	Cashier 25	139	07/02/2011 09:02:15	07/02/2011 16:44:22	263	$699.00	$895.00	$1,594.00	$0.00	$0.00
H-23	Cashier Station Booth 23	Cashier 25	152	07/13/2011 09:03:14	07/13/2011 16:48:46	266	$1,135.00	$1,657.00	$2,792.00	$0.00	$4.00
H-23	Cashier Station Booth 23	Cashier 25	155	07/15/2011 08:09:36	07/15/2011 15:47:21	297	$1,392.00	$985.00	$2,377.00	$0.00	$9.00
H-23	Cashier Station Booth 23	Cashier 25	163	07/22/2011 08:05:10	07/22/2011 15:46:01	278	$873.00	$1,023.00	$1,896.00	$0.00	$13.00
H-23	Cashier Station Booth 23	Cashier 26	145	07/08/2011 06:52:10	07/08/2011 14:46:37	271	$1,231.00	$994.00	$2,225.00	$0.00	$18.00
H-23	Cashier Station Booth 23	Cashier 27	149	07/10/2011 17:02:19	07/11/2011 00:49:17	200	$2,157.00	$3,032.00	$5,189.00	$0.00	$2.00
H-23	Cashier Station Booth 23	Cashier 27	151	07/11/2011 17:03:32	07/12/2011 00:41:53	284	$2,716.00	$3,523.00	$6,239.00	$0.00	$60.00
H-23	Cashier Station Booth 23	Cashier 27	158	07/18/2011 15:02:45	07/18/2011 22:43:11	231	$1,899.00	$2,021.00	$3,920.00	$0.00	$0.00
H-23	Cashier Station Booth 23	Cashier 27	166	07/24/2011 17:03:39	07/25/2011 00:46:31	262	$3,139.00	$4,910.00	$8,049.00	$0.00	$2.00
H-23	Cashier Station Booth 23	Cashier 27	168	07/25/2011 17:02:41	07/25/2011 21:50:15	161	$1,272.00	$1,413.00	$2,685.00	$0.00	$27.00
H-23	Cashier Station Booth 23	Cashier 38	142	07/04/2011 16:00:30	07/04/2011 23:43:45	223	$2,168.00	$1,984.00	$4,152.00	$0.00	$15.00
H-23	Cashier Station Booth 23	Cashier 38	161	07/20/2011 14:59:34	07/20/2011 22:46:33	223	$898.00	$2,316.00	$3,214.00	$0.00	$8.00
H-23	Cashier Station Booth 23	Cashier 43	146	07/08/2011 15:20:31	07/08/2011 22:45:57	188	$1,332.00	$1,521.00	$2,853.00	$0.00	$0.00
H-23	Cashier Station Booth 23	Cashier 43	170	07/27/2011 15:01:55	07/27/2011 22:45:53	230	$1,052.00	$1,159.00	$2,211.00	$0.00	$0.00
H-23	Cashier Station Booth 23	Cashier 43	172	07/29/2011 07:59:37	07/29/2011 15:45:34	292	$872.00	$1,341.00	$2,213.00	$0.00	$4.00
H-24	Cashier Station Booth 24	Cashier 0	2,067	07/11/2011 12:09:13	07/11/2011 12:14:43	0	$0.00	$0.00	$0.00	$0.00	$0.00
H-24	Cashier Station Booth 24	Cashier 0	2,069	07/11/2011 12:34:07	07/11/2011 12:40:33	2	$0.00	$0.00	$0.00	$0.00	$0.00
H-24	Cashier Station Booth 24	Cashier 0	2,070	07/11/2011 12:41:29	07/11/2011 13:58:47	38	$394.00	$705.00	$1,099.00	$0.00	$0.00
H-24	Cashier Station Booth 24	Cashier 0	2,072	07/12/2011 07:58:26	07/12/2011 08:00:09	0	$0.00	$0.00	$0.00	$0.00	$0.00
H-24	Cashier Station Booth 24	Cashier 0	2,073	07/12/2011 10:06:16	07/13/2011 03:10:57	0	$0.00	$0.00	$0.00	$0.00	$0.00
H-24	Cashier Station Booth 24	Cashier 0	2,074	07/13/2011 06:54:07	07/14/2011 12:26:16	0	$0.00	$0.00	$0.00	$0.00	$0.00
H-24	Cashier Station Booth 24	Cashier 14	2,060	07/04/2011 09:04:00	07/04/2011 16:47:32	150	$949.00	$767.00	$1,716.00	$0.00	$0.00
H-24	Cashier Station Booth 24	Cashier 14	2,081	07/20/2011 08:06:07	07/20/2011 15:51:13	215	$1,162.00	$1,318.00	$2,480.00	$0.00	$21.00
H-24	Cashier Station Booth 24	Cashier 14	2,084	07/24/2011 09:01:41	07/24/2011 16:48:06	195	$1,005.00	$1,738.00	$2,743.00	$0.00	$0.00
H-24	Cashier Station Booth 24	Cashier 14	2,087	07/27/2011 09:02:34	07/27/2011 16:48:43	216	$708.00	$671.00	$1,379.00	$0.00	$129.00
H-24	Cashier Station Booth 24	Cashier 15	2,063	07/06/2011 22:50:47	07/07/2011 01:43:16	76	$893.00	$1,343.00	$2,236.00	$0.00	$0.00
H-24	Cashier Station Booth 24	Cashier 16	2,077	07/15/2011 23:37:24	07/16/2011 01:11:10	34	$341.00	$907.00	$1,248.00	$0.00	$0.00
H-24	Cashier Station Booth 24	Cashier 16	2,085	07/24/2011 23:09:19	07/25/2011 00:53:13	59	$552.00	$1,405.00	$1,957.00	$0.00	$0.00
H-24	Cashier Station Booth 24	Cashier 17	2,061	07/04/2011 17:02:54	07/05/2011 00:47:01	167	$2,195.00	$3,109.00	$5,304.00	$0.00	$0.00
H-24	Cashier Station Booth 24	Cashier 17	2,071	07/11/2011 15:02:52	07/11/2011 19:12:34	74	$868.00	$1,125.00	$1,993.00	$0.00	$0.00
H-24	Cashier Station Booth 24	Cashier 17	2,079	07/18/2011 17:00:56	07/18/2011 23:07:38	113	$1,070.00	$1,344.00	$2,414.00	$0.00	$62.00
H-24	Cashier Station Booth 24	Cashier 18	2,065	07/08/2011 16:05:08	07/08/2011 17:26:29	16	$121.00	$301.00	$422.00	$0.00	$0.00
H-24	Cashier Station Booth 24	Cashier 18	2,088	07/27/2011 17:00:45	07/28/2011 00:50:43	190	$1,184.00	$2,496.00	$3,680.00	$0.00	$0.00
H-24	Cashier Station Booth 24	Cashier 22	2,066	07/10/2011 22:38:06	07/10/2011 22:48:50	3	$91.00	$150.00	$241.00	$0.00	$0.00
H-24	Cashier Station Booth 24	Cashier 22	2,080	07/18/2011 23:15:07	07/19/2011 01:36:24	62	$714.00	$666.00	$1,380.00	$0.00	$0.00
H-24	Cashier Station Booth 24	Cashier 22	2,090	07/29/2011 19:04:10	07/30/2011 01:09:06	138	$523.00	$2,391.00	$2,914.00	$0.00	$0.00
H-24	Cashier Station Booth 24	Cashier 25	2,062	07/06/2011 12:11:41	07/06/2011 16:46:50	129	$1,099.00	$850.00	$1,949.00	$0.00	$0.00
H-24	Cashier Station Booth 24	Cashier 25	2,089	07/29/2011 11:02:02	07/29/2011 18:47:40	220	$1,110.00	$1,471.00	$2,581.00	$0.00	$15.00

Cashier Shift LogOn LogOff

Southwest Florida International Airport

Station ALL
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Station	Station Name	Cashier Name	Shift	Start Date/Time	End Date/Time	Count	Cash/Check	Credit	Net Amt	Tax Amt	Discount
H-24	Cashier Station Booth 24	Cashier 26	2,059	07/02/2011 06:57:01	07/02/2011 14:47:50	148	$696.00	$471.00	$1,167.00	$0.00	$15.00
H-24	Cashier Station Booth 24	Cashier 26	2,075	07/15/2011 06:56:57	07/15/2011 14:48:24	216	$745.00	$680.00	$1,425.00	$0.00	$6.00
H-24	Cashier Station Booth 24	Cashier 27	2,076	07/15/2011 14:58:08	07/15/2011 22:51:38	202	$1,125.00	$2,821.00	$3,946.00	$0.00	$0.00
H-24	Cashier Station Booth 24	Cashier 28	2,086	07/25/2011 19:05:16	07/25/2011 22:25:18	35	$292.00	$800.00	$1,092.00	$0.00	$0.00
H-24	Cashier Station Booth 24	Cashier 29	2,083	07/22/2011 19:07:57	07/23/2011 02:58:23	230	$1,480.00	$2,797.00	$4,277.00	$0.00	$120.00
H-24	Cashier Station Booth 24	Cashier 35	2,068	07/11/2011 12:15:03	07/11/2011 12:23:30	5	$9.00	$0.00	$9.00	$0.00	$6.00
H-24	Cashier Station Booth 24	Cashier 43	2,064	07/08/2011 15:03:17	07/08/2011 15:18:19	6	$8.00	$79.00	$87.00	$0.00	$0.00
H-24	Cashier Station Booth 24	Cashier 43	2,078	07/18/2011 08:59:59	07/18/2011 16:47:25	239	$1,646.00	$2,263.00	$3,909.00	$0.00	$34.00
H-24	Cashier Station Booth 24	Cashier 43	2,082	07/22/2011 11:02:53	07/22/2011 18:48:38	208	$1,197.00	$1,907.00	$3,104.00	$0.00	$10.00
H-27	Cashier Station Booth 27	Cashier 10	2,411	07/01/2011 09:04:42	07/01/2011 16:46:50	297	$875.00	$1,106.00	$1,981.00	$0.00	$3.00
H-27	Cashier Station Booth 27	Cashier 14	2,445	07/23/2011 08:12:15	07/23/2011 15:50:53	305	$1,048.00	$664.00	$1,712.00	$0.00	$3.00
H-27	Cashier Station Booth 27	Cashier 14	2,452	07/30/2011 08:06:43	07/30/2011 15:47:21	290	$820.00	$567.00	$1,387.00	$0.00	$0.00
H-27	Cashier Station Booth 27	Cashier 15	2,423	07/09/2011 00:55:56	07/09/2011 02:58:12	30	$324.00	$215.00	$539.00	$0.00	$0.00
H-27	Cashier Station Booth 27	Cashier 16	2,424	07/09/2011 03:02:51	07/09/2011 06:59:27	60	$125.00	$41.00	$166.00	$0.00	$0.00
H-27	Cashier Station Booth 27	Cashier 17	2,421	07/07/2011 15:02:16	07/07/2011 22:44:16	318	$1,476.00	$1,118.00	$2,594.00	$0.00	$0.00
H-27	Cashier Station Booth 27	Cashier 17	2,425	07/09/2011 10:56:37	07/09/2011 18:45:24	417	$1,523.00	$1,481.00	$3,004.00	$0.00	$31.00
H-27	Cashier Station Booth 27	Cashier 17	2,437	07/17/2011 15:02:06	07/17/2011 22:48:23	306	$2,441.00	$2,576.00	$5,017.00	$0.00	$165.00
H-27	Cashier Station Booth 27	Cashier 17	2,446	07/23/2011 16:03:35	07/23/2011 23:49:54	300	$1,399.00	$2,477.00	$3,876.00	$0.00	$5.00
H-27	Cashier Station Booth 27	Cashier 17	2,453	07/30/2011 16:02:10	07/30/2011 23:45:32	313	$2,140.00	$2,086.00	$4,226.00	$0.00	$12.00
H-27	Cashier Station Booth 27	Cashier 18	2,412	07/01/2011 17:01:32	07/02/2011 00:49:55	302	$1,450.00	$2,177.00	$3,627.00	$0.00	$0.00
H-27	Cashier Station Booth 27	Cashier 18	2,418	07/05/2011 17:05:13	07/06/2011 00:51:11	296	$2,757.00	$3,072.00	$5,829.00	$0.00	$15.00
H-27	Cashier Station Booth 27	Cashier 18	2,426	07/09/2011 18:59:30	07/10/2011 02:58:01	215	$1,321.00	$2,751.00	$4,072.00	$0.00	$0.00
H-27	Cashier Station Booth 27	Cashier 18	2,429	07/12/2011 17:00:57	07/13/2011 00:51:04	314	$2,308.00	$2,987.00	$5,295.00	$0.00	$0.00
H-27	Cashier Station Booth 27	Cashier 18	2,432	07/14/2011 18:00:02	07/15/2011 00:40:27	274	$1,385.00	$2,516.00	$3,901.00	$0.00	$3.00
H-27	Cashier Station Booth 27	Cashier 18	2,435	07/16/2011 20:01:44	07/17/2011 02:56:53	161	$977.00	$1,093.00	$2,070.00	$0.00	$0.00
H-27	Cashier Station Booth 27	Cashier 18	2,441	07/19/2011 17:00:15	07/19/2011 20:00:30	123	$722.00	$621.00	$1,343.00	$0.00	$0.00
H-27	Cashier Station Booth 27	Cashier 18	2,451	07/28/2011 16:59:49	07/29/2011 00:55:46	329	$1,767.00	$1,896.00	$3,663.00	$0.00	$0.00
H-27	Cashier Station Booth 27	Cashier 22	2,438	07/17/2011 22:57:18	07/18/2011 01:03:40	89	$1,073.00	$1,302.00	$2,375.00	$0.00	$0.00
H-27	Cashier Station Booth 27	Cashier 23	2,413	07/03/2011 07:57:53	07/03/2011 15:48:57	333	$1,164.00	$504.00	$1,668.00	$0.00	$0.00
H-27	Cashier Station Booth 27	Cashier 23	2,420	07/07/2011 06:59:49	07/07/2011 14:46:40	396	$1,416.00	$648.00	$2,064.00	$0.00	$0.00
H-27	Cashier Station Booth 27	Cashier 23	2,443	07/21/2011 06:57:26	07/21/2011 14:48:26	381	$1,092.00	$991.00	$2,083.00	$0.00	$40.00
H-27	Cashier Station Booth 27	Cashier 23	2,447	07/26/2011 06:59:03	07/26/2011 14:47:32	389	$1,928.00	$1,310.00	$3,238.00	$0.00	$3.00
H-27	Cashier Station Booth 27	Cashier 23	2,454	07/31/2011 08:06:17	07/31/2011 15:47:47	375	$1,412.00	$1,624.00	$3,036.00	$0.00	$4.00
H-27	Cashier Station Booth 27	Cashier 25	2,417	07/05/2011 09:02:02	07/05/2011 16:51:36	398	$2,699.00	$2,605.00	$5,304.00	$0.00	$2.00
H-27	Cashier Station Booth 27	Cashier 25	2,428	07/12/2011 08:58:41	07/12/2011 16:46:42	440	$1,879.00	$1,425.00	$3,304.00	$0.00	$0.00
H-27	Cashier Station Booth 27	Cashier 25	2,431	07/14/2011 10:06:09	07/14/2011 17:45:43	422	$1,219.00	$1,183.00	$2,402.00	$0.00	$45.00
H-27	Cashier Station Booth 27	Cashier 25	2,433	07/16/2011 09:07:04	07/16/2011 12:07:48	153	$426.00	$450.00	$876.00	$0.00	$0.00
H-27	Cashier Station Booth 27	Cashier 25	2,440	07/19/2011 09:06:11	07/19/2011 16:45:43	420	$1,889.00	$894.00	$2,783.00	$0.00	$12.00
H-27	Cashier Station Booth 27	Cashier 25	2,450	07/28/2011 08:59:03	07/28/2011 16:45:50	413	$1,713.00	$1,010.00	$2,723.00	$0.00	$40.00
H-27	Cashier Station Booth 27	Cashier 26	2,436	07/17/2011 06:41:49	07/17/2011 14:45:34	327	$1,430.00	$1,447.00	$2,877.00	$0.00	$0.00

Cashier Shift LogOn LogOff

Southwest Florida International Airport

Station ALL
Timeframe: 07/01/2011 03:00:00 - 08/01/2011 02:59:59
Shift Selection:

Printed On: 9/27/2011
Printed At: 10:41:48

Station	Station Name	Cashier Name	Shift	Start Date/Time	End Date/Time	Count	Cash/Check	Credit	Net Amt	Tax Amt	Discount
H-27	Cashier Station Booth 27	Cashier 28	2,427	07/10/2011 14:08:10	07/10/2011 21:26:42	14	$108.00	$0.00	$108.00	$0.00	$0.00
H-27	Cashier Station Booth 27	Cashier 28	2,430	07/13/2011 17:19:43	07/13/2011 20:53:42	36	$285.00	$264.00	$549.00	$0.00	$0.00
H-27	Cashier Station Booth 27	Cashier 29	2,419	07/07/2011 00:41:37	07/07/2011 02:58:13	32	$243.00	$157.00	$400.00	$0.00	$0.00
H-27	Cashier Station Booth 27	Cashier 29	2,442	07/19/2011 21:23:44	07/20/2011 02:58:20	163	$1,205.00	$1,978.00	$3,183.00	$0.00	$0.00
H-27	Cashier Station Booth 27	Cashier 32	2,422	07/08/2011 11:11:38	07/08/2011 21:05:39	5	$98.00	$63.00	$161.00	$0.00	$0.00
H-27	Cashier Station Booth 27	Cashier 35	2,439	07/18/2011 11:59:46	07/18/2011 14:19:42	3	$8.00	$0.00	$8.00	$0.00	$0.00
H-27	Cashier Station Booth 27	Cashier 38	2,414	07/03/2011 16:00:49	07/03/2011 23:45:27	333	$1,716.00	$1,690.00	$3,406.00	$0.00	$0.00
H-27	Cashier Station Booth 27	Cashier 38	2,434	07/16/2011 12:28:19	07/16/2011 19:49:02	356	$1,550.00	$1,385.00	$2,935.00	$0.00	$0.00
H-27	Cashier Station Booth 27	Cashier 38	2,455	07/31/2011 15:59:54	07/31/2011 23:45:52	347	$2,396.00	$3,953.00	$6,349.00	$0.00	$0.00
H-27	Cashier Station Booth 27	Cashier 42	2,415	07/04/2011 13:07:20	07/04/2011 14:05:15	7	$12.00	$33.00	$45.00	$0.00	$0.00
H-27	Cashier Station Booth 27	Cashier 42	2,449	07/27/2011 11:47:39	07/27/2011 15:47:06	1	$2.00	$0.00	$2.00	$0.00	$0.00
H-27	Cashier Station Booth 27	Cashier 43	2,444	07/21/2011 15:00:24	07/21/2011 22:45:48	351	$1,802.00	$1,639.00	$3,441.00	$0.00	$1.00
H-27	Cashier Station Booth 27	Cashier 43	2,448	07/26/2011 14:59:32	07/26/2011 22:48:12	320	$1,411.00	$1,623.00	$3,034.00	$0.00	$11.00
H-27	Cashier Station Booth 27	Cashier 45	2,416	07/04/2011 23:08:19	07/05/2011 02:54:19	3	$95.00	$44.00	$139.00	$0.00	$0.00
H-28	Cashier Station Booth 28	Cashier 14	2,484	07/17/2011 09:03:59	07/17/2011 16:52:21	242	$1,075.00	$1,124.00	$2,199.00	$0.00	$15.00
H-28	Cashier Station Booth 28	Cashier 14	2,493	07/26/2011 08:04:22	07/26/2011 15:51:29	288	$1,202.00	$851.00	$2,053.00	$0.00	$14.00
H-28	Cashier Station Booth 28	Cashier 14	2,501	07/31/2011 11:12:33	07/31/2011 18:51:23	267	$1,627.00	$1,644.00	$3,271.00	$0.00	$15.00
H-28	Cashier Station Booth 28	Cashier 15	2,468	07/05/2011 22:52:48	07/06/2011 00:42:54	44	$602.00	$923.00	$1,525.00	$0.00	$0.00
H-28	Cashier Station Booth 28	Cashier 15	2,478	07/12/2011 22:51:10	07/13/2011 01:11:05	67	$748.00	$760.00	$1,508.00	$0.00	$2.00
H-28	Cashier Station Booth 28	Cashier 15	2,481	07/14/2011 22:52:08	07/15/2011 01:26:35	68	$397.00	$1,024.00	$1,421.00	$0.00	$0.00
H-28	Cashier Station Booth 28	Cashier 15	2,497	07/28/2011 22:46:51	07/29/2011 02:58:12	74	$507.00	$664.00	$1,171.00	$0.00	$0.00
H-28	Cashier Station Booth 28	Cashier 16	2,464	07/03/2011 23:04:52	07/04/2011 02:58:07	81	$770.00	$677.00	$1,447.00	$0.00	$60.00
H-28	Cashier Station Booth 28	Cashier 16	2,465	07/04/2011 03:32:28	07/04/2011 06:58:07	70	$109.00	$4.00	$113.00	$0.00	$0.00
H-28	Cashier Station Booth 28	Cashier 16	2,471	07/08/2011 00:29:35	07/08/2011 02:58:18	19	$186.00	$352.00	$538.00	$0.00	$0.00
H-28	Cashier Station Booth 28	Cashier 16	2,472	07/08/2011 03:04:03	07/08/2011 06:57:58	46	$99.00	$8.00	$107.00	$0.00	$0.00
H-28	Cashier Station Booth 28	Cashier 16	2,498	07/29/2011 03:03:57	07/29/2011 06:58:07	27	$44.00	$0.00	$44.00	$0.00	$0.00
H-28	Cashier Station Booth 28	Cashier 17	2,463	07/03/2011 15:04:29	07/03/2011 22:45:30	203	$1,437.00	$1,511.00	$2,948.00	$0.00	$0.00
H-28	Cashier Station Booth 28	Cashier 17	2,483	07/16/2011 16:01:21	07/16/2011 23:47:06	215	$978.00	$1,996.00	$2,974.00	$0.00	$12.00
H-28	Cashier Station Booth 28	Cashier 18	2,489	07/21/2011 16:58:02	07/22/2011 00:47:57	259	$1,206.00	$2,826.00	$4,032.00	$0.00	$0.00
H-28	Cashier Station Booth 28	Cashier 22	2,475	07/09/2011 23:51:35	07/10/2011 00:29:10	6	$3.00	$361.00	$364.00	$0.00	$0.00
H-28	Cashier Station Booth 28	Cashier 23	2,466	07/05/2011 06:53:58	07/05/2011 14:48:07	231	$1,919.00	$1,896.00	$3,815.00	$0.00	$0.00
H-28	Cashier Station Booth 28	Cashier 23	2,476	07/12/2011 06:58:27	07/12/2011 14:47:51	303	$1,268.00	$638.00	$1,906.00	$0.00	$10.00
H-28	Cashier Station Booth 28	Cashier 23	2,479	07/14/2011 06:59:58	07/14/2011 14:46:45	308	$865.00	$597.00	$1,462.00	$0.00	$5.00
H-28	Cashier Station Booth 28	Cashier 23	2,486	07/19/2011 06:57:26	07/19/2011 14:45:30	274	$1,161.00	$740.00	$1,901.00	$0.00	$9.00
H-28	Cashier Station Booth 28	Cashier 23	2,495	07/28/2011 06:59:55	07/28/2011 14:46:38	265	$717.00	$801.00	$1,518.00	$0.00	$0.00
H-28	Cashier Station Booth 28	Cashier 25	2,460	07/01/2011 08:03:35	07/01/2011 15:48:08	224	$663.00	$603.00	$1,266.00	$0.00	$0.00
H-28	Cashier Station Booth 28	Cashier 25	2,488	07/21/2011 08:58:56	07/21/2011 15:19:33	293	$788.00	$494.00	$1,282.00	$0.00	$89.00
H-28	Cashier Station Booth 28	Cashier 26	2,462	07/03/2011 06:41:26	07/03/2011 14:47:28	230	$999.00	$534.00	$1,533.00	$0.00	$0.00
H-28	Cashier Station Booth 28	Cashier 26	2,469	07/07/2011 07:50:22	07/07/2011 15:45:09	281	$1,477.00	$1,020.00	$2,497.00	$0.00	$2.00
H-28	Cashier Station Booth 28	Cashier 26	2,473	07/09/2011 06:57:46	07/09/2011 14:44:59	246	$833.00	$500.00	$1,333.00	$0.00	$102.00

Cashier Shift LogOn LogOff

Southwest Florida International Airport

Station ALL
Timeframe: 07/01/2011 03:00:00 - 08/01/2011 02:59:59
Shift Selection:

Printed On: 9/27/2011
Printed At: 10:41:48
Page No: 6

Station	Station Name	Cashier Name	Shift	Start Date/Time	End Date/Time	Count	Cash/Check	Credit	Net Amt	Tax Amt	Discount
H-28	Cashier Station Booth 28	Cashier 26	2,482	07/16/2011 06:56:19	07/16/2011 14:47:29	191	$774.00	$143.00	$917.00	$0.00	$5.00
H-28	Cashier Station Booth 28	Cashier 26	2,490	07/23/2011 06:47:21	07/23/2011 14:46:31	218	$886.00	$218.00	$1,104.00	$0.00	$62.00
H-28	Cashier Station Booth 28	Cashier 26	2,499	07/30/2011 06:56:40	07/30/2011 14:47:22	190	$691.00	$757.00	$1,448.00	$0.00	$0.00
H-28	Cashier Station Booth 28	Cashier 27	2,461	07/01/2011 16:11:10	07/01/2011 23:50:01	168	$678.00	$1,078.00	$1,756.00	$0.00	$0.00
H-28	Cashier Station Booth 28	Cashier 27	2,485	07/17/2011 17:00:29	07/18/2011 00:42:16	275	$2,773.00	$3,343.00	$6,116.00	$0.00	$0.00
H-28	Cashier Station Booth 28	Cashier 27	2,502	07/31/2011 19:01:17	08/01/2011 02:44:23	244	$2,489.00	$2,892.00	$5,381.00	$0.00	$2.00
H-28	Cashier Station Booth 28	Cashier 38	2,494	07/26/2011 16:00:37	07/26/2011 23:50:10	267	$1,994.00	$1,896.00	$3,890.00	$0.00	$9.00
H-28	Cashier Station Booth 28	Cashier 38	2,500	07/30/2011 14:58:00	07/30/2011 22:46:47	239	$1,757.00	$1,079.00	$2,836.00	$0.00	$0.00
H-28	Cashier Station Booth 28	Cashier 43	2,467	07/05/2011 15:00:49	07/05/2011 22:43:19	236	$2,482.00	$1,738.00	$4,220.00	$0.00	$45.00
H-28	Cashier Station Booth 28	Cashier 43	2,470	07/07/2011 16:02:03	07/07/2011 23:47:00	228	$1,072.00	$1,867.00	$2,939.00	$0.00	$0.00
H-28	Cashier Station Booth 28	Cashier 43	2,474	07/09/2011 15:01:22	07/09/2011 22:45:10	245	$1,360.00	$963.00	$2,323.00	$0.00	$2.00
H-28	Cashier Station Booth 28	Cashier 43	2,477	07/12/2011 15:02:08	07/12/2011 22:45:54	262	$2,028.00	$804.00	$2,832.00	$0.00	$0.00
H-28	Cashier Station Booth 28	Cashier 43	2,480	07/14/2011 15:00:05	07/14/2011 22:45:48	229	$793.00	$1,358.00	$2,151.00	$0.00	$3.00
H-28	Cashier Station Booth 28	Cashier 43	2,487	07/19/2011 14:59:40	07/19/2011 22:46:48	265	$1,550.00	$1,056.00	$2,606.00	$0.00	$0.00
H-28	Cashier Station Booth 28	Cashier 43	2,491	07/23/2011 15:00:12	07/23/2011 21:15:11	194	$1,086.00	$1,974.00	$3,060.00	$0.00	$0.00
H-28	Cashier Station Booth 28	Cashier 43	2,492	07/23/2011 21:16:33	07/23/2011 21:19:03	0	$0.00	$0.00	$0.00	$0.00	$0.00
H-28	Cashier Station Booth 28	Cashier 43	2,496	07/28/2011 15:00:00	07/28/2011 21:46:19	177	$1,080.00	$1,257.00	$2,337.00	$0.00	$0.00
H-29	Cashier Station Booth 29	Cashier 10	2,919	07/03/2011 17:02:04	07/04/2011 00:46:38	122	$1,172.00	$701.00	$1,873.00	$0.00	$0.00
H-29	Cashier Station Booth 29	Cashier 10	2,925	07/07/2011 09:06:33	07/07/2011 16:47:03	191	$984.00	$765.00	$1,749.00	$0.00	$5.00
H-29	Cashier Station Booth 29	Cashier 14	2,918	07/03/2011 09:02:24	07/03/2011 16:51:41	144	$511.00	$195.00	$706.00	$0.00	$0.00
H-29	Cashier Station Booth 29	Cashier 14	2,922	07/05/2011 08:01:41	07/05/2011 15:50:11	201	$1,874.00	$453.00	$2,327.00	$0.00	$16.00
H-29	Cashier Station Booth 29	Cashier 14	2,927	07/09/2011 08:06:50	07/09/2011 15:48:05	158	$1,781.00	$514.00	$2,295.00	$0.00	$57.00
H-29	Cashier Station Booth 29	Cashier 14	2,931	07/12/2011 08:04:48	07/12/2011 15:49:01	170	$860.00	$294.00	$1,154.00	$0.00	$57.00
H-29	Cashier Station Booth 29	Cashier 14	2,939	07/16/2011 08:11:48	07/16/2011 15:47:38	109	$632.00	$262.00	$894.00	$0.00	$7.00
H-29	Cashier Station Booth 29	Cashier 14	2,945	07/19/2011 07:59:53	07/19/2011 15:49:18	206	$970.00	$504.00	$1,474.00	$0.00	$7.00
H-29	Cashier Station Booth 29	Cashier 15	2,916	07/02/2011 00:39:26	07/02/2011 02:58:14	29	$107.00	$45.00	$152.00	$0.00	$11.00
H-29	Cashier Station Booth 29	Cashier 16	2,917	07/02/2011 03:04:42	07/02/2011 07:00:00	39	$59.00	$3.00	$62.00	$0.00	$0.00
H-29	Cashier Station Booth 29	Cashier 16	2,924	07/07/2011 03:14:25	07/07/2011 07:01:08	57	$108.00	$0.00	$108.00	$0.00	$0.00
H-29	Cashier Station Booth 29	Cashier 16	2,930	07/11/2011 03:03:33	07/11/2011 06:57:43	48	$54.00	$7.00	$61.00	$0.00	$0.00
H-29	Cashier Station Booth 29	Cashier 16	2,938	07/15/2011 03:02:25	07/15/2011 06:58:05	48	$58.00	$90.00	$148.00	$0.00	$0.00
H-29	Cashier Station Booth 29	Cashier 16	2,941	07/17/2011 03:03:48	07/17/2011 06:57:27	54	$76.00	$5.00	$81.00	$0.00	$0.00
H-29	Cashier Station Booth 29	Cashier 16	2,944	07/18/2011 03:04:16	07/18/2011 06:59:33	59	$76.00	$10.00	$86.00	$0.00	$0.00
H-29	Cashier Station Booth 29	Cashier 16	2,952	07/23/2011 03:00:46	07/23/2011 06:57:04	62	$243.00	$67.00	$310.00	$0.00	$0.00
H-29	Cashier Station Booth 29	Cashier 16	2,955	07/25/2011 03:03:41	07/25/2011 06:57:52	56	$90.00	$30.00	$120.00	$0.00	$0.00
H-29	Cashier Station Booth 29	Cashier 16	2,960	07/30/2011 03:09:55	07/30/2011 06:58:56	76	$212.00	$525.00	$737.00	$0.00	$0.00
H-29	Cashier Station Booth 29	Cashier 17	2,936	07/14/2011 16:00:13	07/14/2011 23:44:31	143	$728.00	$1,367.00	$2,095.00	$0.00	$0.00
H-29	Cashier Station Booth 29	Cashier 17	2,951	07/21/2011 16:03:13	07/21/2011 23:45:18	159	$820.00	$966.00	$1,786.00	$0.00	$0.00
H-29	Cashier Station Booth 29	Cashier 17	2,959	07/28/2011 16:02:06	07/28/2011 23:39:20	145	$828.00	$1,296.00	$2,124.00	$0.00	$2.00
H-29	Cashier Station Booth 29	Cashier 17	2,964	07/31/2011 15:02:14	07/31/2011 22:47:15	123	$1,238.00	$1,131.00	$2,369.00	$0.00	$0.00
H-29	Cashier Station Booth 29	Cashier 18	2,926	07/07/2011 16:59:38	07/08/2011 00:49:37	203	$1,284.00	$1,610.00	$2,894.00	$0.00	$77.00

Cashier Shift LogOn LogOff

Southwest Florida International Airport

Station ALL
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Station	Station Name	Cashier Name	Shift	Start Date/Time	End Date/Time	Count	Cash/Check	Credit	Net Amt	Tax Amt	Discount
H-29	Cashier Station Booth 29	Cashier 18	2,957	07/26/2011 17:02:01	07/27/2011 01:11:08	177	$1,531.00	$1,266.00	$2,797.00	$0.00	$61.00
H-29	Cashier Station Booth 29	Cashier 22	2,915	07/01/2011 22:41:21	07/02/2011 00:31:39	25	$122.00	$145.00	$267.00	$0.00	$0.00
H-29	Cashier Station Booth 29	Cashier 22	2,921	07/05/2011 03:01:52	07/05/2011 06:56:59	69	$210.00	$495.00	$705.00	$0.00	$0.00
H-29	Cashier Station Booth 29	Cashier 22	2,934	07/13/2011 03:01:35	07/13/2011 06:59:07	61	$97.00	$0.00	$97.00	$0.00	$2.00
H-29	Cashier Station Booth 29	Cashier 22	2,947	07/20/2011 03:03:23	07/20/2011 07:02:51	78	$89.00	$11.00	$100.00	$0.00	$0.00
H-29	Cashier Station Booth 29	Cashier 22	2,949	07/21/2011 03:02:36	07/21/2011 06:59:08	52	$81.00	$2.00	$83.00	$0.00	$0.00
H-29	Cashier Station Booth 29	Cashier 22	2,965	07/31/2011 22:54:09	08/01/2011 01:25:18	76	$771.00	$1,424.00	$2,195.00	$0.00	$0.00
H-29	Cashier Station Booth 29	Cashier 23	2,942	07/17/2011 07:58:26	07/17/2011 15:51:40	144	$1,079.00	$373.00	$1,452.00	$0.00	$4.00
H-29	Cashier Station Booth 29	Cashier 25	2,953	07/23/2011 09:01:10	07/23/2011 16:48:32	148	$558.00	$704.00	$1,262.00	$0.00	$0.00
H-29	Cashier Station Booth 29	Cashier 25	2,956	07/26/2011 09:06:42	07/26/2011 16:47:46	181	$981.00	$672.00	$1,653.00	$0.00	$13.00
H-29	Cashier Station Booth 29	Cashier 25	2,961	07/30/2011 09:04:44	07/30/2011 16:48:00	126	$578.00	$572.00	$1,150.00	$0.00	$0.00
H-29	Cashier Station Booth 29	Cashier 26	2,913	07/01/2011 06:54:40	07/01/2011 13:46:33	91	$214.00	$81.00	$295.00	$0.00	$0.00
H-29	Cashier Station Booth 29	Cashier 26	2,935	07/14/2011 07:37:15	07/14/2011 15:45:23	165	$729.00	$732.00	$1,461.00	$0.00	$7.00
H-29	Cashier Station Booth 29	Cashier 26	2,950	07/21/2011 07:47:49	07/21/2011 15:49:20	201	$837.00	$538.00	$1,375.00	$0.00	$59.00
H-29	Cashier Station Booth 29	Cashier 26	2,958	07/28/2011 07:33:57	07/28/2011 15:46:00	193	$906.00	$822.00	$1,728.00	$0.00	$29.00
H-29	Cashier Station Booth 29	Cashier 26	2,963	07/31/2011 06:46:46	07/31/2011 14:46:04	195	$1,221.00	$1,170.00	$2,391.00	$0.00	$96.00
H-29	Cashier Station Booth 29	Cashier 27	2,928	07/09/2011 16:00:40	07/09/2011 23:49:42	177	$1,284.00	$1,800.00	$3,084.00	$0.00	$0.00
H-29	Cashier Station Booth 29	Cashier 27	2,940	07/16/2011 17:03:43	07/17/2011 00:45:43	124	$937.00	$1,041.00	$1,978.00	$0.00	$11.00
H-29	Cashier Station Booth 29	Cashier 27	2,954	07/23/2011 17:07:30	07/24/2011 00:42:05	174	$1,370.00	$1,331.00	$2,701.00	$0.00	$0.00
H-29	Cashier Station Booth 29	Cashier 27	2,962	07/30/2011 17:04:35	07/31/2011 00:33:41	116	$675.00	$668.00	$1,343.00	$0.00	$150.00
H-29	Cashier Station Booth 29	Cashier 29	2,920	07/05/2011 01:05:27	07/05/2011 02:58:12	18	$363.00	$259.00	$622.00	$0.00	$60.00
H-29	Cashier Station Booth 29	Cashier 29	2,929	07/11/2011 01:19:40	07/11/2011 02:58:29	20	$83.00	$272.00	$355.00	$0.00	$105.00
H-29	Cashier Station Booth 29	Cashier 29	2,933	07/13/2011 01:13:25	07/13/2011 02:58:04	2	$0.00	$0.00	$0.00	$0.00	$55.00
H-29	Cashier Station Booth 29	Cashier 29	2,937	07/15/2011 00:36:59	07/15/2011 02:58:16	21	$77.00	$457.00	$534.00	$0.00	$0.00
H-29	Cashier Station Booth 29	Cashier 29	2,948	07/21/2011 01:22:16	07/21/2011 02:59:41	29	$162.00	$435.00	$597.00	$0.00	$0.00
H-29	Cashier Station Booth 29	Cashier 38	2,923	07/05/2011 15:58:23	07/05/2011 23:43:26	135	$1,776.00	$1,371.00	$3,147.00	$0.00	$0.00
H-29	Cashier Station Booth 29	Cashier 38	2,932	07/12/2011 16:00:09	07/12/2011 23:44:48	145	$771.00	$1,071.00	$1,842.00	$0.00	$75.00
H-29	Cashier Station Booth 29	Cashier 38	2,943	07/17/2011 15:58:37	07/17/2011 23:47:19	173	$1,195.00	$1,922.00	$3,117.00	$0.00	$41.00
H-29	Cashier Station Booth 29	Cashier 38	2,946	07/19/2011 15:59:37	07/19/2011 23:46:45	185	$1,143.00	$1,809.00	$2,952.00	$0.00	$11.00
H-29	Cashier Station Booth 29	Cashier 43	2,914	07/01/2011 13:58:54	07/01/2011 21:46:27	111	$390.00	$590.00	$980.00	$0.00	$13.00
H-30	Cashier Station Booth 30	Cashier 0	108	07/03/2011 09:23:24	07/03/2011 09:24:17	0	$0.00	$0.00	$0.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 15	114	07/07/2011 22:46:12	07/08/2011 02:01:00	79	$444.00	$1,085.00	$1,529.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 15	120	07/16/2011 01:20:03	07/16/2011 02:58:14	1	$0.00	$0.00	$0.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 15	127	07/19/2011 22:50:40	07/20/2011 00:47:12	55	$275.00	$1,068.00	$1,343.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 15	129	07/21/2011 22:52:09	07/22/2011 02:58:11	68	$440.00	$973.00	$1,413.00	$0.00	$2.00
H-30	Cashier Station Booth 30	Cashier 15	136	07/26/2011 22:49:44	07/27/2011 01:23:27	37	$332.00	$580.00	$912.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 16	106	07/01/2011 03:07:56	07/01/2011 06:57:35	44	$36.00	$8.00	$44.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 16	107	07/03/2011 03:04:04	07/03/2011 06:57:32	60	$97.00	$6.00	$103.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 16	116	07/10/2011 03:03:14	07/10/2011 06:59:14	62	$105.00	$2.00	$107.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 16	121	07/16/2011 03:03:29	07/16/2011 06:58:05	52	$75.00	$4.00	$79.00	$0.00	$0.00

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Station	Station Name	Cashier Name	Shift	Start Date/Time	End Date/Time	Count	Cash/Check	Credit	Net Amt	Tax Amt	Discount
H-30	Cashier Station Booth 30	Cashier 16	130	07/22/2011 03:12:52	07/22/2011 06:59:23	31	$65.00	$0.00	$65.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 16	133	07/24/2011 04:34:02	07/24/2011 06:57:37	52	$105.00	$4.00	$109.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 16	138	07/28/2011 03:01:44	07/28/2011 07:00:43	38	$47.00	$0.00	$47.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 16	141	07/31/2011 03:33:18	07/31/2011 06:57:58	50	$91.00	$4.00	$95.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 18	132	07/23/2011 22:09:39	07/24/2011 02:58:42	37	$487.00	$177.00	$664.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 18	140	07/30/2011 21:04:04	07/31/2011 02:58:55	34	$359.00	$603.00	$962.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 22	112	07/06/2011 03:02:46	07/06/2011 07:01:21	75	$100.00	$7.00	$107.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 22	117	07/12/2011 03:13:43	07/12/2011 07:06:32	72	$143.00	$2.00	$145.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 22	125	07/19/2011 03:01:42	07/19/2011 06:58:23	54	$96.00	$2.00	$98.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 22	135	07/26/2011 03:03:48	07/26/2011 07:01:15	76	$223.00	$418.00	$641.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 22	137	07/27/2011 03:06:09	07/27/2011 06:59:48	56	$83.00	$86.00	$169.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 28	139	07/28/2011 19:08:11	07/28/2011 21:39:25	13	$44.00	$235.00	$279.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 29	118	07/14/2011 00:56:56	07/14/2011 02:58:09	2	$0.00	$33.00	$33.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 29	119	07/14/2011 03:02:00	07/14/2011 07:01:30	43	$47.00	$4.00	$51.00	$0.00	$4.00
H-30	Cashier Station Booth 30	Cashier 29	124	07/19/2011 02:47:21	07/19/2011 02:58:28	1	$0.00	$6.00	$6.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 29	134	07/25/2011 00:38:13	07/25/2011 02:58:09	23	$251.00	$359.00	$610.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 32	113	07/07/2011 11:18:06	07/07/2011 20:22:31	0	$0.00	$0.00	$0.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 35	109	07/03/2011 13:08:48	07/05/2011 11:13:44	0	$0.00	$0.00	$0.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 35	115	07/09/2011 10:05:44	07/09/2011 16:31:43	42	$49.00	$121.00	$170.00	$0.00	$56.00
H-30	Cashier Station Booth 30	Cashier 35	122	07/16/2011 12:00:45	07/16/2011 13:49:00	9	$15.00	$41.00	$56.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 35	126	07/19/2011 14:05:29	07/19/2011 21:27:35	4	$9.00	$0.00	$9.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 42	110	07/05/2011 11:14:38	07/05/2011 18:42:22	2	$3.00	$0.00	$3.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 42	142	07/31/2011 10:40:28	07/31/2011 14:02:17	16	$24.00	$35.00	$59.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 43	131	07/23/2011 21:35:45	07/23/2011 21:57:59	10	$20.00	$0.00	$20.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 44	123	07/16/2011 14:46:22	07/16/2011 21:27:19	19	$242.00	$0.00	$242.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 44	128	07/21/2011 13:19:30	07/21/2011 21:37:22	46	$245.00	$408.00	$653.00	$0.00	$0.00
H-30	Cashier Station Booth 30	Cashier 45	111	07/05/2011 19:13:14	07/06/2011 00:37:30	8	$208.00	$117.00	$325.00	$0.00	$0.00
H-40	Central Cashier Station 40	Cashier 0	1,846	07/05/2011 14:13:16	07/05/2011 22:03:57	1	$0.00	$210.00	$210.00	$0.00	$0.00
H-40	Central Cashier Station 40	Cashier 0	1,850	07/07/2011 12:09:10	07/07/2011 16:29:33	3	$92.00	$210.00	$302.00	$0.00	$2.00
H-40	Central Cashier Station 40	Cashier 0	1,851	07/07/2011 17:18:27	07/07/2011 21:54:12	0	$0.00	$0.00	$0.00	$0.00	$0.00
H-40	Central Cashier Station 40	Cashier 0	1,853	07/08/2011 14:53:20	07/08/2011 22:01:35	1	$0.00	$210.00	$210.00	$0.00	$0.00
H-40	Central Cashier Station 40	Cashier 0	1,857	07/11/2011 09:02:09	07/11/2011 21:56:59	1	$0.00	$210.00	$210.00	$0.00	$0.00
H-40	Central Cashier Station 40	Cashier 0	1,862	07/15/2011 10:42:45	07/15/2011 22:39:24	1	$0.00	$0.00	$0.00	$0.00	$0.00
H-40	Central Cashier Station 40	Cashier 0	1,868	07/19/2011 15:11:11	07/19/2011 21:21:20	5	$0.00	$210.00	$210.00	$0.00	$0.00
H-40	Central Cashier Station 40	Cashier 0	1,874	07/22/2011 11:44:24	07/22/2011 21:38:23	1	$210.00	$0.00	$210.00	$0.00	$0.00
H-40	Central Cashier Station 40	Cashier 0	1,878	07/25/2011 09:26:19	07/25/2011 22:50:19	0	$0.00	$0.00	$0.00	$0.00	$0.00
H-40	Central Cashier Station 40	Cashier 0	1,880	07/26/2011 10:12:08	07/26/2011 21:13:57	2	$0.00	$420.00	$420.00	$0.00	$0.00
H-40	Central Cashier Station 40	Cashier 0	1,889	07/31/2011 14:07:52	07/31/2011 20:34:52	2	$0.00	$420.00	$420.00	$0.00	$0.00
H-40	Central Cashier Station 40	Cashier 13	1,842	07/01/2011 21:34:19	07/01/2011 21:37:29	11	$0.00	$0.00	$0.00	$0.00	$228.00
H-40	Central Cashier Station 40	Cashier 13	1,843	07/02/2011 21:16:48	07/02/2011 21:20:09	11	$0.00	$0.00	$0.00	$0.00	$236.00

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Southwest Florida International Airport

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H-40	Central Cashier Station 40	Cashier 13	1,860	07/13/2011 22:06:48	07/13/2011 22:09:59	10	$0.00	$0.00	$0.00	$0.00	$136.00
H-40	Central Cashier Station 40	Cashier 13	1,861	07/14/2011 20:53:44	07/14/2011 20:58:30	15	$0.00	$0.00	$0.00	$0.00	$172.00
H-40	Central Cashier Station 40	Cashier 13	1,864	07/16/2011 22:20:28	07/16/2011 22:25:20	15	$0.00	$0.00	$0.00	$0.00	$306.00
H-40	Central Cashier Station 40	Cashier 13	1,873	07/21/2011 21:16:29	07/21/2011 21:24:09	16	$0.00	$0.00	$0.00	$0.00	$204.00
H-40	Central Cashier Station 40	Cashier 13	1,875	07/22/2011 21:57:30	07/22/2011 22:00:17	9	$0.00	$0.00	$0.00	$0.00	$127.00
H-40	Central Cashier Station 40	Cashier 13	1,876	07/23/2011 22:46:56	07/23/2011 22:49:41	8	$0.00	$0.00	$0.00	$0.00	$116.00
H-40	Central Cashier Station 40	Cashier 13	1,885	07/28/2011 21:02:28	07/28/2011 21:08:25	20	$0.00	$0.00	$0.00	$0.00	$240.00
H-40	Central Cashier Station 40	Cashier 13	1,887	07/29/2011 21:53:39	07/29/2011 22:02:06	13	$0.00	$0.00	$0.00	$0.00	$2,524.00
H-40	Central Cashier Station 40	Cashier 13	1,888	07/30/2011 22:20:59	07/30/2011 22:23:09	7	$0.00	$0.00	$0.00	$0.00	$99.00
H-40	Central Cashier Station 40	Cashier 19	1,865	07/17/2011 21:30:46	07/17/2011 21:43:45	2	$0.00	$420.00	$420.00	$0.00	$0.00
H-40	Central Cashier Station 40	Cashier 19	1,870	07/20/2011 15:24:22	07/20/2011 21:48:59	1	$0.00	$210.00	$210.00	$0.00	$0.00
H-40	Central Cashier Station 40	Cashier 32	1,872	07/21/2011 11:29:29	07/21/2011 20:57:30	1	$0.00	$210.00	$210.00	$0.00	$0.00
H-40	Central Cashier Station 40	Cashier 32	1,882	07/27/2011 08:40:55	07/27/2011 21:26:49	1	$0.00	$210.00	$210.00	$0.00	$0.00
H-40	Central Cashier Station 40	Cashier 32	1,884	07/28/2011 10:02:43	07/28/2011 21:00:40	3	$0.00	$630.00	$630.00	$0.00	$0.00
H-40	Central Cashier Station 40	Cashier 32	1,886	07/29/2011 11:40:33	07/29/2011 21:53:34	1	$0.00	$210.00	$210.00	$0.00	$0.00
H-40	Central Cashier Station 40	Cashier 39	1,863	07/15/2011 22:41:13	07/15/2011 22:44:07	3	$0.00	$0.00	$0.00	$0.00	$37.00
H-40	Central Cashier Station 40	Cashier 42	1,848	07/06/2011 13:19:17	07/06/2011 20:20:52	1	$0.00	$210.00	$210.00	$0.00	$0.00
H-40	Central Cashier Station 40	Cashier 45	1,844	07/03/2011 21:57:07	07/03/2011 22:00:43	8	$0.00	$0.00	$0.00	$0.00	$109.00
H-40	Central Cashier Station 40	Cashier 45	1,845	07/04/2011 21:52:38	07/04/2011 21:56:52	9	$0.00	$0.00	$0.00	$0.00	$118.00
H-40	Central Cashier Station 40	Cashier 45	1,847	07/05/2011 22:04:44	07/05/2011 22:14:30	23	$0.00	$0.00	$0.00	$0.00	$339.00
H-40	Central Cashier Station 40	Cashier 45	1,849	07/06/2011 22:02:43	07/06/2011 22:05:33	9	$0.00	$0.00	$0.00	$0.00	$131.00
H-40	Central Cashier Station 40	Cashier 45	1,852	07/07/2011 21:55:05	07/07/2011 21:59:51	12	$0.00	$0.00	$0.00	$0.00	$189.00
H-40	Central Cashier Station 40	Cashier 45	1,854	07/08/2011 23:03:47	07/08/2011 23:05:39	4	$0.00	$0.00	$0.00	$0.00	$67.00
H-40	Central Cashier Station 40	Cashier 45	1,855	07/09/2011 21:21:32	07/09/2011 21:28:24	21	$0.00	$0.00	$0.00	$0.00	$386.00
H-40	Central Cashier Station 40	Cashier 45	1,856	07/10/2011 22:24:18	07/10/2011 22:27:02	8	$0.00	$0.00	$0.00	$0.00	$112.00
H-40	Central Cashier Station 40	Cashier 45	1,858	07/11/2011 21:57:52	07/11/2011 22:00:24	5	$0.00	$0.00	$0.00	$0.00	$128.00
H-40	Central Cashier Station 40	Cashier 45	1,859	07/12/2011 21:33:18	07/12/2011 21:42:44	13	$0.00	$0.00	$0.00	$0.00	$147.00
H-40	Central Cashier Station 40	Cashier 45	1,866	07/17/2011 22:20:31	07/17/2011 22:23:34	5	$0.00	$0.00	$0.00	$0.00	$75.00
H-40	Central Cashier Station 40	Cashier 45	1,867	07/18/2011 22:43:28	07/18/2011 22:50:40	14	$0.00	$0.00	$0.00	$0.00	$285.00
H-40	Central Cashier Station 40	Cashier 45	1,869	07/19/2011 22:19:00	07/19/2011 22:32:27	27	$0.00	$0.00	$0.00	$0.00	$1,606.00
H-40	Central Cashier Station 40	Cashier 45	1,871	07/20/2011 22:32:10	07/20/2011 22:38:19	15	$0.00	$0.00	$0.00	$0.00	$201.00
H-40	Central Cashier Station 40	Cashier 45	1,877	07/24/2011 22:03:55	07/24/2011 22:12:03	16	$0.00	$0.00	$0.00	$0.00	$225.00
H-40	Central Cashier Station 40	Cashier 45	1,879	07/25/2011 22:57:17	07/25/2011 23:00:37	9	$0.00	$0.00	$0.00	$0.00	$112.00
H-40	Central Cashier Station 40	Cashier 45	1,881	07/26/2011 22:50:07	07/26/2011 23:24:45	23	$0.00	$0.00	$0.00	$0.00	$545.00
H-40	Central Cashier Station 40	Cashier 45	1,883	07/27/2011 23:52:22	07/27/2011 23:56:07	11	$0.00	$0.00	$0.00	$0.00	$226.00
H-40	Central Cashier Station 40	Cashier 45	1,890	07/31/2011 21:57:34	07/31/2011 22:00:42	7	$0.00	$0.00	$0.00	$0.00	$101.00
					Grand Total:		**$268,722.00**	**$310,989.00**	**$579,711.00**	**$0.00**	**$13,354.00**

Section 3 of 5

San Diego County Regional Airport Authority

Parking Management Services (BAFO) – RFP
Questions and Answers Document No. 1, September 22, 2011

The following information clarifies the RFP.

This document reflects all questions received regarding the Parking Management Services BAFO. No additional questions will be accepted.

Question 1. We have reviewed the BAFO that was e-mailed over to us on Monday 9/19/11. We would like you to clarify what items you would like to see included in Attachment A – Airport Parking 5-Year Pro Forma. This document has reduced the over 30 parking expense line items provided in our original proposal into approximately 10 general expense categories. Listed below for clarification are your expense categories we are intending on putting them into:

(A) **Payroll**
Payroll Taxes
Health Insurance
Payroll Processing

Utilities and Trash Removal
Janitorial Supplies
Telephone
Water & Sewer
Electricity

Vehicle & Fuel Expenses
Vehicle Leases
Vehicle Repair & Maintenance
Fuel

Security Services expenses
Professional security
Armored Transport
Shopping Tests

Other
Vacation Pay
Employee Incentives
Training & Recruiting

Maintenance, Repair and supplies
Supplies
Uniforms
Tickets
Signs
Lockouts
Equipment Rental
Surface Repair
Equipment Repairs & Maintenance

Office Expenses
Office Supplies
Miscellaneous Expenses

(B) **Special Projects** – What would you like us to budget for in this category? Special projects typically are request made by the Airport of the parking operator that is not a part of the normal operating costs and is not budgeted for.

Answer 1: (A) With respect to the expense categories, as stated in "Attachment A" to the BAFO, Respondents ***"shall include all items to be expensed under the Parking Management Services contract"***; (B) With respect to "special projects" please include whatever you feel is appropriate for that item.

Question 2. Please confirm that Ace Parking and Standard Parking received the same BAFO letter (except changing the names) and that Standard has the same deadline to submit of Thursday 9/29, 2011 at 12pm (noon).

Answer 2: Yes, other than the "contact information", ACE and Standard received the exact same letter via e-mail, and a **corrected** follow-up letter via e-mail clarifying the response due date of **September 29, 2011** at 12:00 pm.

San Diego County Regional Airport Authority

Parking Management Services (BAFO) – RFP
Questions and Answers Document No. 1, September 22, 2011

Question 3. Please advise as to how the evaluation process will proceed following receipt of BAFOs.

(A) Will the Evaluation Committee review and score the BAFOs, and make a recommendation to the Authority Board?
(B) Will the BAFO scores be considered and tallied in addition to the original scores from the Evaluation Committee?
(C) Or will the BAFO scoring alone be the basis of the recommendation?

Answer 3: (A) Yes; (B) The Authority invited the two highest scoring Respondents to submit a comprehensive BAFO as additional evaluation criteria to be considered by the Board; and (C) See "B" above.

Question 4. Does the Authority plan for any rate increase(s) or other material changes to the parking operations that Proposers should consider in developing Estimated Annual Revenues for Attachment A – the 5 Year Pro Forma?

Answer 4: As stated in the BAFO, estimated annual revenues shall be based on current operations.

Question 5. (A) Will the Payroll Expenses and Operating Expenses submitted under Attachment A be considered a not-to-exceed Operating Budget to which the selected Proponent will be held contractually; (B) And if so, will the selected Proponent be bound to the Operating Budget in total? or by category? or line item?

Answer 5: (A) It is up to the proposer to state whether the budget they are submitting is a not to exceed budget; (B) Yes, by total. Any variation in the approved budget must be approved in advance by the Authority.

Question 6. Does the Authority have any plans for implementation of new or additional PRCS automation that may ultimately impact staffing hours?

Answer 6: No, however there will be 4-5 POF machines re-installed in the Terminal Two parking area as part of the current construction. As part of the planned relocation of San Park Pacific Highway, new PRCS equipment will be acquired and that equipment will communicate with the existing Zeag equipment.

Question 7. Does the Proponent have the option, under the scope of the RFP and/or BAFO, to propose to invest in and fund capital improvements to automate the Authority's PRCS system?

Answer 7: Yes.

Question 8. Given the scope of the BAFO, the response document will likely be in excess of 40MG and therefore too large to transport via email. Would the Authority be willing to accept the document via a password protected link, delivered to you via email?

Answer 8: No, but multiple e-mails are acceptable and **all e-mails** must be received by the previously specified deadline.

Larry Rodriguez

Larry Rodriguez, Senior Procurement Analyst

Rodriguez Larry

From: Pam Brown [PBrown@standardparking.com]
Sent: Wednesday, September 21, 2011 10:48 PM
To: Rodriguez Larry
Cc: Jack Ricchiuto; Parker Alan
Subject: RE: Parking Management Services - RFP, Letter, Standard Parking

Dear Mr. Rodriguez,

On behalf of Mr. Ricchiuto, who is out of the office today, we have reviewed the SDCRAA's request for BAFO and respectfully submit the following questions for clarification:

- Please advise as to how the evaluation process will proceed following receipt of BAFOs.
  - Will the Evaluation Committee review and score the BAFOs, and make a recommendation to the Authority Board?
  - Will the BAFO scores be considered and tallied *in addition* to the original scores from the Evaluation Committee?
  - Or will the BAFO scoring alone be the basis of the recommendation?

- Does the Authority plan for any rate increase(s) or other material changes to the parking operations that Proposers should consider in developing Estimated Annual Revenues for Attachment A – the 5 Year *Pro Forma*?

  - Will Estimated Annual Revenues be considered as part of the BAFO evaluation?

- Will the Payroll Expenses and Operating Expenses submitted under Attachment A be considered a not-to-exceed Operating Budget to which the selected Proponent will be held contractually? And if so, will the selected Proponent be bound to the Operating Budget in total? or by category? or line item?

- Does the Authority have any plans for implementation of new or additional PRCS automation that may ultimately impact staffing hours?

- Does the Proponent have the option, under the scope of the RFP and/or BAFO, to propose to invest in and fund capital improvements to automate the Authority's PRCS system?

I also have a technical question regarding transmittal of the BAFO response. Given the scope of the BAFO, the response document will likely be in excess of 40MG and therefore too large to transport via email. Would the Authority be willing to accept the document via a password protected link, delivered to you via email? I don't believe this is a material difference but want to be sure this delivery method is acceptable. Let me know if you would like me to send you a sample document via this delivery method.

Thank you,

Pam

Pamela D. Brown
VP, Business Development – Airports
Standard Parking Corporation
(503) 706-4365
pbrown@standardparking.com

From: Pam Brown
Sent: Tuesday, September 20, 2011 11:41 AM
To: 'Parker Alan'

Cc: Jack Ricchiuto; Clint Joy; Robert Reiser; Steve Witte; Rodriguez Larry; Nita Bican
Subject: RE: Parking Management Services - RFP, Letter, Standard Parking

Good Morning Mr. Parker,

On behalf of Mr. Ricchiuto, who has been traveling this week, I would like to confirm receipt of Mr. Rodriguez letter regarding the SDCRAA Parking Management Services RFP and Request for BAFO.

Thank you for clarifying the BAFO due date of **Thursday**, September 29, 2011 at 12 noon Pacific Daylight Time.

Sincerely,

Pam

Pamela D. Brown
VP, Business Development – Airports
Standard Parking Corporation
(503) 706-4365
pbrown@standardparking.com

From: Parker Alan [mailto:aparker@san.org]
Sent: Monday, September 19, 2011 1:39 PM
To: Jack Ricchiuto
Cc: Rodriguez Larry; Parker Alan
Subject: Parking Management Services - RFP, Letter, Standard Parking

Dear Mr. Jack Ricchiuto,

On behalf of Mr. Larry Rodriguez, please review his letter attached to this email regarding the Parking Management Services - RFP issued on April 27, 2011 from the San Diego County Regional Airport Authority and confirm receipt via return email to Mr. Alan Parker at: aparker@san.org.

If you have inquiries, please send all correspondence to:

Mr. Larry Rodriquez at: Lrodrigu@san.org and
Mr. Alan Parker at: aparker@san.org.

Thank you

Regards,

Alan Parker
Senior Procurement Analyst
San Diego County Regional Airport Authority
619.400.2544 Direct
aparker@san.org
www.san.org

Rodriguez Larry

From: Parker Alan
Sent: Tuesday, September 20, 2011 3:31 PM
To: Myhers Jim
Cc: Rodriguez Larry; Vargas Jana; Evans Vernon; Woodson Jeffrey; Roy Thomas
Subject: FW: BAFO Clarification LTR
Attachments: BAFO Clarification LTR.pdf

Hi Jim,
I received the email below with the attached letter from ACE Parking, please review and provide a response.

Thanks

Regards,

Alan Parker
Senior Procurement Analyst
San Diego County Regional Airport Authority
619.400.2544 Direct
aparker@san.org
www.san.org

From: Steve_Burton@aceparking.com [mailto:Steve_Burton@aceparking.com]
Sent: Tuesday, September 20, 2011 3:24 PM
To: Parker Alan; Rodriguez Larry
Cc: Kjones@aceparking.com; John_Baumgardner@aceparking.com; Mike_DeGraffenreid@lindberghparking.com; Matthew A.Peterson
Subject: BAFO Clarification LTR

Alan,

Thanks for getting the BAFO over to us. I have reviewed it and have a few clarifying questions I would like Staff to address. They are included in the attached letter.

Thank you,

Steve

Steve Burton
President
ace parking management, inc.
645 Ash Street, San Diego, CA 92101
tel 619.233.6624 fax 619.233.0741

Please consider the environment before printing this email

our mission
By valuing our employees, listening to our clients, and operating under the ideals of moral integrity, quality, and accountability, we will lead the parking industry in service, and financial results for our clients.

September 20, 2011

Scott A. Jones
Chairman

John Baumgardner
Vice Chairman & CEO

Steve Burton
President

Founding Member of the
National Parking Association

Mr. Alan Parker
San Diego County Regional Airport Authority
Commuter Terminal, 3rd Floor
3225 North Harbor Drive
San Diego, CA 92101

Re: Airport Management Services – BAFO Clarifications

Dear Mr. Parker

We have reviewed the BAFO that was e-mailed over to us on Monday 9/19/11. We would like you to clarify what items you would like to see included in Attachment A – Airport Parking 5 – Year Pro Forma. This document has reduced the over 30 parking expense line items provided in our original proposal into approximately 10 general expense categories.

Listed below for clarification are your expense categories we are intending on putting them into.

Payroll Burden
- Payroll Taxes
- Health Insurance
- Payroll Processing

Other
- Vacation Pay
- Employee incentives
- Training & Recruiting

Utilities and Trash Removal
- Janitorial Supplies
- Telephone
- Water & Sewer
- Electricity

Maintenance, Repairs and supplies

Supplies
Uniforms
Tickets
Signs
Lockouts
Equipment Rental
Surface Repairs
Equipment Repairs & Maintenance

Vehicle and Fuel Expense

Vehicle Leases
Vehicle Repair & Maintenance
Fuel

Office Expense

Office Supplies
Miscellaneous Expenses

Security services expense

Professional Security
Armored Transport
Shopping Tests

Special Projects – What would you like us to budget for in this category? Special projects typically are request made by the Airport of the parking operator that is not a part of the normal operating costs and is not budgeted for.

We are trying to respond correctly to the Airport's BAFO request. We want to ensure the expenses we include in Attachment A are the right ones and that it allows for Staff to have an apple to apples BAFO Pro Forma to compare to review.

Please let us know if you have any questions regarding our requested clarifications.

Sincerely,

Steve Burton
President

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

September 19, 2011

Via E-Mail
Steve_burton@aceparking.com

Mr. Steve Burton, President
Ace Parking
645 Ash Street
San Diego, CA 92101

Re: Parking Management Services Request for Proposals

Dear Mr. Burton:

The San Diego County Regional Airport Authority ("Authority") has completed its evaluation of the proposals received and interviews conducted for the subject Request for Proposals ("RFP"). In accordance with the RFP, Part 9C, the Authority Board has determined that it is in the best interest of the Authority to invite the two highest scoring Respondents to submit a comprehensive Best and Final Offer ("BAFO") as additional evaluation criteria to be considered by the Authority Board at the October 6, 2011 Board Meeting. Weighting under each category shall remain consistent with the initial panel evaluation and the weighting is listed below. Responses to the BAFO must be received by the Authority not later than **12:00 p.m.** (noon) on **September 29, 2011**.

Respondents are respectfully requested to submit the following information:

1. **Airport Parking 5 Year *Pro Forma***: (15 points). Complete "Attachment A" – Airport Parking 5 Year Pro Forma. "Attachment A" is intended to be a summary of the Annual Base Management Fees, Payroll Expenses and Operating Expenses by category and subcategory, as listed on the form. The summaries shall include all items to be expensed under in the Parking Management Services contract. Respondents are requested to provide their best price for the Base Management Fees. Respondents shall be prepared to substantiate the details, assumptions and basis for each entry under Payroll Expenses and Operating Expenses.

2. **Experience & Qualifications**: (25 points). Describe Respondent's relevant experience demonstrating a capable, working knowledge of performing the services requested in this RFP. Provide information related to employee training, revenue enhancement, cost containment, financial/audit reports, and other relevant programs and methodologies implemented and included in your base operations for Parking Management. Describe three similar agreements with similar management responsibilities (parking management services, ground transportation services and valet services) performed by Respondent during the past five (5) years.

3. **Plan of Operation:** (35 points). Provide, in detail, the steps necessary for on-going provision of the parking management services with respect to the Parking Facilities that are the subject of this RFP. Describe your plan for transition of services from the existing Agreement to a new Agreement, if applicable. The work plan shall include:

   a. A description and an organizational chart of the management structure you would use in operating the parking facilities.

   b. Proposed staffing for all parking facilities and all job categories. Also include proposed back-up staffing as needed for holiday periods, sick leave, vacations, and periods of unusually high passenger volume.

c. Describe the management policies and practices that you would observe in performing the work, including supervision, surveillance and auditing to be rendered.

d. Describe in detail your training program for all positions.

e. Describe the detailed operating procedures proposed for handling cash and ticket stock, including the internal financial controls and audit procedures, reports to the Authority, handling of non-standard transactions (such as lost tickets), handling of suspected and known employee theft, and customer relations. Include the methods of collecting, controlling and accounting for revenues and expenses.

f. Provide samples of ALL reports to be provided to the Authority, including but not limited to audit, deposit, monthly activity, lost ticket, revenue and expense reports.

g. Describe how programs and methodologies identified in (2) above will enhance revenues and contain costs at SDIA. Provide specific examples with the estimated revenue increase or cost reduction.

4. **Worker Retention Program**:

a. (0 points) State whether your proposal will meet the Worker Retention Program and how it will do so. Failure to meet the requirements of the Worker Retention Program will make the proposal non-responsive.

b. (2 points) The Authority established additional consideration during the evaluation process, in the form of up to two (2) bonus points, for any proposal that **exceeds** the Worker Retention requirements as specified in Part 2, Section B of the RFP. If your proposal intends to exceed the Authority's Worker Retention requirements, please provide a written explanation and commitment detailing how and to what degree your performance of the agreement will exceed the Worker Retention requirements.

Your firm, Ace Parking, was one of the highest scoring Respondents and is invited to submit a BAFO providing your best price for the cost/fees/expenses identified above and a clarification of the requested information. You are not required to submit a BAFO and may respond by submitting a statement that your proposal remains as originally submitted. All responses should be headlined: "BAFO RESPONSE - PARKING MANAGEMENT SERVICES RFP". Responses shall be transmitted via e-mail to lrodigu@san.org, and cc Jana Vargas at jvargas@san.org no later than **12:00 p.m.** (noon) on **September 29, 2011**.

Sincerely,

Alan Parker, on behalf of Larry Rodriguez
Sr. Procurement Analyst

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

ATTACHMENT A – AIRPORT PARKING 5-YEAR PRO FORMA						
INCOME	**Detail**	**FY2012**	**FY2013**	**FY2014**	**FY2015**	**FY2016**
Estimated Annual Revenues based on current operations		$	$	$	$	$

Instructions: Attachment A is intended to summarize Annual Base Management Fees, Payroll Expenses and Operating Expenses by category. The summaries shall include all items to be expensed under in the Parking Management Services contract. Respondents are requested to provide their best price for the Base Management Fees and to be prepared to substantiate all expenses and costs.

EXPENSES - PAYROLL	**Detail**	**FY2012**	**FY2013**	**FY2014**	**FY2015**	**FY2016**
Management		$	$	$	$	$
Staff		$	$	$	$	$
Payroll Burden		$	$	$	$	$
Other		$	$	$	$	$
Sub-Total Payroll Expenses		$	$	$	$	$
OPERATING EXPENSES	**Detail**	**FY2012**	**FY2013**	**FY2014**	**FY2015**	**FY2016**
Utilities and trash removal		$	$	$	$	$
Maintenance, repairs and supplies		$	$	$	$	$
Vehicle and Fuel expenses		$	$	$	$	$
Office expenses		$	$	$	$	$
Security services expenses		$	$	$	$	$
Special projects		$	$	$	$	$
Sub-Total Operating Expenses		$	$	$	$	$
TOTAL EXPENSES BEFORE BASE MANAGEMENT FEE		$	$	$	$	$
Base Management Fee		$	$	$	$	$
TOTAL EXPENSES		$	$	$	$	$

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

September 19, 2011

Via E-Mail
jricchiuto@standardparking.com

Mr. Jack Ricchiuto, Executive Vice President, Airport/Transportation Division
Standard Parking
1301 East 9th Street
Cleveland, OH 44114

Re: Parking Management Services Request for Proposals

Dear Mr. Ricchiuto:

The San Diego County Regional Airport Authority ("Authority") has completed its evaluation of the proposals received and interviews conducted for the subject Request for Proposals ("RFP"). In accordance with the RFP, Part 9C, the Authority Board has determined that it is in the best interest of the Authority to invite the two highest scoring Respondents to submit a comprehensive Best and Final Offer ("BAFO") as additional evaluation criteria to be considered by the Authority Board at the October 6, 2011 Board Meeting. Weighting under each category shall remain consistent with the initial panel evaluation and the weighting is listed below. Responses to the BAFO must be received by the Authority not later than **12:00 p.m.** (noon) on **September 29, 2011**.

Respondents are respectfully requested to submit the following information:

1. **Airport Parking 5 Year *Pro Forma***: (15 points). Complete "Attachment A" – Airport Parking 5 Year Pro Forma. "Attachment A" is intended to be a summary of the Annual Base Management Fees, Payroll Expenses and Operating Expenses by category and subcategory, as listed on the form. The summaries shall include all items to be expensed under in the Parking Management Services contract. Respondents are requested to provide their best price for the Base Management Fees. Respondents shall be prepared to substantiate the details, assumptions and basis for each entry under Payroll Expenses and Operating Expenses.

2. **Experience & Qualifications**: (25 points). Describe Respondent's relevant experience demonstrating a capable, working knowledge of performing the services requested in this RFP. Provide information related to employee training, revenue enhancement, cost containment, financial/audit reports, and other relevant programs and methodologies implemented and included in your base operations for Parking Management. Describe three similar agreements with similar management responsibilities (parking management services, ground transportation services and valet services) performed by Respondent during the past five (5) years.

3. **Plan of Operation:** (35 points). Provide, in detail, the steps necessary for on-going provision of the parking management services with respect to the Parking Facilities that are the subject of this RFP. Describe your plan for transition of services from the existing Agreement to a new Agreement, if applicable. The work plan shall include:

   a. A description and an organizational chart of the management structure you would use in operating the parking facilities.

   b. Proposed staffing for all parking facilities and all job categories. Also include proposed back-up staffing as needed for holiday periods, sick leave, vacations, and periods of unusually high passenger volume.

c. Describe the management policies and practices that you would observe in performing the work, including supervision, surveillance and auditing to be rendered.

d. Describe in detail your training program for all positions.

e. Describe the detailed operating procedures proposed for handling cash and ticket stock, including the internal financial controls and audit procedures, reports to the Authority, handling of non-standard transactions (such as lost tickets), handling of suspected and known employee theft, and customer relations. Include the methods of collecting, controlling and accounting for revenues and expenses.

f. Provide samples of ALL reports to be provided to the Authority, including but not limited to audit, deposit, monthly activity, lost ticket, revenue and expense reports.

g. Describe how programs and methodologies identified in (2) above will enhance revenues and contain costs at SDIA. Provide specific examples with the estimated revenue increase or cost reduction.

4. **Worker Retention Program**:

a. (0 points) State whether your proposal will meet the Worker Retention Program and how it will do so. Failure to meet the requirements of the Worker Retention Program will make the proposal non-responsive.

b. (2 points) The Authority established additional consideration during the evaluation process, in the form of up to two (2) bonus points, for any proposal that **exceeds** the Worker Retention requirements as specified in Part 2, Section B of the RFP. If your proposal intends to exceed the Authority's Worker Retention requirements, please provide a written explanation and commitment detailing how and to what degree your performance of the agreement will exceed the Worker Retention requirements.

Your firm, Standard Parking, was one of the highest scoring Respondents and is invited to submit a BAFO providing your best price for the cost/fees/expenses identified above and a clarification of the requested information. You are not required to submit a BAFO and may respond by submitting a statement that your proposal remains as originally submitted. All responses should be headlined: "BAFO RESPONSE - PARKING MANAGEMENT SERVICES RFP". Responses shall be transmitted via e-mail to lrodigu@san.org, and cc Jana Vargas at jvargas@san.org no later than **12:00 p.m.** (noon) on **September 29, 2011**.

Sincerely,

Alan Parker, on behalf of Larry Rodriguez
Sr. Procurement Analyst

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

ATTACHMENT A – AIRPORT PARKING 5-YEAR PRO FORMA						
INCOME	**Detail**	**FY2012**	**FY2013**	**FY2014**	**FY2015**	**FY2016**
Estimated Annual Revenues based on current operations		$	$	$	$	$

Instructions: Attachment A is intended to summarize Annual Base Management Fees, Payroll Expenses and Operating Expenses by category. The summaries shall include all items to be expensed under in the Parking Management Services contract. Respondents are requested to provide their best price for the Base Management Fees and to be prepared to substantiate all expenses and costs.

EXPENSES - PAYROLL	**Detail**	**FY2012**	**FY2013**	**FY2014**	**FY2015**	**FY2016**
Management		$	$	$	$	$
Staff		$	$	$	$	$
Payroll Burden		$	$	$	$	$
Other		$	$	$	$	$
Sub-Total Payroll Expenses		$	$	$	$	$

OPERATING EXPENSES	**Detail**	**FY2012**	**FY2013**	**FY2014**	**FY2015**	**FY2016**
Utilities and trash removal		$	$	$	$	$
Maintenance, repairs and supplies		$	$	$	$	$
Vehicle and Fuel expenses		$	$	$	$	$
Office expenses		$	$	$	$	$
Security services expenses		$	$	$	$	$
Special projects		$	$	$	$	$
Sub-Total Operating Expenses		$	$	$	$	$
TOTAL EXPENSES BEFORE BASE MANAGEMENT FEE		$	$	$	$	$
Base Management Fee		$	$	$	$	$
TOTAL EXPENSES		$	$	$	$	$

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

Memo-to-File

Date: August 23, 2011

To: FILE

By: Larry Rodriguez, Senior Procurement Analyst

From: Evaluation Panel: Vernon Evans; Jim Myhers; George Condon; Angela Shafer-Payne; Keith Wilschetz; David Boenitz

Copy: Thella Bowens, President/CEO; Jeffrey Woodson, Vice President – Administration, Jana Vargas, Director – Procurement

Subject: **Parking Management Services RFP**

Background: On April 27, 2011 the Authority issued an RFP for Parking Management Services. Notice of the RFP was advertised in the *San Diego Daily Transcript* and on the Authority's Website.

Business Type Participation –

Prospective Firms: 36 firms viewed the opportunity. The business types are as follows: 1 Small Business, 5 WBE, 3 MBE, 1 DBE, 6 Local Business and 23 are undeclared.

Submitted Proposal: The Authority received 4proposals on June 10, 2011.

The Panel found all four proposals responsive and all four Respondents were invited to interview July 22, 2011. The panelist's final scorings are presented below:

Evaluation Criteria	Experience & Qualifications	Plan of Operation	Financial Viability	Proposed Fees/Cost to Airport	Small Bus.	Sub-Total	Worker Retention Program	Max Total
Maximum Pts►	**25**	**35**	**20**	**15**	**5**	**100**	**2**	**102**
ACE Parking	22	32	20	15	0	89	**0**	**89**
LAZ/PPM	19	25	20	10	0	74	**0**	**74**
Parking Concepts	17	23	20	10	0	70	**0**	**70**
Standard Parking	24	34	20	15	0	93	**2**	**95**

Recommendation: Award an agreement to Standard Parking Inc. for a five year term and an amount not to exceed Thirty-five Million Five Hundred Thousand Dollars ($35,500,000) over the entire of the Agreement.

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

INTERVIEW AGENDA AND QUESTIONS
Parking Management Service RFP
Tuskegee Conference Room – July 22, 2011, 12:30 p.m.

12:30 pm	**Panel Assembles**
(10 + 40 minutes each)	
1st Interview **12:45 – 1:35**	**Ace Parking** *Attendees* – Steve Burton, President John Baumgardner, CEO – Vice Chairman Keith Jones, Managing Principal/ Owner Michael DeGraffenreid, General Manager Wendell Tanks, Assistant General Manager
2nd Interview **1:45 – 2:35**	**Parking Concepts** *Attendees* – David Mueller – Vice President Kermit Kingsbury – Vice President Richard Raskin – Director of Operations Rachel Solis – Proposed GM
3rd Interview **2:45 – 3:35am**	**Standard Parking** *Attendees* – Bob Reiser, Sr. VP – Airports Jackie Besser, President – DAJA International Pam Brown, Vice President – Airports Clint Joy, Vice President – Airports West Peter Krausa, Regional Mgr – Airports West, Proposed GM
4th Interview **3:45 – 4:35**	**LAZ/ PPM** *Attendees* – Stuart Vieth - General Manager Candidate Kendra Petty - Vice President West Coast & Airports Behailu Mekbib - Managing Partner for PPM Amy Brown - Human Resources Director Sam Tadesse - Managing Partner for PPM Patrick Ryan - Vice President of Government Services
4:35 pm	**Evaluation**

INTERVIEW QUESTIONS
Parking Management Service RFP

1. If you could make any improvement to the parking operations, what would you recommend?

2. Explain your revenue control and audit procedures from beginning to end?

3. Describe your training and staffing approach to the Customer Service Representative positions, as well as your firm's overall customer service plan and training program?

4. If you need operational assistance, where do you get it from?

5. Please explain your management fee? What does it include?

6. What are your employee incentive programs?

7. How will you market the on and off-airport parking operations?

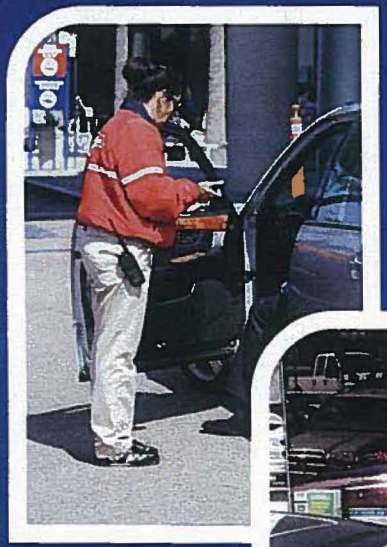
8. Do you have experience with our revenue control equipment? How do you propose to update/repair/maintain services & equipment?

9. Is there anything you would like to add that was not in your previous responses or your presentation that would show why your firm is the best candidate for this contract and do you have any questions for the Panel?

Section 4 of 5

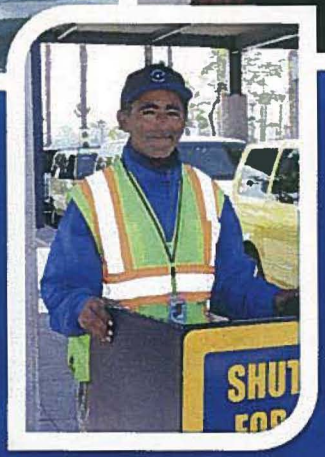
San Diego Airport Authority

Parking Management Services











Ace Parking's Airport Division

- Over 60 Years of Parking Management Experience.
  - 35 years of **Airport Parking Management Experience**
- Local Downtown San Diego Headquarters & Local Business Enterprise.
- We are very selective about which airports we will partner with and manage.
- We are focused on being your partner, proactive manager, providing the highest levels of service, revenue control, training and innovation.
- Over the last 6 months, every airport we currently manage has chosen to renew our contracts.
  - Phoenix Sky Harbor International Airport
  - Tucson International Airport
  - Palm Springs International Airport
- It is not about quantity, it's about quality!

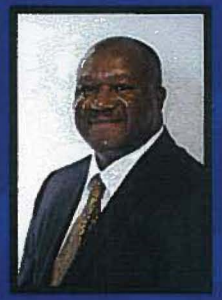
Experienced, Local Team

- Ace Parking's Onsite Management Team has 71 years of combined parking management experience.

Ace Parking's Management Team		
Name	**Title**	**Years of Experience**
Mike DeGraffenreid	General Manager	11
Wendell Tanks	Assistant General Manager	17
David Gonzalez	Operations Manager	18
Anne Tamashiro	San Park Pacific Hwy. Mgr.	6
Zach Woodward	Valet/CSR Manager	4
Lisetta D'Orazio	Senior HR Generalist	15
	TOTAL:	**71**



Mike DeGraffenreid



Wendell Tanks



David Gonzalez



Anne Tamashiro



Zach Woodward



Lisetta D'Orazio

- In addition to Management, 73 % of Ace Parking's Employees at SDIA have been with us for over one year = 693 years

Training & Customer Service

- Customer Service Training is part of employee orientation and is an ongoing part of the job – "Our product is customer service"
- All employees go through 40 hours and Customer Service Reps go through 80 hours of training.
- Formal Annual Customer Service Training
- Continuous Training and Development on a daily and weekly basis
- Onsite designated trainers and HR Representatives
- Measuring Customer Service
  - Mystery Shops – (Consistent average score of >95%!)
  - Comment Cards
  - Customer Service Hotline

Proactive Management

- Valet Program
  - Program projected to gross $3,000,000
  - Promoted Valet Program to our customer base in San Diego.



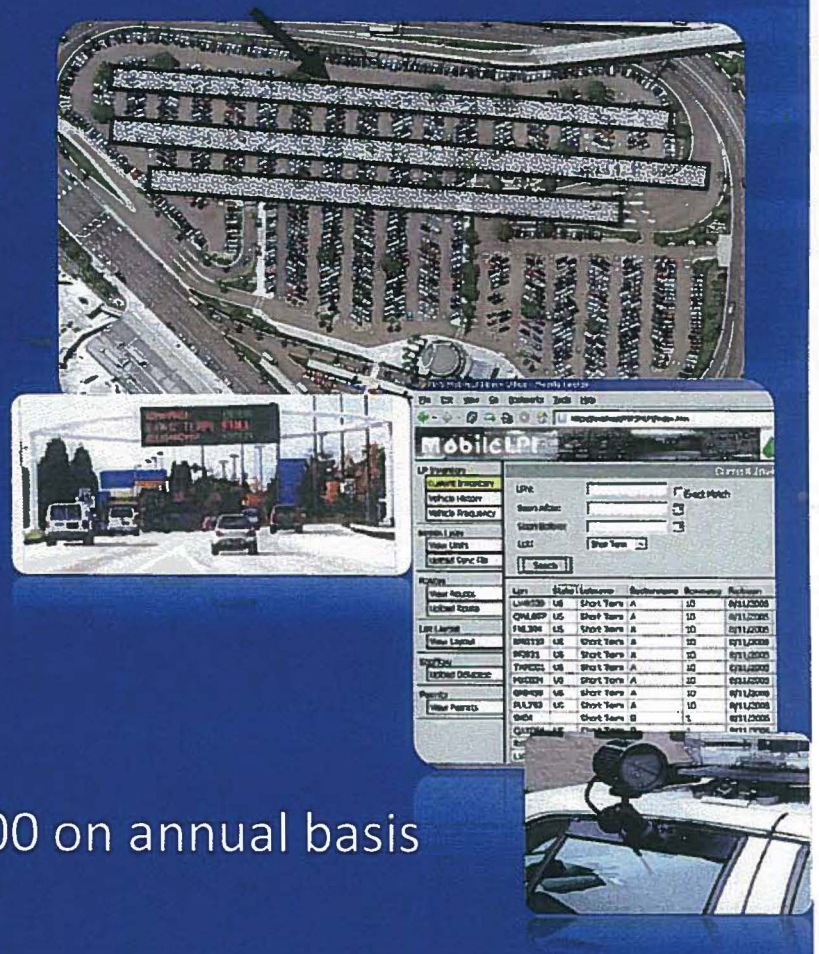
- Valet Program Promotion
  - Utilize San Diego client base of 100,000+ parkers to promote the Valet Parking Program.

- Recommended and Implemented pay-in-lane capabilities which resulted in reduced staffing levels and $175,000 in annual payroll.



Parking Management Enhancements

- Restripe T1 Lots:
  - Adds 130 new spaces
  - Increase revenues $1,000,000 on annual basis
- Overhead Lighted Message Boards:
  - San Park PCH
  - Potential $110,000 in annual revenues
- Mobile License Plate Inventory System
  - $115,000 annual labor savings
  - System costs just under $100,000
- Marketing and VIP Parker Plan
  - Increase revenues $500,000 - $750,000 on annual basis



These enhancements and cost savings have not been factored into our proposed budget.

ace parking

Customer Service Representatives Enhancements

- Camera System for Taxi and Shuttle Starters
  - Improve efficiency of dispatch system
  - Provide visual record for Taxi and Shuttle activity
  - Investigative tool for customer complaints and issues

- Automated Dispatch
  - Electronic automated dispatch utilizing AVI

Ace Parking to pay $37,000 out of our fee!

Labor Savings to SDCRAA of $87,600 annually!

(not included in proposed budget)

Revenue Enhancement	Benefit
Restriping T1 lot Adds 130 spaces	$1,000,000 plus in additional parking income & enhance customer service
Installation of Solar Energy Canopies & Premium Priced Covered Parking T1 & T2 Lots	• $400,000 in additional parking revenue • Sustainability thru clean energy
New ZEAG System San Park Pacific	Improved reporting, PCI compliance, ties into rest of Airport's parking system
Valet Concierge Services	$12,000 in income to Airport & increased customer service
Overhead lighted message sign San Park Pacific Hwy	• $110,000 increased revenues annually • Communicate Parking Availability – reduce vehicle circling
Airport Marketing Plan & VIP Parker Program	$500,000 - $750,000 in additional revenues
Cost Savings Enhancement	**Benefit**
Taxi Staging & Hold Lot Monitoring System	$37,000 cost – Ace Parking to pay for as part of our proposal and $87,600 in savings
Mobile License Plate Recognition Inventory System	$115,000 in annual payroll savings
Credit Card Express Out Lanes all facilities	$450,000 in annual payroll savings

Potential $2,000,000 in additional revenue + $650,000 in cost savings

Construction Phase

- Designed & Implemented a Parking Plan during Construction
  - Additional Signage
  - Added flaggers to direct guests to new lots
  - Added Valet Stands in T1 and T2 Parking Lots



- Helped to reconfigure Ground Transportation Roadway
- Collaborate with construction contractors to ensure operations continue to run smoothly to minimize impacts to customer service and revenues
- Management Team spends on average 45 hours per week on construction related items
- Construction is costing an additional $250,000 in staffing.

Budget Overview

Budget Chart	Detail	Year 1
Hourly Line Positions	Cashiers, Valets, CSR, Main, etc.	2,230,000
Management/Supervisors		856,000
Office/Audit/HR		240,000
Total Payroll		**3,448,000**
Taxes & Health Insurance		746,000
Operating Expenses		935,000
Total Proposed Budget		**$5,130,000**

Management Fee Chart		
Management Fee Components	**Detail**	**Year 1**
Worker's Comp Insurance	7.5% of payroll at $3.4M	229,500
Liability Insurance	6000 stalls x $1.15 per month	50,000
Vehicle Insurance	4 vehicles x $532 /month	25,000
Valet Claims Totals	actual claims	12,500
Cost of funds	$750,000 @ 10% interest	64,000
Profit		18,000
Total Management Fee in Proposal		399,000
Reduction from Enhancements		15,000
Total Management Fee After Enhancements		384,000

- Majority of our fee is Worker's Compensation
  - If a competitor under-budgets payroll by 10%, that could result in a $25,000 - $50,000 lower management fee.
- Enhancements could lead to lower fee of $15,000 - $50,000 annually

Budget with Enhancements

Expenses and Fee Per Budget	$5,528,968
Mobile License Plate System & Automated Dispatch	-$205,000
Management Fee Reduction	-$15,000
Decreased Health Insurance Premium	-$14,400
Total Expense Savings	$234,400
Budgeted Expenses and Fee after Enhancements (1st year)	**$5,294,568**
Post Construction Savings from reduced staffing and automation	-$700,000
Fee Reduction due to lower payroll	-$52,500
Operating Budget and Fee Post Construction	**$4,542,068**

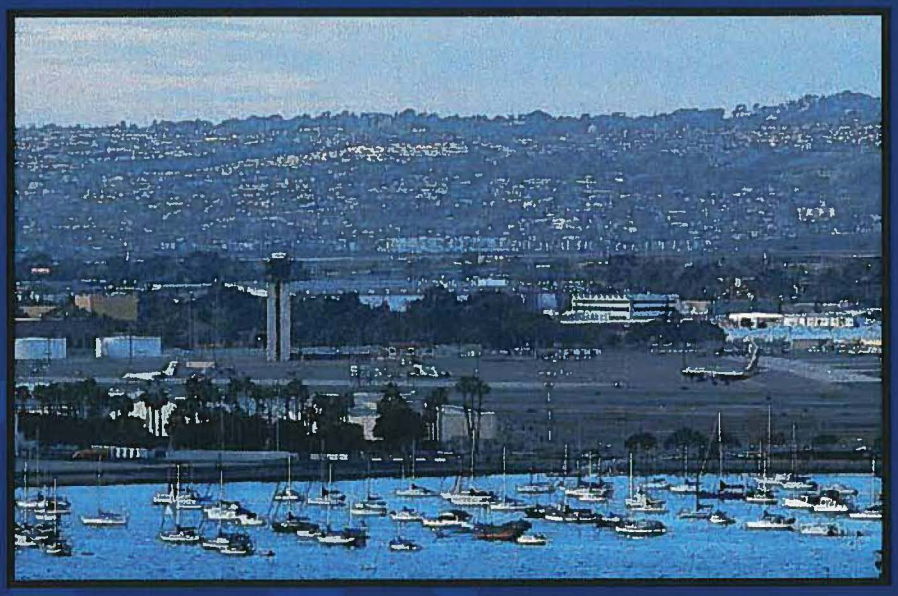
- Reduces proposed operating budgets over 3 years by $2.1M!
- Reduces Management Fees over 3 years by $150,000!

Why Ace Parking?

- **Local Business Enterprise (LBE)**
  - Headquarters 1 mile away
- **SDIA is our community airport -** We have a vested interested in the success of parking at the airport.
- **Executive Team is part of the following community organizations:**
  - Taxpayer Association Board Member
  - San Diego Chamber of Commerce
  - Downtown Partnership
  - San Diego Police Foundation
- **Unmatched General Manager experience and intimate knowledge of construction process.**
- **We are a creative partner** generating additional revenues, reducing operating costs, achieving sustainable goals and mirroring the SDCRAA Five Year Ground Transportation Management Plan.
- **$735,000 spent annually with ACDBE & LBE Vendors** - 85% of contract value. (Excluding payroll related costs)
- **Complimentary transportation and parking management consulting** for the Aviation Land Use Committee (ALUC) for other SDCRAA Airports.

REQUEST FOR PROPOSAL

PARKING MANAGEMENT SERVICES
For San Diego International Airport



Submitted by:



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ace parking

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A. Cover Letter

June 10, 2011

Mr. Larry Rodriguez
Sr. Procurement Analyst
San Diego County Regional Airport Authority
Commuter Terminal, 3rd Floor
3225 North Harbor Drive
San Diego, CA 92101

Re: Parking Management Services – RFP

Dear Mr. Rodriguez,
We are extremely pleased to have this opportunity to present our Proposal for the Parking Management Services at the San Diego International Airport. We truly believe that only Ace Parking can provide you with the level of commitment, dedication and customer service that the Airport's management and its customers have become quite accustomed to over the past 35 years. **Ace Parking/LPI has been a very proactive partner with the Airport's management team. Our proactive nature sets us apart from other companies in the industry who provide a 'caretaker' approach to their service. We are your provider, your partner, your consultant and will continue to lead the way for you to run a more efficient operation.** We think that our record of success warrants Ace Parking in receiving the opportunity to continue with the successful management of the parking operations at the San Diego International Airport.

We fully understand what San Diego International Airport is expecting from its parking management provider. The highlights of this proposal and the reasons we believe we can provide the best parking management services for the San Diego International Airport are as follows:

1. **Locally Business Enterprise**
   Ace Parking is the only company submitting a proposal that provides the Airport with a **true Local Business Enterprise (LBE)**. We are one of the top 5 largest parking companies in the United States. Of the companies proposing, we are the only one headquartered in San Diego. Our local proximity to the Airport means that our employees receive immediate corporate support and access to the training, auditing and accounting departments, as well as our executives. **San Diego International Airport is our Airport, San Diego is our community and we take great local pride in being the very best and serving yours and our clients and customers.** We have nearly 3,000 employees in San Diego, with over 400 managers, 30 auditors and 20 member services support staff that are here to satisfy all of the parking and transportation needs of the Airport. **No company can provide this high level of attention in San Diego.** Having a local partner gives the Airport the following advantages:

   a. Comprehensive Annual Audit done by our Audit Department
   b. Executives involved with the construction and development projects at the Airport

c. Semi-annual customer service training from Member Services
d. Consulting and equipment recommendations
e. Operational recommendations and evaluations

2. Proactive Management versus Caretaking Management

We view parking challenges as an opportunity to improve our performance. When we proposed valet service at the Airport more than 7 years ago, it was looked at as an amenity to visitors; but determined not worth the headache or the cost and risk. We encountered many hurdles prior to it finally becoming a reality. Without a doubt, we all can all look back at the effort put in by all sides and agree the valet service has become a **fantastic service asset and revenue generator** for the Airport. We are very proud to have had the opportunity to help make the valet service so successful. **It is on pace to generate more than $3,000,000 in gross revenues**.

Our proactive approach is not a new concept with Ace Parking and the Airport. We have brought many recommendations to the Airport over the years. Some of these recommendations include the current credit card exit lanes, parking rate increase recommendations and internal customer service carts. The credit card express lanes allowed us to cut cashier staffing levels at the Terminal 1 & 2 parking facilities by approximately of 32 hours per day. This resulted in annual payroll savings of over $175,000 per year. Our recommendations for rate increases has allowed the Airport to make millions of dollars in additional income annually and has allowed the Airport to continue to see its parking revenues grow while other Airports saw dramatic drops in income starting in 2009.

3. Management Fee and Operating Budgets

We have included all of the expenses that are required to be in the proposed management fee. Costs including worker's comp insurance and liability insurance could cause there to be huge swings in the amount each proposer provides in their proposal. In many cases the factors will be related to the amount of labor that each proposer has proposed in their operating budgets. **If they have grossly under projected labor costs, then it is very likely that they grossly underbid their insurance component of their proposed management fees**. We are prepared to present the Airport with the makeup of all of our components of our entire management fee, if so requested. We have nothing to hide. We know the operation and have no problem providing this. This is how we believe a long term partnership should work.

When reviewing the fees and budgets proposed by all companies, we hope that the Airport realizes Ace Parking has presented **real numbers**, **that meets the requirements of the RFP**—not numbers that are meant to falsely entice the Airport in to choosing a particular firm.

4. Ace Parking's Onsite Management Team has over 70 years of site specific parking management experience

Over the last 20+ years our team has strived to succeed and work with the Airport's staff. Mike DeGraffenreid knows the ins and outs of your Airport and its parking challenges better than anyone else. He and his team have worked through the Airport's past and future growing pains and is now an integral part of your team on the future projects that

are coming on line. Our local team is supported by Steve Burton the President of Ace Parking and the head of its Airport Parking Division a 27 year parking professional. Steve has also been actively involved in the day to day operations as well as the past, present and future projects. Ace Parking knows that you will not receive this level of management competency and corporate support from our competitors.

Ace Parking's Management Team		
Name	**Title**	**Years of Experience**
Mike DeGraffenreid	General Manager	11
Wendell Tanks	Assistant General Manager	17
David Gonzalez	Operations Manager	18
Anne Tamashiro	San Park Pacific Hwy. Mgr.	6
Zach Woodward	Valet/CSR Manager	4
Lisetta D'Orazio	Senior HR Generalist	15
	TOTAL:	**71**

5. Ace Parking has been a Team Member to the Airport Through all of the Expansion Projects over years.

Ace Parking and our team has been an integral part of the Airport's construction programs. We have helped in every aspect of the construction that is currently going on at the Airport as well as we have been involved with multiple projects in the past. Our team has anticipated and planned for how the minimize the disruption to the customers, who are most impacted by the construction. You construction company has provided us with a letter of recommendation to the efforts we have made. We have also been involved in major construction projects at every Airport we manage. This expertise has been utilized to the benefit of the Airport in San Diego. With the construction projects currently underway and the knowledge and success that Ace Parking brings to the Airport, we truly hope that the Airport decides to not make a change in the parking management at this time.

6. Ace Parking's Proposed Marketing and Enhancement Plan

Within our operating plan, we have enclosed a proposed enhancement plan for the Airport's consideration. The recommendations will increase revenues, reduce operating expenses, increase profitability, improve customer service and assist the Airport in achieving environmentally friendly and sustainable practices from the parking operations. In our proposal we have expanded on this plan and added many programs that the Airport should consider. For additional information on our enhancements, please go to pages 125 thru 143 in the proposal.

Enhancement	Benefit
Restriping T1 lot Adds 130 spaces	**$1,000,000 plus** in additional parking income & enhance customer service
Credit Card Express Out Lanes all facilities	**$450,000** in annual payroll savings annually
Installation of Solar Energy Canopies & Premium Priced Covered Parking T1 & T2 Lots	**$400,000** in additional parking Sustainability thru clean energy

Taxi Staging & Hold Lot Monitoring System	**$37,000 cost** – Ace Parking to pay for as part of our proposal
Mobile License Plate Recognition Inventory System	**$115,000** in annual payroll savings annually
AVPM Automated Valet System	**$81,000** cost for the system
New ZEAG System San Park Pacific	**$288,000** cost Improved reporting, PCI compliance, ties into rest of Airport's parking system,
Valet Concierge Services	**$12,000** in income to Airport & increased customer services
Overhead lighted message sign San Park Pacific Hwy	**$110,000** + increased revenues annually - Increased visibility
Airport Marketing Plan & VIP Parker Program	**$1,000,000 to $1,500,000** in additional revenues
Sustainability Programs	Green Initiatives

Some of our marketing and enhancements items are exclusive to Ace Parking and will provide Airport with a distinct advantage if Ace Parking is retained. In the marketing section within the operating plan we discuss in more detail each of the items listed below.

a. Internet /Social Media Target Marketing Plan
b. Southwest Airlines Frequent Flyer Program
c. On-line Boarding Pass Tag Couponing (Sojern)
d. Utilization of Airport Parking Reservation Sites
e. On-line Discounted Parking Rates & Coupons
f. Frequent Parker Programs
g. Costar Tennant Direct Marketing
h. Gottapark
i. Valet Marketing program to Ace Parking's customer base

7. **ACDBE Vendors** - $457,000 on an annual basis

Ace Parking has long been a part of the business community supporting qualified ACDBE service vendors and suppliers. As a company we do millions of dollars of business with companies that fall in this category. At the Airport, we have 13 companies that are ACDBE certified and can help the Airport achieve its goals. These companies represent $457,000 in our annual operating costs. Ace Parking works with these companies not because they are ACDBE certified; but rather because they are very good at what they do and price sensitive to budget our goals.

8. **Sustainability and Ecologically Friendly Parking Operations**

Ace Parking is committed to making its parking operations sustainable and eco-friendly. We have included potential programs in our enhancement section that speaks to sustainability programs we are recommending the Airport allow us to implement in the parking operations. This is something we are committed to and we know the Airport is as well. We want to help you meet the goals that have been outlined in AB32 and the Airport's Sustainability Program.

Ace Parking has reviewed the Contractor agreement included with the RFP. Based on the response to questions and clarifications we do have a couple of modifications or considerations we would like the Airport to consider. They have been provided in Attachment F.

Ace Parking is the incumbent parking manager of the Airport's parking operations, CSR's and valet program there is no parking company more qualified to manage the current as well as the future parking needs the Airport is looking for in the scope of work. We have successfully managed the Airport's parking operations as Ace Parking and LPI for over 35 years. We know the operations, the customers and the level of service required to manage the system. Our staff has nearly 60 years of experience actually managing the parking operations. No company, regardless of size, can match our abilities to provide parking management services to the San Diego International Airport. We have a clear understanding of and the commitment to meet the requirements of this RFP and Exhibit C.

Ace Parking's contact person for this proposal is as follows:

Steve Burton
President
645 Ash Street
San Diego, CA 92101

Office: 619 233 6624
Cell: 619 578 1646
Email: steve_burton@aceparking.com

As you review our Proposal, we are confident you will agree that Ace Parking is uniquely positioned to provide the operational expertise and the ongoing proactive commitment to provide the level of service the Airport has come to expect from its parking partner. We will bring to you our complete commitment and team management approach that has proven so successful during our long-term partnership.

Ace Parking is proposing to offer the Airport a discount on the pricing for the management fee proposed if we are successful in winning both the parking management and the shuttle management contracts. We will discuss the discount offer at the appropriate time.

We appreciate your time and consideration of our Proposal and look forward to future meetings with you.

Sincerely,

Steve Burton
President
steve_burton@aceparking.com

Keith Jones
Principal
keith_jones@aceparking.com

B. Worker Retention Program



Our company's greatest asset is truly our employees. The key to our success is that our team provides our clients, guests, and customers with in-depth knowledge and technical expertise from multi-disciplinary backgrounds encompassing a number of related fields.

Instead of considering workforce retention as an event, Ace Parking considers workforce retention as a process that includes assessment, intervention, and post assessment conducted in the context of continuous improvement. Retaining workers is not just about keeping an already knowledgeable and trained workforce or managing a diverse and multi-generation workforce. We believe that employee retention is all about encouraging people to commit themselves to an organization. Through employee retention, we have been able to lessen the additional expenses of hiring and training new people and at the same time build trust and commitment within coworkers; the result of which is happier, harder working employees.

A committed employee is extraordinarily valuable. As the incumbent parking provider for the San Diego airport, Ace Parking understands what it takes to retain employees. We have been able to retain our employees simply by meeting their key needs: paying attention to people at all levels; trusting and being trusted; tolerating individuality; providing training and development opportunities and creating a blame-free, can-do culture. It boils down to the fact that when we gain the trust and commitment of employees, they establish employee retention.

Incumbent workers can be valuable because they understand the company culture but also the requirements and expectations of the Airport Authority. They have a history with the Airport, but also bring a fresh perspective from additional training and development provided by Ace. Through upgraded skills training and continued development of new skills and strategies, employees are able to achieve success in their existing setting and support the aims and mission of both Ace and the airport. Retaining employees who have the skills needed is not only the right thing to do, it's good for business.

However, we do not see retaining employees simply as the strategy of choice because it is cost effective and easy. The decision to retain an employee is based on good job fit — that the employee has the right skills for the right job and can continue to provide the service levels expected by both Ace and the airport. We will continually assess employee performance in this area and hold them accountable to the performance standards required. In addition:

1. It is our intent to retain incumbent employees who have been employed with Ace for the preceding twelve (12) months as required by the Worker Retention plan; however, incumbent and new employees will be evaluated for job fit within a ninety (90) period and thereafter. Ace Parking continuously evaluates our employees on a

formal and informal basis by documenting employees' accomplishments, strengths, weaknesses and professional goals. We will continue to set the bar for what employees must do to meet or exceed job expectations.

2. During the 90 day period, managers will provide informal feedback on a regular basis, notating employee needs as well as accomplishments. Managers will also provide guidance to improve performance, enforce disciplinary policies, but also provide employee recognition and rewards during this time period. At the culmination of the 90 day evaluation period, managers will conduct a formal assessment and identify training and professional development needs or refer transitioning employees for outplacement assistance. Ace Parking is committed to career advancement and mentorship for all employees, especially incumbent workers. We incentivize and support employees' mentorship and career advancement activities through on-the-job training and continued professional development.

3. Ace Parking understands that in our current economic structures, we can continue to support the airport's operations by taking advantage of the economies of scale. By pooling our current workforce by classifications, we can take advantage of incumbent specialization and knowledge spillovers, creating a strong specially-skilled workforce. In turn, incumbent workers will find it advantageous to be in a pooled classification as this minimizes the risk from a layoff and creates additional opportunities for advancement. Ace Parking's goal is to support the pooling of incumbent workers to ensure that workers achieve the specialization (through skill development) necessary to move into higher paying jobs.

4. Ace Parking will maintain a preferential hiring list of incumbent employees not initially retained and will identify those employees who require additional training and development or outplacement assistance if performance expectations cannot be met within the ninety (90) day evaluation period or when the six (6) months pooling period expired, whichever is later.

As the current parking provider and partner to the airport, Ace Parking understands what it takes to retain staff and keep them motivated and engaged so that they can continue to provide effective contributions to both the airport and the company. Providing good pay and worker-friendly benefits are only two of the many foundational principles for employee retention. It begins with selecting the right person in the first place, getting new employees off to a great start, and coaching and rewarding them to sustain commitment.

But, we also understand that retention is not affected so much by the things we do as a company as the things we are as a company. Realizing this, to a small degree, Ace Parking's senior management team has tried to create many things they thought would be good for employee retention, such as casual office Fridays; flex time; company-paid pizza lunches; drinks, cheese, and nachos on Friday afternoons; cookies and prizes at meetings, and on and on. We created what we call the "Dirty Dozen" of employee retention principles and incorporated this as part of our corporate culture:

a) **Hire only the best people**
Great companies are, for the most part, made up of great employees. People join an organization because of the quality of the staff already in place. We understand this point and striving to hire only the best people as a company standard.

b) **Work to make sure employees are satisfied with their jobs.** Ace Parking creates reasons for people to join our organization and to stay. We see to it that they enjoy their jobs, their responsibilities, and their possible career paths. We offer ongoing feedback so employees know if they are meeting expectations. Above all else, we make certain to communicate with new employees on a regular basis. We train our managers to set goals, coach, and give them every opportunity to succeed. Managers meet one-on-one with each new employee at least once a week for a few months to review progress and address concerns that arise both for the employee and/or the manager. This approach makes new employees feel valued; motivated to do their best, and take pride in being part of a successful organization.

c) **We advertise that we want the best.** We make every effort to inform our employees that we are always on the lookout for exceptional talent and not just trying to fill open positions. If a stellar candidate applies and there is no position for that candidate, we figure out a way to create a place because brilliance and ability demand a place. We believe that it is more effective to change the position to fit the person than the other way around (people don't change all that easily). This is our commitment to hiring the best and seeking excellence.

d) **Develop your employees.** Exceptional employees want to become even better. We assist them by developing them in the following ways:
   - Providing a comprehensive career advancement program.
   - Utilizing mentoring and coaching where appropriate.
   - Allowing employees to move in different directions within the organization (this develops perspective).
   - Always looking within before you look outside to promote.

e) **Create an atmosphere where fun is valued.** Work can be tiring, stressful, competitive, and demanding. This is all the more reason to provide some diversion in the workplace. We survey employees on their sense of fun in the workplace and appoint a committee to institute "fun" programs to motivate and engage employees further.

f) **We get to know our employees.** Ace Parking recognizes the key role our employees play by a sense of belonging and community within the organization. Although we are a large company, we make every effort to get to know our employees, their opinions on their work, and their family and kids. We like to regard our employees as people, not only as workers in our organization. Our Member Services' team spends 25% of their time out in the field, meeting and talking to employees. Our managers enforce communications programs', manage by walking around, and ensure that messages are consistent. The company offers executive chats and group breakfasts, town hall meetings, lunch with senior management, and other social activities.

g) **Communicate often and honestly.** We have set the tone at the senior management level and continuously strive to work on our communication. Regardless of the message, we try to communicate often and effectively. An informed workforce is more effective than an uninformed workforce.

h) **We make sure our leaders lead.** Our management positions are all about leadership, working with our team to set goals and drive the process to achieve corporate

objectives. We understand that our staff watches us very closely, and that they have invested their careers, mortgages, futures, and trust in our capable hands and we make certain that we earn that trust every day. As employees settle into the organization, they do far less listening to what we say and far more watching of what we do, since today's employees are probably the most savvy and sophisticated of all time. Our managers are trained to lead with courage, conviction, and integrity.

i) **We compensate our employees equitably.** Compensation is extremely important. It buys all the things people need, and more to the point, it buys all the things people want. It reinforces their sense of value and worth to the organization. Compensation is not the most important element in employment, but we understand that employees want to feel good about their compensation package; no one wants to feel underpaid. As such, we work collaboratively with the union to ensure that we are meeting employees' needs.

j) **Learning and Development.** Training is often seen as a perk, but at Ace, we view it as an essential investment in the intellectual capital of the organization. Training, coaching, developmental assignments and job rotation programs send a clear message that we are seeking to establish a long-term relationship with our team members. Our Managers help our employees shape and direct their careers, so they can gain experience within the company rather than outside it. Managers are trained to identify good performers early, use their talents, listen to their ideas and increase their responsibilities, but also mentor their career development activities. We offer the following activities:

- Development plans
- Line of sight career growth
- Learning to enhance current skills or to develop additional skills
- Competency training
- Computer training
- Use of mentors

k) **Recognition Programs.** For most individuals, a significant portion of their motivation is derived from the recognition they receive from their managers for a job well done and the feeling that they are truly an important part of the organization. We have instituted programs that allow managers to recognize and reward outstanding or exemplary performance, such as:

- Non-monetary rewards (e.g. birthday cards, tickets)
- Awards
- Monetary rewards / bonuses
- Basic recognition activities such as saying "thank you" and the "reinforcing memo"
- A 'take your spouse out for dinner' voucher for $100.

l) **Performance Measurement.** Feedback is important to everyone and we provide feedback to our team often, utilizing:

- Persistent and accurate feedback
- Annual 'traditional' performance appraisals
- Weekly and monthly frequent appraisals
- 360-degree performance assessment

Ace Parking is dedicated to supporting employees and providing a positive harmonious work environment. Teamsters Local No. 481 has recognized our dedication by writing a letter of recommendation for Ace Parking. Please see below.

AUTOMOTIVE AND ALLIED INDUSTRIES EMPLOYEES
OF SAN DIEGO COUNTY

Teamsters Local No. 481

AFFILIATED WITH INTERNATIONAL BROTHERHOOD OF TEAMSTERS

2840 ADAMS AVENUE, ROOM 202, SAN DIEGO, CALIFORNIA 92116-1495 • PHONE (619) 282-2187 • FAX (619) 284-0481

VICTOR TORRES
SECRETARY-TREASURER

May 5, 2011

TO WHOM IT MAY CONCERN:

I have known Mike DeGraffenreid and his predecessors at Lindbergh Parking, Inc., since 1994. In that time I have always found Mr. DeGraffenreid to be very professional, trustworthy and fair in his dealings with our membership.

Although we have not always agreed on Labor-Management issues he has always looked at what is best for his customers and his employees. In my opinion and based on my dealings with Mr. DeGraffenreid and Lindbergh Parking, Inc. it would be in the **best interest of San Diego, my Teamster members and the Airport Authority**, as well, to renew Lindbergh Parking, Inc.'s contract with the Airport Authority concerning airport operations at Lindbergh Field.

Please do not hesitate to call the undersigned if you should have any questions.

Sincerely,

Victor D. Torres
Secretary-Treasurer
Teamsters Local Union #481

VDT/ha

C. Attachments

Starting on the next page, please see the following attachments:

1. **Attachment A – Business Organization Statement;**
2. **Attachment B – Affidavit of non-Collusion;**
3. **Attachment C – Equal Employment Opportunity;**
4. **Attachment D – Small and Local Business Eligibility Statement;**
5. **Attachment E – Policy 5.12 Small Business Preference Verification Certificate (if applicable)**
6. **Attachment F – Exceptions to Agreement**, if needed, Respondent must create this attachment. See Part 1, Section F. Authority's Standard Agreement, above for directions.

Part 8. ATTACHMENTS

Attachment A - Business Organization Statement

Ace Parking Management Inc.

Company (or Individual) Legal Name: (Exactly as it is to appear on the Agreement)

Steve Burton, President

Name and Title: (of individual authorized to execute the Agreement on behalf of Respondent)

645 Ash Street	San Diego	CA	92101
Agreement Mailing Address:	City:	State:	Zip:

619-233-6624	619-233-0741	steve_burton@aceparking.com
Telephone Number:	FAX Number:	Email:

California Corporation

Business Type, if applicable, include State where incorporated, (i.e., a California Corporation, a Nevada Limited Partnership, a Sole Proprietor, etc.).

If using a fictitious business name ("DBA") state name and provide evidence of Cal. Bus. & Prof. Code §17900 *et seq.* compliance:

Addenda: By my signature below I acknowledge receipt of all addenda, if any. Addenda are located in this RFP's addenda section on the Authority's website. State the addenda number(s), if any, you have received: Addendum No. 1 and Questions and Answers Document No. 1

Debarment: Have you or your firm ever been debarred from doing business with any government entity? **Yes** ____ **No** x

If the answer is "YES," please provide information regarding each debarment by listing on an attached paper the following information; (1) debarring government entity; (2) dates of debarment; and, (3) reason of debarment.

If Partnership, Partnership Name(s): _____

If Partnership, has it done business in California? _____ Yes _____ No

Is Partnership Agreement Recorded? _____ Yes _____ No

Partnership Information: _____

Date Book Page County State

If Joint Venture, Joint Venture Name(s): _____

If Joint Venture, has it done business in California? _____ Yes _____ No

Is Joint Venture Agreement Recorded? _____ Yes _____ No

Joint Venture Information: _____

Date Book Page County State



Signature:

President

Title:

Steve Burton

Print Name:

06/10/2011

Date:

Attachment B - Affidavit of Non-Collusion

AFFIDAVIT OF NON-COLLUSION TO ACCOMPANY PROPOSAL

State of California)

County of San Diego)

Steve Burton, being first duly sworn, deposes and states:
Name of Affiant

That he/she is President
Title

of Ace Parking Management, Inc.,
Name of Respondent

and submits herewith the attached Proposal to the San Diego County Regional Airport Authority; that the Proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization or corporation; that the Proposal is genuine and not collusive or a sham; that the Respondent has not directly or indirectly induced or solicited any other Respondent to put in a false or sham Proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any Respondent or anyone else to put in a sham Proposal, or that anyone shall refrain from proposing; that the Respondent has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the Proposal price of the Respondent or any other Respondent, or to fix any overhead, profit, or cost element of the proposed price, or of that of any other Respondent, or to secure any advantage against the public body awarding the Agreement of anyone interested in the proposed Agreement; that all statements contained in the Proposal are true; and, further, that the Respondent has not, directly or indirectly, submitted his/her/its proposed price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto; that Respondent has not paid, and will not pay, any fee to any corporation, partnership, company association, organization, or to any member or agent thereof, to effectuate a collusive or sham Proposal. Respondent further swears under penalty of perjury that all information in this Proposal and this Affidavit is correct.

Dated: June 9, 20 11.

Signature of Affiant

Subscribed and sworn to (or affirmed) before me on this 9 day of June, 20 11,

Steve Burton
Name of Signer

proved to me on the basis of satisfactory evidence to be the person who appeared before me.

Signature of Notary Public

CSC1 R. SHACKLETT COMM. #1881434 NOTARY PUBLIC-CALIFORNIA SAN DIEGO COUNTY My Commission Expires MARCH 1, 2014 CSC1

Place seal here.

WARNING: Proposals will not be considered unless this Affidavit is fully executed, including the affidavit of a Notary and Notary Seal.

Attachment C- Equal Employment Opportunity

You may acquire the race/ethnic and gender information necessary for this report either by visual surveys of the work force, or from post-employment records as to the identity of employees. Eliciting information on the race/ethnic identity of an employee by direct inquiry is not encouraged. *Submission of the following information is voluntary and will not affect any contracting decision.

A. **Corporate Work Force** refers to the number of persons employed by a corporation or business including all departments or office. All full-time and or part-time employees must be reported.

A. Corporate Work Force

			Male						Female				
Job Group	White	Black	Hispanic	Asian Pacific	American Indian	Two or More	White	Black	Hispanic	Asian Pacific	American Indian	Two or More	Totals
Officials/Managers	108	12	35	18	0	6	17	3	9	8	0	3	219
Professional/Office Staff	158	156	131	74	2	28	154	202	158	50	11	35	1,159
Skilled/Unskilled Staff	766	353	478	246	8	125	89	111	101	17	7	35	2,336
Total	1,032	521	644	338	10	159	260	316	268	75	18	73	3,714

B. **Project Workforce** refers to the number of persons employed by a corporation or business who are assigned to work pertaining to this RFP. All full-time and /or part-time employees must be reported.

B. Project Workforce

			Male						Female				
Job Group	White	Black	Hispanic	Asian Pacific	American Indian	Two or More	White	Black	Hispanic	Asian Pacific	American Indian	Two or More	Totals
Officials/Managers	2	1	1	0	0	0	1	0	0	1	0	0	6
Professional/Office Staff	3	0	10	4	0	0	0	1	5	2	0	0	25
Skilled/Unskilled Staff	14	23	23	18	0	6	8	16	16	19	0	2	145
Total	19	24	34	22	0	6	9	17	21	22	0	2	176

Ace Parking Management, Inc.
Company Name:

Signature:

President
Title:

Steve Burton
Print Name:

06/10/2011
Date:

EQUAL EMPLOYMENT OPPORTUNITY

Non-Discrimination

Ace Parking is committed to providing equal employment opportunity for applicants and team members. The company does not discriminate against qualified team members or applicants because of race, color, religion, sex, gender identity, pregnancy, national origin, ancestry, citizenship, veteran status, age, marital status, physical disability, mental disability, medical condition, sexual orientation, or any other characteristic protected by state or federal law. Equal employment opportunity will be extended to all persons in all aspects of the employer-team member relationship, including recruitment, hiring, training, promotions and transfers, compensation, benefits, social and recreational programs, layoff, recall and termination. The company also makes reasonable accommodation for the known physical or mental disability or known medical condition of a qualified individual, consistent with its legal obligations to do so.

Reasonable Accommodation

As part of its commitment to make reasonable accommodations, the company also wishes to participate in a timely, good faith, interactive process with the disabled applicant or team member to determine effective reasonable accommodations, if any that can be made in response to a request for accommodations. Applicants and team members are invited to identify reasonable accommodations that can be made to assist them to perform the essential functions of the position they seek or occupy. They should contact the Human Resources Department as soon as possible to request the opportunity to participate in a timely interactive process. By working together in good faith, the company hopes to implement any reasonable accommodations that are appropriate and consistent with its legal obligations.

Attachment D – Small and Local Business Eligibility Statement

Certification of Eligibility for Small Business Participation: The Authority is committed to maximizing opportunities for qualified certified small businesses to compete for and be awarded Authority agreements. The Authority's small business preference programs are found in Authority Policy 5.12 and Policy 5.14.

Eligibility as a Small Business: Check the applicable box.

A. Enrolled in the Authority's Bonding and Contract Financing Assistance Program which requires verification by Authority staff that the firm meets Small Business Administration (SBA) size standards, or

B. Possesses a certification by a California public agency that verifies the firm is within SBA size standards.

C. Not eligible for consideration as a Certified Small Business

If applicable, state the date your business was enrolled in the Authority's Bonding and Contract Financing Assistance Program: _____

If applicable, identify the Small Business Certification Agency: _____

If applicable, provide the Small Business Certification Number: _____

Documentation of Eligibility for Local Business Participation: The Authority is committed to maximizing opportunities for local businesses to compete for and be awarded Authority agreements. The Authority's local business opportunity program is found in Authority Policy 5.13 *Local Businesses Opportunities.*

A. **Eligibility for Local Business Opportunity Program:** Pursuant to Authority Policy 5.13, a qualified local business must meet ALL of the following criteria:

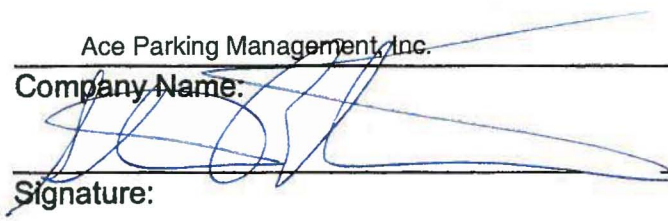
1) Have a valid business certificate issued by San Diego County, or a valid business license issued by a city within San Diego County; and

2) Have twenty-five percent (25%) of its workforce based in the local office residing in San Diego County; and

3) Be headquartered or have a physical commercial address located within the limits of San Diego County for a minimum of six (6) months prior to the release of the solicitation for which a business responds as a local business participant. (U.S. Post Office boxes are not verifiable and shall not be considered for the purpose of this definition).

Does your firm meet all of the qualified local business criteria above? **Yes** X **No**____

Ace Parking Management, Inc.
Company Name:



President
Signature: Title:

Steve Burton
Print Name:

06/10/2011
Date:

Attachment E – Policy 5.12 Small Business Preference Verification Certificate

The San Diego County Regional Airport Authority Small Business Preference is applicable to this solicitation. (Refer to Authority Policy 5.12 and Attachment D of the solicitation document for details.) Any business claiming to be eligible for the small business preference shall so certify in writing. Businesses that qualify for the Authority's small business preference must complete this "Small Business Preference Verification Certificate" and submit it as a part of their solicitation response. Late submittals of the "Small Business Preference Verification" will not be considered.

The Director of Procurement shall not be required to verify the accuracy or any such certifications. Any person or business falsely claiming to be a small business under this section shall be ineligible to transact any business with the Authority for a period of not less than three (3) months and not more than twelve (12) months as determined in the sole discretion of the Authority. The Authority shall also have the right to terminate all or any part of any agreement entered into with such person or business.

Qualified small businesses desiring consideration under the San Diego County Regional Airport Authority's Preference to Small Businesses (Authority Policy 5.12) must complete the following and submit it with their response:

I N/A, _____
(Name) (Title)

of / for certify that _____
(Name of Business)

is a Small Business as defined under Authority Policy 5.12 and 5.14.

N/A

_____ _____
Signature: Title:

_____ _____
Print Name: Date:

Attachment F

Ace Parking's Commercial Liability Insurance Policy has a $100,000 deductible. The Airport's Agreement states it can only be $25,000 unless it is pre-approved by the Authority. We just want the Airport Authority to be aware of this difference. Since we are responsible for all insurance coverage including deductibles this is not an issue. Ace Parking has an internal funding mechanism set up for paying all deductible amounts from $1.00 to $100,000.

We have no other issues with the Agreement.

D. Evaluation Criteria

1. *Experience and Qualifications*

For 60 years, our only business has been the operation of parking facilities. Currently, we operate every conceivable type of parking application from airports, shuttle bus operations, regional and downtown office complexes, hotels and hospitals, to shopping and entertainment centers, stadiums and arenas. We pride ourselves on our ability to find creative solutions to the growing complexities of today's parking problems while maximizing the parking revenues for our clients.

We have extensive experience in revenue control systems planning, design, and operations specific to multiple site parking operations such as yours. Ace Parking has a proven track record of successful management and an experienced management team to support all airport parking operations. We were involved with the purchase and installation of San Diego International Airport's last two revenue control systems. We know Zeag/CTR revenue control systems better than most of our competitors. To date, we have been working with their systems for over 15 years.

Specific Experience
For almost 40 years, Ace Parking has been involved with airport parking operations. The experience and knowledge we have gained at these facilities assists us in managing your operation in the very best way possible. Parking operations that we currently manage or have managed in the past that point out our expertise and experience and meet or exceed your requirements include the following:

San Diego International Airport
Self and Valet Parking, Ground Transportation Dispatch and Airport Shuttles

Years Operated	40
Number of Parking Stalls	10,109
Average Annual Revenue	$32,000,000
Valet Service	Yes
CSR's – Taxi Starters	Yes
Shuttle Buses	29
Revenue Control System	Zeag/CTR



Tucson International Airport
Parking and Shuttle Operations

Years Operated	1993 to present
Number of Parking Stalls	8,431
Average Annual Revenue	$6,000,000
Shuttle Buses	5
Revenue Control System	Scheidt & Bachmann



Phoenix Sky Harbor International Airport
Parking and Ground Transportation Dispatch

Operations Years Operated	2000 to present
Number of Parking Stalls	30,000



Average Annual Revenue $75,000,000
CSR's – Taxi Starters Yes
Shuttle Buses 0
Revenue Control System Scheidt & Bachmann

Portland International Airport
Parking, Ground Transportation, Shuttles
Years Operated 1991 to 2006
Number of Parking Stalls 12,650
Average Annual Revenue $36,000,000
CSR's – Taxi Starters Yes
Shuttle Buses 0
Revenue Control System Scheidt & Bachmann



Palm Springs International Airport
Parking, Ground Transportation and Shuttles
Years Operated 2005 to present
Number of Parking Stalls 1,500
Average Annual Revenue $2,200,000
CSR's – Taxi Starters Yes
Shuttle Buses 2
Revenue Control System Amano McGann



We have extensive experience in operating on-airport shuttle and parking operations as well as off-airport park & fly shuttle operations. Some of our experience is detailed below:

Facility	Number of Stalls	Number of Shuttles	Years Operated	Number of Employees	Gross Revenues
San Diego International Airport	7,400	29	36	180	$32MM
Tucson International Airport Economy Shuttles	8,400	5	16+	40	$6MM
Phoenix Sky Harbor Airport	25,000	0	10	250	$75MM
Palm Springs International Airport	1,500	2	5	20	$2.2MM
Portland International Airport	13,000	0	15	150	$36MM
Bob Hope International Airport	3,250	8	5	50	$12MM
QuickPark LAX	5,000	8	10	47	$8.2MM
Seattle Int'l Airport SeaTac Park and Fly	1,170	10	6	24	Confidential
LAX Airport Car Barn Airport Parking	2,600	10	4	35	$6MM
Los Angeles QuikPark Airport Express	800	6	5	30	$1.5MM
Oakland QuikPark Airport Express	526	5	12	12	$1MM
IAH AirPark Park and Fly	1,150	8	5	39	$3MM

Partial Listing of On-line Parking System Experience

Facility	Type of System	No of years
San Diego International Airport	Zeag	18
Tucson International Airport	Scheidt & Bachmann	2
Phoenix Sky Harbor Airport	Scheidt & Bachmann	10
Portland International Airport	Scheidt & Bachmann	7
Palm Springs International Airport	Amano McGann	5
Irvine Companies (32 locations)	Amano McGann	3
Horton Plaza	Amano McGann	3
Ghiradelli Square	DataPark	6
Hobby Center Houston	Federal APD	2
300 Capital Mall Sacramento	GMG	0.5
San Jose Doubletree	WPS	5
Oakland QuikPark	WPS	1

Ace Parking is considered an expert in the implementation and operation of Zeag/CTR parking systems. For the past 36 years, Ace Parking has worked with San Diego International Airport to ensure the revenue control system provides the controls and reporting capabilities to meet all your needs.

Home Office Support/Relationship

Ace Parking Management has the unique advantage of being based in San Diego. As such, you will have direct access to ownership, and all corporate officers at any time, and we will be able to immediately respond to your needs in person if necessary. This is something the larger, national companies will not be able to do. Additionally, as you can see from the corporate organizational chart below, we have a tremendous amount of parking management experience that has been, and will continue to be very beneficial to SDIA.

Ace Parking's Management Team		
Name	**Title**	**Years of Experience**
Steve Burton	President	27
Scott Jones	Chairman & Owner	40
Keith Jones	Managing Principal	8
John Baumgardner	CEO & Vice Chairman	25
Brian Gansert	President, Operations	15
Jon Gjerset	Chief Information Officer	20
Ross Seibert	Chief Financial Officer	25
Tracy Hicks	Senior Audit Manager	15
Michelle Dente	VP Human Resources	21

Executive Support Management Team

The unique aspect Ace Parking brings to any parking opportunity is its unsurpassed experience and executive involvement. Our corporate executive support team, which has over 200 years of combined experience to draw from, is available to assist in the management of your parking operation. You will enjoy direct involvement and support from John Baumgardner, CEO, Steve Burton, President and Brian Gansert, President of Operations. The following key executives in the company will continue to be involved on an ongoing basis in the management and oversight of your parking operation. Brief bios on our key executive support team are listed below.

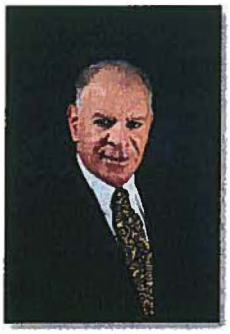
Steve Burton, President



With nearly three decades of experience, Steve is one of the parking industry's top executives. Steve joined Ace Parking in 1989 and is currently President of the company. Under Steve's guidance, Ace Parking started a separate Airport Division. This division began to take shape in and grow in 1991. Steve has been intimately involved with the San Diego International Airport since 1990 and will continue in his executive support role for SDIA and the Airport. He is also responsible for all of Ace Parking's new business development and marketing efforts.

In addition to his business development role, Steve has been involved in the opening and operating of almost every key project Ace Parking has obtained over the last 21 years. Prior to joining Ace Parking, Steve worked in several parking markets for Central Parking System. His experience includes the management, operations and consulting of every type of parking facility. Steve is a University of Iowa graduate.

Scott A. Jones, Chairman & Owner



With more than three decades of experience, Scott Jones became President of Ace Parking Management, Inc. in 1981 and currently serves as owner and chairman. After graduating from Stanford in 1971, Scott Jones joined his father in the family business. Following his father's lead, Jones learned the parking business from top to bottom. He has done and can still do the job of any parking employee in the company. In addition, Jones has developed a special expertise in stadium, arena, and hotel parking operations. He has been retained to consult on many such operations.

Keith B. Jones, Managing Principal



Keith B. Jones is the Managing Principal of Ace Parking Management, Inc., a private company now in its 61st year and providing services to more than 350,000 customers per day. As the company's chief business agent, Keith has led the corporate strategy and operations for the company since 2004, including Ace Parking's expansion and evolution as the nation's premier parking company. In his role, Keith is responsible for the strategic and creative operational vision of the company, along with ensuring the company's growth and profitability and is deeply involved with the company's new business initiatives. Keith has been involved with Ace Parking from a very young age and

has worked countless hours at Ace Parking's many locations. His hands-on approach is proving to be a valued asset at all levels of Ace Parking's organization and he is committed to preserving and improving his family's business. Keith learned his strong work ethic from his father Scott and grandfather, Ace Parking's founder Evan Jones. Keith has instilled his father's values of quality, customer focus, teamwork and ethics into the Company. With an open-door policy, Keith is always approachable and enjoys consistently interacting with Ace Parking's clients and team members. Keith graduated from New York University with a degree in Philosophy and a minor in Business.

John Baumgardner, CEO & Vice Chairman



As CEO and Vice Chairman, John has the full authority of ownership to make the necessary business decisions regarding the operations of the company. He has been with Ace Parking for over 20 years and started as the company's chief internal auditor. John's background in auditing gives him an unequaled perspective when it comes to reviewing revenue control and operational expenses. John has been directly responsible for the development and creation of the best revenue control and audit department in the industry today. John has been instrumental in establishing our company's customer service programs. Through John's efforts, Ace Parking has increased the net income at newly acquired Ace facilities while raising the level of customer service.

Brian Gansert, President of Operations



Brian oversees Ace Parking's operations covering Airports, Special Events, Commercial, Retail and Surface Lot locations. With more than 10 years living and working abroad, Brian combines his international leadership skills with a focus on customer service and attention to detail. His hands-on approach from inception to execution, translates into successful parking operations that maximize revenue potential, as well as providing quality service to each and every customer. Brian received his Bachelor's degree from California State University Long Beach.

Brian Gansert directly oversees Ace Parking's Special Events operations including the parking and traffic control for the San Diego Chargers (Qualcomm Stadium facility with 18,500 parking spaces) and the Padres (multiple facilities for the 40,000 seat PETCO Park located in downtown San Diego). Brian also assists when we are opening new operations outside of San Diego.

Brian assisted in the opening of Oakland Coliseum in September, 2006 when Ace Parking was given less than 1-week notice to take over operations prior to a Raiders game. Fortunately, the Chargers were playing away that Sunday and we were able send Brian and a team to Oakland to assist in hiring and training over 100 employees in a few days time. Brian was also a part of the implementation team and was on-site during the initial 'kickoff' Spring Training season this year at the new Goodyear Ballpark to ensure the operation was a complete success.

Jon Gjerset, Chief Information Officer



As Chief Information Office, Jon is responsible for developing and implementing a wide range of corporate-level technology initiatives designed to enhance operational performance and streamline costs for Ace Parking. Jon is an innovative leader who brings more than 20 years of Information Technology experience to Ace Parking. Known for his IT prowess and operational experience, Jon joined Ace in 2007 and prior after working as Director of IT for Phogenix Imaging, a Kodak and HP joint venture which was a leading developer of retail photofinishing solutions based on inkjet technology. He also served at Pacific Communication Sciences Inc, and Nuera Communications, which pioneered the technology to move data and voice information over digital circuits. Jon holds a B.S. degree in Information Systems from San Diego State University and a collection of IT related certifications.

Ross Seibert, Chief Financial Officer



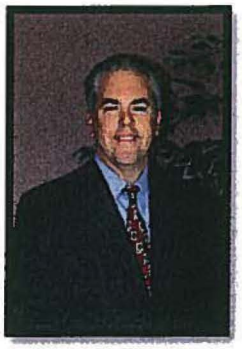
Ross is responsible for the accounting and financial functions for Ace Parking and has over 25 years of experience in these fields. Prior to joining Ace Parking, Ross served as a Chief Financial Officer for over 10 years with other companies and has been involved in all aspects of financial reporting, internal controls, information systems, budgeting and cash management. Prior to that, Ross spent 13 years with the public accounting firm Deloitte & Touche working with a variety of clients and transactions. Ross has also consulted with various companies assisting them with their financial transactions and reporting needs. Ross received his degree in Accounting from Indiana University and holds an MBA with an emphasis in Finance from San Diego State University.

Michelle Dente, Vice President, Human Resources



Michelle is responsible for providing leadership to the HR function and for strategic planning and organizational development. Michelle is an innovative and profit-driven human resources executive with over 20+ years experience in a variety of industries, cultures and locations. Her broad-based human resource generalist experience matched with her savvy business knowledge and skills offer a unique set of qualifications that make her an excellent addition to Ace Parking. Michelle has a B.S in management and a MBA in business administration from CSU Dominguez Hills, CA. She is also currently a doctoral candidate pursuing a PHD in education.

Tracy Hicks, Sr. Audit Manager



With over 15 years experience in audit procedures and revenue controls, Tracy has played an integral role in the growth of Ace Parking. Since joining the company in 1995, Tracy has helped develop most of the policies and procedures for revenue control and has implemented these controls at every type of facility, from manual attended lots to completely automated garages and heavily staffed sporting venues. With these controls in place, owners nearly always enjoy increases in revenue. The collection and proper accounting of revenues is paramount in the audit process. Tracy was in Dallas for the opening of the Dallas Convention Center contract in 2002 and was instrumental in establishing controls and procedures. Tracy graduated from San Diego State University and holds a Master's Degree in International Business.

2. Plan of Operation

For over 60 years, our only business has been the operation of parking facilities. Currently, we operate every conceivable type of parking application; from airports, shuttle bus operations, regional and downtown office complexes, hotels and hospitals, to shopping and entertainment centers, stadiums and arenas. We pride ourselves on our ability to find creative solutions to the growing complexities of today's parking problems while maximizing the parking revenues for our clients.

We have extensive experience in revenue control systems planning, design, and operations specific to multiple site parking operations such as yours. Ace Parking has a proven track record of successful management and an experienced management team to support all airport parking operations. We were involved with the purchase and installation of San Diego International Airport's last two revenue control systems. We know your Zeag/CTR revenue control system better than any of our competitors. To date, we have been working with their systems for over 15 years.

Ace Parking has a clear understanding of the operating standards and financial reporting required by the San Diego County Regional Airport Authority. As the largest parking operator in San Diego, we have the local expertise and resources needed to provide the best service possible for the SDCRAA and its customers. Additionally, ***Ace Parking Management has the unique advantage of being based in San Diego***. As such, you will have direct access to ownership, and all corporate officers at any time, and we will be able to immediately respond to your needs in person if necessary. This is something the larger, national companies will not be able to do.

Ace Parking only operates at the highest levels of professionalism, and our reputation has led us to become the one of the largest privately owned parking management companies in the United States. We take great pride in that fact, and are motivated on a daily basis to never stand pat. We have not been "caretakers" of your operation; we have continually made recommendations for improvement, and implemented changes that have saved SDCRAA hundreds of thousands of dollars through the years, while at the same time, improving customer service. We have changed and evolved over the years to ensure the San Diego International Airport customers continually receive the highest levels of service.

Operational Objectives
Ace Parking Management's general operational objectives are summarized in our mission statement:

By valuing our employees, listening to our clients, and operating under the ideals of moral integrity, quality, and accountability, we will lead the parking industry in service and financial results for our clients.

This mission statement is something all managers are very well aware of and held accountable to on a daily basis. In addition to the goals set forth in our mission statement, one of our most important goals at San Diego International Airport is to continue working closely with Airport staff and Green Build contractors to ensure that construction impacts on operations and revenues are kept to an absolute minimum.

Our General Manager Mike DeGraffenreid and his team have been an integral part of the construction process since the beginning and have developed close relationships with all personnel involved in the Green Build project. Our management team has worked to develop these relationships because we understand the success of this project largely depends on the ability to maintain positive, open lines of communication with everyone involved. This is something that should not be overlooked when selecting your next operator. As a testament to our work performance, please see the attached recommendation letter below:

May 31, 2011

To whom it may concern:

I have been working with the Ace Parking Management team at the San Diego International Airport since the beginning of the Contract- 2 Green Build construction project. General Manager Mike DeGraffenreid and his team have been very involved in the construction process and have worked closely with Kiewit/Sundt to ensure parking operations run smoothly, and customer service levels remain high. They have also been very flexible in terms of cooperating with construction management so that we are able to achieve our goals.

Sincerely,

Tim Howells
General Superintendent

KIEWIT SUNDT

3723 N. Harbor Drive
San Diego, CA 92101
Phone: 858-208-4285
Cell: 858-208-6753
Fax: 619-220-0188

There will certainly be a learning curve if a new operator is selected to take over this contract, and all decision makers should ask these questions; can we afford a learning curve during such an important time? How long will it take for a new operator to get up to speed? What impacts will there be to operations and revenues during this time? Will customer service be negatively impacted? Will the new operator ever be as proficient as we are in this area? ***We strongly feel that bringing in a new operator during such a critical time at SDIA is a risk the Airport Authority should not take.***

Additional operational objectives specific to a successful parking operation at SDIA include:

- Creating a safe and secure environment for all customers and employees
- Maintaining a talented and motivated management team
- Continually working to find innovative ways to maximize revenue
- Maintaining the highest levels of customer service
- Continually looking for ways to improve the parking operation through the use of new technology
- Maintaining excellent lines of communication with the SDCRAA
- Foster a diverse and positive working environment so that employees enjoy being part of the company.

- Using small and disadvantaged business enterprises whenever possible
- Accurate and complete reporting to SDCRAA

Specific Experience

For nearly 40 years, Ace Parking has been involved with airport parking operations. The experience and knowledge we have gained at these facilities assists us in managing your operation in the very best way possible. Parking operations that we currently manage or have managed in the past that highlight our experience and expertise include the following:

San Diego International Airport
Self and Valet Parking, Ground Transportation Dispatch and Airport Shuttles

Years Operated	40
Number of Parking Stalls	10,109
Average Annual Revenue	$32,000,000
Shuttle Buses	29
Revenue Control System	Zeag/CTR



Tucson International Airport
Parking and Shuttle Operations

Years Operated	1993 to present
Number of Parking Stalls	8,431
Average Annual Revenue	$6,000,000
Shuttle Buses	5
Revenue Control System	Scheidt & Bachmann



Phoenix Sky Harbor International Airport
Parking and Ground Transportation Dispatch

Operations Years Operated	2000 to present
Number of Parking Stalls	30,000
Average Annual Revenue	$75,000,000
Shuttle Buses	0
Revenue Control System	Scheidt & Bachmann



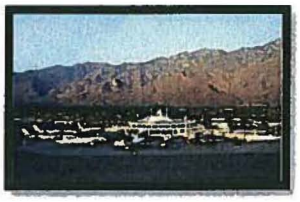
Portland International Airport
Parking, Ground Transportation Dispatch

Years Operated	1991 to 2006
Number of Parking Stalls	12,650
Average Annual Revenue	$36,000,000
Shuttle Buses	0
Revenue Control System	Scheidt & Bachmann



Palm Springs International Airport
Parking, Ground Transportation and Shuttles

Years Operated	2005 to present
Number of Parking Stalls	1,500
Average Annual Revenue	$2,200,000
Shuttle Buses	2
Revenue Control System	Amano McGann



While we have a tremendous amount of experience operating on-airport parking and shuttle operations, we also have extensive experience operating off-airport "Park & Fly" type parking and shuttle operations. Some of our experience is detailed below:

Facility	Number of Stalls	Number of Shuttles	Years Operated	Number of Employees	Gross Revenues
San Diego International Airport	7,400	29	36	180	$32MM
Tucson International Airport Economy Shuttles	8,400	5	16+	40	$6MM
Phoenix Sky Harbor Airport	25,000	0	10	250	$75MM
Palm Springs International Airport	1,500	2	5	20	$2.2MM
Portland International Airport	13,000	0	15	150	$36MM
Bob Hope International Airport	3,250	8	5	50	$12MM
QuickPark LAX	5,000	8	10	47	$8.2MM
Seattle Int'l Airport SeaTac Park and Fly	1,170	10	6	24	Confidential
LAX Airport Car Barn Airport Parking	2,600	10	4	35	$6MM
Los Angeles QuikPark Airport Express	800	6	5	30	$1.5MM
Oakland QuikPark Airport Express	526	5	12	12	$1MM
IAH AirPark Park and Fly	1,150	8	5	39	$3MM

Partial Listing of On-line Parking System Experience

Facility	Type of System	No of years
San Diego International Airport	Zeag	18
Tucson International Airport	Scheidt & Bachmann	3
Phoenix Sky Harbor Airport	Scheidt & Bachmann	11
Portland International Airport	Scheidt & Bachmann	7
Palm Springs International Airport	Amano McGann	6
Irvine Companies (32 locations)	Amano McGann	4
Horton Plaza	Amano McGann	4
Ghiradelli Square	DataPark	6
Hobby Center Houston	Federal APD	2
300 Capital Mall Sacramento	GMG	1
San Jose Doubletree	WPS	6
Oakland QuikPark	WPS	2

Reporting Capabilities

Ace Parking has demonstrated over the years that we have the ability to work with any type of revenue control system, and to customize the revenue tracking and reporting packages to meet the needs of SDCRAA. Whether it is tracking and reporting revenue for individual airport lots, or generating consolidated reports for multiple facilities, our strength lies in our ability to tailor our reporting package to meet your needs.

Methods of Operation

Parking rates and hours of operation are determined by San Diego County Regional Airport Authority. Currently all parking lots are open on a 24 hour per day basis. The valet parking service is open for incoming parkers from 5am-11pm daily; however, customers can retrieve their vehicles 24 hours per day. Our ground transportation dispatch service is open from 7am-2am daily. Following is a brief overview of how Ace Parking would provide staffing for the SDIA parking operation. More detailed scheduling information is provided later in our proposal:

Staffing Plan

Wages are one of the largest operating expenses for any parking operation. As such, effective staffing is one of the most important factors to running a profitable airport parking operation. Demand for parking changes from day to day, week to week, and month to month in an airport environment. Therefore, it is important to understand the trends; including peak, normal and slow travel periods. Staffing should always be reflective of airport activity as a whole. Because we have been at SDIA for over 35 years, we are in the unique position of understanding the travel patterns and necessary staffing levels to continue running your operation the best way possible; ***there will be no need for a learning curve if we are retained as your operator.***

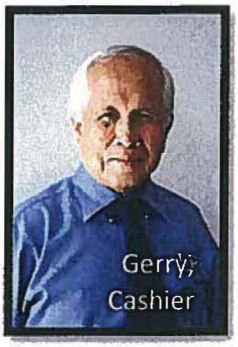
Our staffing plans have been developed over the years to provide the best possible customer service at the most cost-efficient levels. We adjust our schedules based on the normal demand for each portion of the year. We have a very good understanding of how the changes in demand affect the parking and shuttle operations.

We closely monitor trends to help identify both increases and decreases in the demand so that we can make recommendations to you to ensure we have the appropriate resources in place. We are able to adjust the areas affected by either increasing the number of shifts on the schedule or reducing as necessary.

We use a combination of full-time, part-time and on-call employees to provide the flexibility to meet the changing demands of airport parking. Our current staffing plan has proven to be effective with our current traffic levels. The basic outline of our staffing plan is as follows:

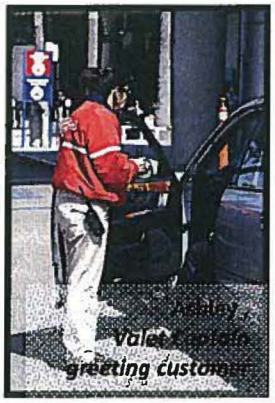

Andrea,
Cashier Supervisor

Shift Supervisors: Anywhere from two to four supervisors are on staff 24-hours per day depending on time of year and airport activity. Our supervisors are assigned to the self parking, valet, and ground transportation dispatch operations; however, they are all cross-trained to give us maximum flexibility in terms of covering for vacations and call-offs. All supervisors are capable of directing the operation on their own and additional management is always available on-site, or on call whenever necessary.


Gerry,
Cashier

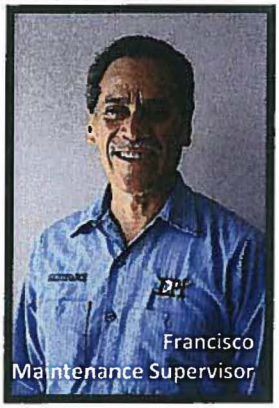
Cashiers: We have seven to fourteen cashiers on staff 24-hours per day to ensure all traffic is processed quickly and efficiently so there are no delays when customers are exiting the airport parking facilities. Our cashiers are all trained to provide the highest levels of customer service and are always willing to lend a hand by giving directions or other information to travelers in need.

Customer Service Representatives: Our team of customer service representatives, or CSRs, is responsible for dispatching all taxis and shuttles for hire, as well as interacting with customers to ensure they get the service they need. We have 9 CSRs per shift, and they are all well trained in the areas of customer service, conflict resolution, Airport rules and regulations, and assisting customers with special needs.


greeting customer

Valets: We have anywhere from 4 to 15 valets working at any given time. The valet operation has grown from parking 30 cars on a busy day when we started three years ago, to now parking over 250 cars per day. In addition to providing outstanding customer service, all valets undergo training by SDCRAA security personnel to conduct security pre-screens before we take possession of any vehicle.

Lot Inventory: A team of three lot checkers works the overnight shift seven days per week to inventory all vehicles in the lots. The inventories they generate each night are used to determine how long customers have been in the lot when exiting without a ticket.


Francisco
Maintenance Supervisor

Maintenance: We have a team of four maintenance employees working approximately 32 hours per day to keep the lots clean and free of debris. Additional hours are sometimes needed during periods of extremely high traffic volume (such as Thanksgiving and Christmas). This team is responsible for maintaining the cleanliness of all parking lots and office spaces associated with the parking and taxi/shuttle dispatch operations.

Auditors: Our auditing department is comprised of 4 full time employees, providing seven days per week coverage. This staffing level has proven to be sufficient to complete the cashier and valet auditing, maintain the parking card database, and generate all necessary reports.

Receptionist/Monthly Parking Sales: In addition to greeting customers and answering phones, our receptionist position is also responsible for the sale of all monthly parking hang tags and proximity cards. This is a big responsibility given the large amount of revenue generated by monthly parking fees. Our receptionist, Demetra Mondy, has worked for Ace Parking for over 11 years. During that time she has developed strong relationships with key personnel at all Airlines and Airport tenants. These relationships have been very helpful in communicating the many changes that have impacted employee parking on all levels, as well as addressing employee concerns regarding our monthly parking program.



On-Site Management Team: The effectiveness of any operations plan, and the quality of service provided by staff members, has a direct correlation to the skills of our on-site management team. Our on-site management team for the SDIA parking operation is made up of six key individuals who have over 70 years of combined parking and management experience:

Name	Title	Years of Experience
Mike DeGraffenreid, CPP	General Manager	11
Wendell Tanks	Assistant General Manager	17
David Gonzalez	Operations Manager	18
Anne Tamashiro	San Park Pacific Hwy. Mgr.	6
Zach Woodward	Valet/CSR Manager	4
Lisetta D'Orazio	Senior HR Generalist	15
TOTAL:		**71**

Specific roles include:

General Manager – Mike DeGraffenreid (CPP) has over 11 years of airport parking management experience. Prior to arriving at SDIA, Mike was the General Manager at our Phoenix Sky Harbor International Airport operation, where he spent 7 years. Mike is responsible for all aspects of parking management at the airport, including the valet and ground transportation dispatch services. He serves as the primary liaison between Ace Parking and the San Diego County Regional Airport Authority. Mike has been the General Manager at SDIA since 2007, and he is fully aware of the expectations of SDCRAA, having met or exceeded those expectations during his tenure. Mike holds the accreditation of Certified Parking Professional from the National Parking Association. Prior to joining the Ace team, Mike served 5 years in the United States Navy as a Deep Sea Diver, and also graduated from California State University San Marcos with a BA in Sociology.



Some of Mike's specific accomplishments at San Diego International Airport include:

- Designing and launching the San Park Valet operation that is now generating gross revenues in excess of $3 million per year.
- Switched the San Park Harbor Dr. and San Park NTC lots over to "shuttle stop lots", as opposed to "at your vehicle pickup lots". This resulted in shorter shuttle transit times and elimination of the shuttle dispatcher positions, which resulted in over $100,000 per year in savings for the Airport Authority.
- Consolidated the Valet and CSR Departments under one manager's responsibility. This change allowed for the elimination of one management position, which resulted in over $60,000 per year in savings for the Airport Authority.
- Expanded the capabilities of the Maintenance Department so that outside vendors would not be relied upon for basic painting, plumbing, and carpentry jobs. This resulted in an estimated savings of $25,000-$40,000 per year for the Airport Authority.
- Eliminated the customer courtesy golf cart shuttles due to low ridership and poor return on investment. This resulted in over $90,000 per year in savings for the Airport Authority.
- Partnered with the Airport Authority to raise several thousand dollars per year for its charity; The United Way.



Assistant General Manager – Wendell Tanks has over 15 years of parking management experience at the San Diego International Airport. Wendell is primarily responsible for the management of our auditing department and working closely with SDCRAA accounting and finance personnel to ensure all their reporting needs are met. Additional responsibilities include handling all duties and responsibilities of the general manager in his absence. During his tenure, Wendell has been praised for his auditing knowledge as well as the successful completion of several SDCRAA audits. Prior to coming on board with Ace Parking, Wendell served in the United States Navy for over 20 years and retired as a Lieutenant Commander.



Operations Manager – David Gonzalez has over 17 years of parking management experience at SDIA. David assists upper management with all aspects of the parking operation including scheduling, staffing, as well as facility and equipment maintenance. His intimate knowledge of the SDIA parking operation is something that cannot be easily replaced. Prior to joining Ace Parking, David worked for Hyatt Hotels and also ran his family owned Mexican restaurant in Mission Beach, Dona Marias, for many years. His strong background in customer service has been a great attribute to our organization. David has lived in San Diego his entire life and is a graduate of San Diego High School.



San Park Pacific Highway Manager – Anne Tamashiro has over 6 years of parking management experience at SDIA. Anne is responsible for all aspects of running the San Park Pacific Highway long-term lot. Her responsibilities include staffing, scheduling, financial reporting, maintenance, shuttle operations, and marketing. Anne is a strong leader, who is greatly admired by her staff for her dedication, fairness and professionalism.





Valet/CSR Manager – Zach Woodward came on board in 2008 when we started the valet operation at SDIA. He was selected because of his proven ability to handle high volume valet operations, including Viejas Casino, as well as his effective management and leadership skills. During his tenure, Zach has also assumed responsibility of the ground transportation dispatch services. Zach has proven himself to be a competent manager with a knack for remaining cool under pressure.

Human Resources – Lisetta D'Orazio is our Senior Human Resources Generalist. Lisetta has over 14 years of Human Resource experience in the service sector. During her time with Ace Parking, she has implemented a variety of programs and policies that have benefitted the company greatly. Her focus on employee relations and team building has helped maintain high morale, as well as protect the company from grievances and claims. Lisetta earned an MBA with an emphasis on Global Management from the University of Phoenix in 2001.

Recruiting and Training:
It is extremely important for any operation to hire and retain high quality employees. Doing so reduces expenses associated with high turnover, poor employee morale, poor customer service, frivolous claims, and employee theft. Following is an overview of how we recruit and train our high quality employees:

Recruiting Plan
Ace Parking understands the importance of maintaining a talented and diverse workforce. As such, we utilize a variety of methods and resources to attract candidates. Some examples include:

- Catholic Charities Foundation
- EDD Workforce Services
- Goodwill Industries
- St. Vincent De Paul Education and Career Center
- Chicano Federation
- Urban League
- Community Options
- EDD Local Veterans Employment
- San Diego Job Corp Center
- Indian Voices
- Union of Pan-Asian Communities

We also participate in several job fairs throughout the year, including:

- Southwest College Job-Fair,
- Honor a Hero Hire a Vet
- Southwest Metro Business Services

Once we have a qualified pool of applicants, we pre-screen, interview, conduct drug screens and background checks before a final employment offer is made.

Training Plan
By the time we hire an employee, we have invested a significant amount of time and resources into that person. As such, we strive to nurture and develop that employee to the best of our ability. We understand that proper orientation and training go a long way in terms of maintaining high morale and reducing employee turnover.

Orientation – All new hires go through a 2 hour orientation with a Human Resources representative. During this orientation, employees are taught about everything from our company culture, to daily responsibilities and expectations. Additionally, all employees are taught about our policies regarding workplace harassment and discrimination in an effort to mitigate any problems that might arise down the road.

Job Specific Training - Once new hires complete orientation, they will be assigned to one of our designated trainers for five days of on the job training. During this time, they will learn everything they need to know to perform their jobs successfully.

Follow up interview with Department Manager – Before the new hire is allowed to begin working on their own, they must meet with their respective department manager to ensure they have been properly trained. This is an opportunity for the department manager to assess their readiness by asking specific questions to ensure they are prepared for action.

Ongoing Guidance and Support - We do not turn a blind eye to new-hires once they complete training. It is very important for the trainers and supervisors to monitor performance and make themselves available to answer any questions a new-hire might have. Department managers are also very involved in the day to day guidance and support for all employees, but especially so for new-hires. Additionally, all employees receive annual performance reviews in order to provide feedback on things they are doing well, and areas in need of improvement.

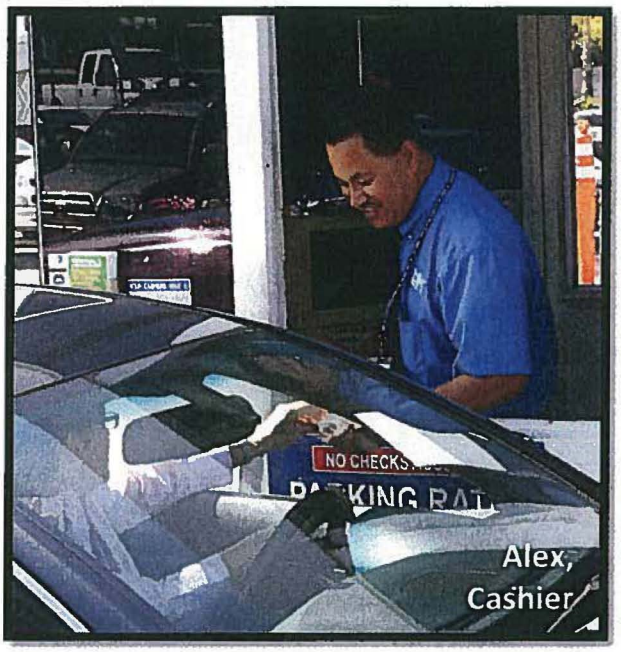
Annual Customer Service Training - Each year, all employees will go through a refresher course on customer service given by a trainer from our Corporate Office. These training sessions have proven to be quite fun and informative for all employees. During these sessions, our employees are given the opportunity to present real-life examples of difficult situations they've encountered while working at San Diego International Airport. They will then role-play the various ways of handling such situations with the trainer and management.

Employee Safety Training – In addition to information provided during orientation, all employees receive a monthly safety memo that provides refresher training on everything from proper lifting techniques, to specific hazards found within a parking environment. We also have a safety committee that meets quarterly to provide feedback on any safety related matter.

Harassment Training – All managers and supervisors are required to complete harassment training every two years. This course provides useful information related to identifying and handling a wide variety of situations, and has proven useful in mitigating any problems that might arise whenever these situations are not dealt with properly.

Departmental Descriptions and Staffing Schedules
Following is a breakdown of the three main components of the parking contract; self-parking, ground transportation dispatch services (CSR), and valet parking. A brief description of daily activities will be given along with operational schedules that account for slow, moderate, and busy staffing levels.

Self-Parking Lots
There are a total of seven self-parking lots at San Diego International Airport; Terminal 1, Terminal 2, Commuter Terminal, San Park Pacific Highway, San Park Harbor Dr., San Park NTC, and San Park NTC2.



All the self-parking lots run in a very similar fashion in that a customer will pull into an entry lane, pull a ticket, proceed into the lot once the gate opens and park their vehicle. The self-parking lots are the backbone of our parking operation at San Diego International Airport. Combined self-parking revenues comprise approximately 90% of total parking revenues.

We recognize that we have a clear advantage when it comes to the convenience we provide as compared to our competitors who run the off-site lots, however, we do not approach our jobs with this mindset. We understand there is a finite pool of Airport parking customers, and our competitors are always looking for ways to lure parkers into their lots. As such, we work hard to ensure customers have a great experience each and every time they park in one of our lots.

Our cashiers go through extensive customer service and cash handling training prior to working on their own. We set clear expectations and provide the necessary support for them to do their jobs well. We have a team of supervisors who are all very experienced and are readily available to provide support for the cashiers whenever needed. We use valuable information provided from customer comment cards as well as personal feedback from customers to continually hone our customer service program.

Cashiers are responsible for greeting the customers when they arrive at the exit booths and processing their transaction as quickly and efficiently as possible. Our cashiers are trained to handle any type of transaction they are presented with, including; lost tickets, unreadable tickets, towed vehicles, and insufficient funds among others.

Following are combined operating schedules for all self-parking facilities, showing cashier and support staffing levels for slow, moderate and busy days. **We rely on part-time and on-call employees to provide additional back-up coverage whenever needed; this includes holiday periods, sick leave, vacations and periods of unusually high passenger volume.**

GY Shift (11pm-7am)	SUN	MON	TUE	WED	THU	FRI	SAT
Cashiers							
Terminal 1 (B4) (8 hrs.)	X	X	X	X	X	X	X
Commuter (B13) (8hrs.)	X	X	X	X	X	X	X
SPHD (B18) (8 hrs.)	X	X	X	X	X	X	X
SPNTC (B16) (8 hrs.)	X	X	X	X	X	X	X
SPNTC2 (B62) (8 hrs.)	X	X	X	X	X	X	X
Breaker (6 hrs.)	X	X	X	X	X	X	X
SP Pac Highway (8 hrs.)	X	X	X	X	X	X	X
Total Cashiers	7	7	7	7	7	7	7
Support Staff							
Office Coordinator (8 hrs.)	X	X	X	X	X	X	X
Supervisor (8 hrs.)	X	X	X	X	X	X	X
Supervisor (Pac Hwy) (8 hrs.)	X	X	X	X	X	X	X
Lot Checker (8hrs.)	X	X	X	X	X	X	X
Lot Checker (8hrs.)	X	X	X	X	X	X	X
Lot Checker (8hrs.)	X	X	X	X	X	X	X
Totals Support Staff	6	6	6	6	6	6	6

Days of Week:

Slow: Moderate:

Mod/ Busy: Busy:

Day Shift (7am-3pm) **Cashiers**	SUN	MON	TUE	WED	THU	FRI	SAT
Terminal 1 (B2)							
Terminal 1 (B3) (8 hrs.)	X	X	X	X	X	X	X
Terminal 1 (B4) (8 hrs.)	X	X	X	X	X	X	X
Terminal 1 (B5) (6 hrs.)	X	X	X	X	X	X	X
Commuter (13) (8 hrs.)	X	X	X	X	X	X	X
SPHD (B18) (8 hrs.)	X	X	X	X	X	X	X
SPNTC (B16) (8 hrs.)	X	X	X	X	X	X	X
SPNTC (B17) (6 hrs.)	X	X	X	X	X	X	X
SPNTC2 (B62) (8 hrs.)	X	X	X	X	X	X	X
SPNTC2 (B63) (6 hrs.)	X	X	X	X	X	X	X
SP Pac Highway (8 hrs.)	X	X	X	X	X	X	X
SP Pac Highway (8 hrs.)	X	X	X	X	X	X	X
Breaker (6 hrs.)	X	X	X	X	X	X	X
Breaker (4 hrs.)			X	X	X		

Total Cashiers	12	12	13	13	13	12	12

Support Staff

Office Coordinators (8 hrs.)	X	X	X	X	X	X	X
Supervisor (8 hrs.)	X	X	X	X	X	X	X
Supervisor (8 hrs.)	X	X	X	X	X	X	X
Supervisor (Pac Hwy) (8 hrs.)	X	X	X	X	X	X	X
Maintenance (8 hrs.)	X	X	X	X	X	X	X
Maintenance (8 hrs.)	X	X	X	X	X	X	X
Maintenance (8 hrs.)	X	X	X	X	X	X	X
Maintenance (6 hrs.)	X	X	X	X	X	X	X

Totals Support Staff	8	8	8	8	8	8	8

Days of Week Legend:

Slow: Moderate:

Mod/ Busy: Busy:

Evening Shift (3pm-11pm)	SUN	MON	TUE	WED	THU	FRI	SAT
Cashiers							
Terminal 1(B2)							
Terminal 1 (B3) (8 hrs.)	X	X	X	X	X	X	X
Terminal 1 (B4) (8 hrs.)	X	X	X	X	X	X	X
Terminal 1 (B5) (6 hrs.)	X	X	X	X	X	X	X
Commuter (13) (8 hrs.)	X	X	X	X	X	X	X
SPHD (B18) (8 hrs.)	X	X	X	X	X	X	X
SPNTC (B16) (8 hrs.)	X	X	X	X	X	X	X
SPNTC (B17) (8 hrs.)	X	X	X	X	X	X	X
SPNTC2 (B62) (8 hrs.)	X	X	X	X	X	X	X
SPNTC2 (B63) (8 hrs.)	X	X	X	X	X	X	X
SP Pac Highway (8 hrs.)	X	X	X	X	X	X	X
SP Pac Highway (8 hrs.)	X	X	X	X	X	X	X
Breaker (8 hrs.)	X	X	X	X	X	X	X
Breaker (6 hrs.)	X	X	X	X	X	X	X
Breaker (6 hrs.)			X	X	X		

Total Cashiers	13	13	14	14	14	13	13

Support Staff

Office Coordinators (8 hrs.)	X	X	X	X	X	X	X
Supervisor (8 hrs.)	X	X	X	X	X	X	X
Supervisor (8 hrs.)	X	X	X	X	X	X	X

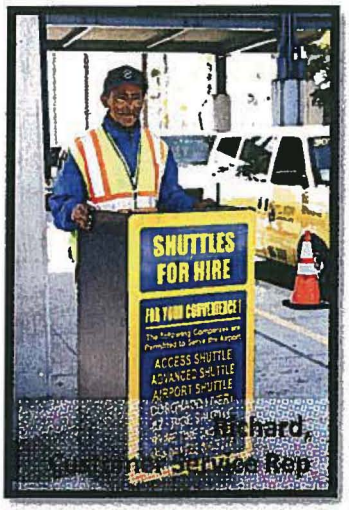
Total Support Staff	3	3	3	3	3	3	3

Slow: Moderate:

Mod/ Busy: Busy:

CSR/Ground Transportation Dispatch Department

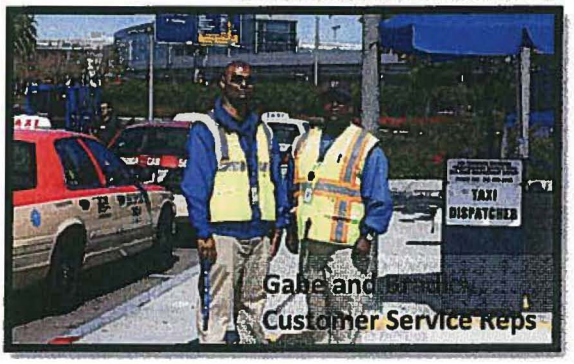
The CSR Department is responsible for the daily dispatching of all vehicles for hire; including taxis and shuttles (with the exception of Cloud 9).



Richard, Customer Service Rep

Our CSRs that are stationed on the Ground Transportation Islands are responsible for greeting customers and helping them determine which mode of transportation best fits their needs. Once they determine this they will direct them to the next in line shuttle or taxi. These CSRs are also responsible for monitoring customer wait times, and making timely requests to the taxi/shuttle hold lot using a two-way radio to request more taxis/shuttles whenever there is a need.

In addition to running the GT Islands, our CSRs are also responsible for running the taxi/shuttle hold lot. Our dispatch CSR is responsible for maintaining order in the taxi/shuttle hold lot, communicating over the two-way radio with the GT Island CSRs, calling for taxis and shuttles when needed, selling and collecting trip charge coupons, and issuing dispatch tickets to all vehicles exiting the taxi/shuttle hold lot. They are also responsible for ensuring all drivers are adhering to Airport Authority rules and regulations, including; visually checking for safety violations, ensuring all drivers are displaying their badges and are wearing Airport approved attire.



Gabe and [illegible], Customer Service Reps

Our CSRs do a great job handling the roughly 2,000-2,500 taxi and shuttle trips that go out of SDIA each day. Management ensures that all CSRs are aware of any conventions or other events that might create a spike in activity and that they are properly prepared to handle such spikes.

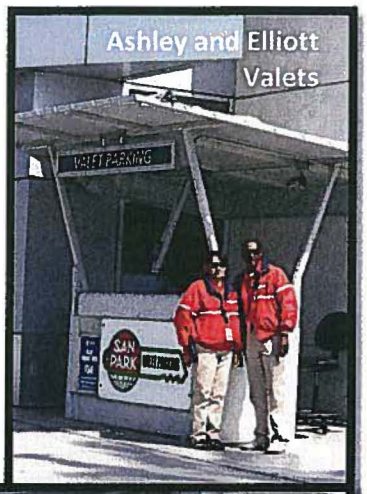
There are a total of nine positions within the taxi/shuttle dispatch department. This number is fixed for each shift, seven days per week:

Day Shift	Sun	Mon	Tues	Weds	Thurs	Fri	Sat
Hold Lot 1	X	X	X	X	X	X	X
Hold Lot 2	X	X	X	X	X	X	X
CT	X	X	X	X	X	X	X
T1 Taxis	X	X	X	X	X	X	X
T1 Shuttles	X	X	X	X	X	X	X
T1 Breaker	X	X	X	X	X	X	X
T2 Taxis	X	X	X	X	X	X	X
T2 Shuttles	X	X	X	X	X	X	X
T2 Breaker	X	X	X	X	X	X	X
Totals:	9	9	9	9	9	9	9

Evening Shift	SUN	MON	TUE	WED	THU	FRI	SAT
Hold Lot 1	X	X	X	X	X	X	X
Hold Lot 2	X	X	X	X	X	X	X
CT	X	X	X	X	X	X	X
T1 Taxis	X	X	X	X	X	X	X
T1 Shuttles	X	X	X	X	X	X	X
T1 Breaker/ LU	X	X	X	X	X	X	X
T2 Taxis	X	X	X	X	X	X	X
T2 Shuttles	X	X	X	X	X	X	X
T2 Breaker/ LU	X	X	X	X	X	X	X
Totals:	9	9	9	9	9	9	9

Valet Department

The San Park Valet Department prides itself on providing outstanding customer service above all else. We understand customers are paying a premium for valet parking and expect a certain level of service in return. Our valets go through comprehensive screening and training to ensure they are capable of living up to our customer service expectations.



We believe the numbers tell the whole story when it comes to San Park Valet. We designed and started the valet operation for SDIA in February of 2008. At that time, monthly valet gross revenues were averaging between $50,000 and $60,000, and we were parking an average of 25 cars per day.

To put the growth of this operation into perspective, we are now averaging over $300,000 per month in this department and we are parking 250+ cars on our busier days. We feel this is a testament to the convenience and outstanding customer service San Park Valet customers receive when parking with us.



Our valets are also acutely aware of the fact that we are operating in an Airport environment, with stringent security standards we must all adhere to. Our valets must clear an Airport background check in order to receive a security badge, and they must also attend a security training class conducted by Airport Security personnel prior to working curbside or taking possession of any vehicles.

Some of the customer service enhancements we provide for valet customers include a complimentary copy of USA Today when arriving and complimentary bottled water when they depart.

Following is a detailed breakdown of how we are, and will continue scheduling the valet operation:

Graveyard

	Sun	Mon	Tues	Weds	Thurs	Fri	Sat
Key Booth	X	X	X	X	X	X	X
Runner 1	X	X	X	X	X	X	X
Runner 2			X	X	X		
Runner 3			X	X	X		
Totals:	2	2	4	4	4	2	2

Day Shift

	Sun	Mon	Tues	Weds	Thurs	Fri	Sat
Key Booth	X	X	X	X	X	X	X
Cap. T1	X	X	X	x	X	X	X
Cap. T2	X	X	X	X	X	X	X
Lot 1		X	X	X	X	X	
Breaker		X	X	X	X	X	
Runner 1	X	X	X	X	X	X	X
Runner 2	X	X	X	X	X	X	X
Runner 3		X	X	X	X	X	
Runner 4		X	X	X	X	X	
Runner 5		X	X	X	X	X	
Runner 6		X	X	X	X	X	
Runner 7			X	X	X		
Runner 8			X	X	X		
Runner 9			X	X	X		
Runner 10			X	X	X		
Totals:	5	11	15	15	15	11	5

Evening

	Sun	Mon	Tues	Weds	Thurs	Fri	Sat
Key Booth	X	X	X	X	X	X	X
Cap. T1	X	X	X	X	X	X	X
Cap. T2	X	X	X	X	X	X	X
Cashier		X	X	X	X	X	
Breaker		X	X	X	X	X	
Runner 1	X	X	X	X	X	X	X
Runner 2	X	X	X	X	X	X	X
Runner 3	X		X	X	X	X	
Runner 4				X	X	X	
Runner 5				X	X	X	
Runner 6				X	X	X	
Totals:	6	7	8	11	11	11	5

Valet/CSR Supervisor

	SUN	MON	TUES	WED	THUR	FRI	SAT
Sup 1 AM	OFF	OFF	6am-3pm	6am-3pm	6am-3pm	6am-3pm	6am-3pm
Sup 2 AM	8am-5pm	8am-5pm	8am-5pm	8am-5pm	8am-5pm	OFF	OFF
Sup 3 PM	5pm-2am	5pm-2am	5pm-2am	5pm-2am	5pm-2am	OFF	OFF
Sup 4 PM	OFF	OFF	3pm-12am	3pm-12am	3pm-12am	3pm-12am	3pm-12am

Management

	Sun	Mon	Tues	Wed	Thur	Fri	Sat
General Manager	OFF	8AM-5PM	8AM-5PM	8AM-5PM	8AM-5PM	8AM-5PM	OFF
Assistant GM	OFF	OFF	12PM-9PM	12PM-9PM	12PM-9PM	12PM-9PM	12PM-9PM
OPS Manager	6AM-3PM	OFF	OFF	6AM-3PM	6AM-3PM	6AM-3PM	6AM-3PM
Valet/CSR Manager	OFF	12PM-9PM	12PM-9PM	12PM-9PM	12PM-9PM	12PM-9PM	OFF
San Park Pacific Mgr.	3PM-12AM	3PM-12AM	3PM-12AM	3PM-12AM	3PM-12AM	OFF	OFF
HR Manager	OFF	8AM-5PM	8AM-5PM	8AM-5PM	8AM-5PM	8AM-5PM	OFF

Audit/Clerical	Sun	Mon	Tues	Wed	Thur	Fri	Sat
Lead Auditor	OFF	6:30am-3pm	6:30am-3pm	6:30am-3pm	6:30am-3pm	6:30am-3pm	OFF
Auditor 1	OFF	OFF	6:30am-3pm	6:30am-3pm	6:30am-3pm	6:30am-3pm	6:30am-3pm
Auditor 2	6:30am-3pm	6:30am-3pm	6:30am-3pm	6:30am-3pm	6:30am-3pm	OFF	OFF
Auditor 3	6:30am-3pm	OFF	OFF	6:30am-3pm	6:30am-3pm	6:30am-3pm	6:30am-3pm
Lead HR Clerk	OFF	7:30am-4pm	7:30am-4pm	7:30am-4pm	7:30am-4pm	7:30am-4pm	OFF
Reception/HR Clerk	OFF	7:30am-4pm	7:30am-4pm	7:30am-4pm	7:30am-4pm	7:30am-4pm	OFF

Ace Parking Auditing Department Overview -SDIA

Ace Parking prides itself in being the very best company in our industry at revenue control and auditing. We have an extensive and comprehensive revenue control and audit program that includes reviewing all cashier reports, performing spot audits on our employees, shopping our employees by an outside company and periodic, comprehensive on-site audits of all locations. Tight revenue control must be maintained at the cashier level where individual transactions are being performed. Ace Parking's audit program places a strong emphasis on field audits performed at the individual locations. This program ensures that the company's revenue control procedures are being followed and helps us to further tighten revenue control and aggressively search for employee theft. The success of our audit program is shown in the dramatic first year revenue increases that we have been able to achieve at existing parking operations that Ace Parking has taken over from other parking operators.

Revenue, Collections and Control

Report Generation & System Balancing

Daily, the Parking Control System (PARC/S) and the Auditing Department will generate a number of reports utilized in the audit function or distributed to other departments for their review.

- Daily Revenue History Report by Lot: Primary audit summary report of booth lane entry and exit transactions providing total revenue collected, total value of all transactions, average revenue per transaction, selected exceptions and credit card transaction by booth, lot and area.

- Monthly Revenue History Report by Lot: Presents a cumulative summary report of booth entry and exit transactions and collected revenues, total value, selected exceptions, and credit card total revenue.

- Cashier Shift Report: Primary auditing report of cashier revenue transactions and full detail, including value of exceptions.

- Cashier LogOn LogOff Report: Primary auditing report that documents all shifts and corresponding personnel who accessed the revenue control system.

- Operator Revenue and Depository Report: Total revenue per shift per cashier. Compares the Revenue collected with system-automated results and includes a section which documents shortages, overages, and adjustments.

- Credit Card Daily Sales Activity: Credit card transactions organized by Lot and terminals.

- Credit Card Station Revenue Summary: Credit card total transactions organized by credit card type, and workstation.

- Valet Reconciliation Report: Non-system report that document Valet station revenue collected – cash – credit card.

- Taxi Reconciliation Report: Non-system report that document taxi revenue collected – cash – credit card.

Reports are printed, filed, or distributed to appropriate parties. System balancing is performed by comparing the totals of the Transaction Summary Report and the summary page totals of the Cashier Shift report to the totals of the Daily Revenue History report. Differences are investigated and brought to the attention of the on-site technician. Differences may be caused by a booth malfunction, communication interruptions, power failures between the servers and the main computer, ticket issuing machines, or gate malfunctions.

Source Documents
All cashier pouches and completed paperwork are forwarded daily to the Audit Department. These are considered the primary source documents to be verified and consist of:

- All parking tickets
- All exception tickets attached to original parking tickets
- Cashier forms with exception documentation and approval
- Cashier Revenue/Transaction Journal
- Brinks Deposit Slip annotated with loose coins collected.
- All Credit Card receipts

Bank Verification
The Audit Department daily counts cash and reconciles revenue collected from Express Pay-on-Foot (POF) and Monthly Parkers and prepares deposits for pickup. Cashiers, valet supervisors, lot supervisors, and CSR supervisors deposit cash collected from parking, valet, and taxi operations into a Brinks's Compu-Safe. The cash totals from the cashier shift report, valet reconciliation report and taxi reconciliation reports must agree with the Compu-Safe cassette deposit total report. Any variances must be immediately investigated by auditing personnel. The Brink's courier collects cash cassettes and bag deposits daily and transport to the Airport Authority's bank.

A Daily Cash Deposit Summary report for all operations is balanced and submitted to Airport Authority Accounting personnel daily. The bank provides the previous day's deposit amount

to the Airport Authority. The Cash Deposit Summary report must agree with the Bank deposit report. The Airport Authority will notify LPI of any differences which are immediately investigated by the Auditing Department and management.

See Sample Daily Deposit Report below:

SPHD LOT 8823 600	SPNTC LOT 8822 400	SPNTC 2 LOT 8822 400	SPV T-1 LOT 0201 800	SPV T-2 LOT 0202 900	Taxi Cash Rev. 300	ALL LOTS T-1/T-2/ CT 300	BRINKS-1 MAIN OFFICE	BRINKS-2 SPP LOT 8820 700	BRINKS TOTAL DEPOSIT	BAG DEPOSIT P.O.F. Lot 6 8, Coins & Recovery 300	GRAND TOTAL OF DEPOSITS SLIPS 1 & 2	MONEY EXCHANGE
998	662		260	150	500	8532	$11,102.00	2582	$13,684.00	1778.79	$15,462.79	
340	253		543	34	175	8227	$9,572.00	2057	$11,629.00	5152.00	$16,781.00	
2108	1038		306	480	1250	8685	$13,867.00	4571	$18,438.00	1500.75	$19,938.75	
952	468		442	272	1155	9100	$12,389.00	3409	$15,798.00	7786.20	$23,584.20	
857	629		408	384	925	7970	$11,173.00	2771	$13,944.00	2109.55	$16,053.55	5000
661	650		292	68	900	7152	$9,723.00	1386	$11,109.00	4430.00	$15,539.00	
433	826		476	136	1050	9152	$12,073.00	2120	$14,193.00	4881.30	$19,074.30	
650	870		306	306	975	10329	$13,436.00	2181	$15,617.00	18226.32	$33,843.32	
603	774		628	442	725	9144	$12,316.00	3657	$15,973.00	4986.85	$20,959.85	
2075	1106		714	238	875	9663	$14,671.00	5465	$20,136.00	2448.30	$22,584.30	
724	483		374	34	1025	7352	$9,992.00	7848	$17,840.00	4304.40	$22,144.40	
651	711		646	102	1100	8143	$11,353.00	1688	$13,041.00	2088.00	$15,129.00	
695	590		646	383	1575	8384	$12,273.00	2281	$14,554.00	5374.75	$19,928.75	
616	531		272	34	1075	8978	$11,506.00	2307	$13,813.00	2047.30	$15,860.30	5000
1028	719		384	204	350	8796	$11,481.00	2112	$13,593.00	4723.05	$18,316.05	
498	297		442	136	450	9469	$11,292.00	2497	$13,789.00	2010.45	$15,799.45	
1837	1238		680	321	800	8784	$13,660.00	4334	$17,994.00	4133.00	$22,127.00	
1358	1395	32	170	403	950	7635	$11,943.00	3965	$15,908.00	7106.40	$23,014.40	
518	1103	63	918	340	455	6022	$9,419.00	2734	$12,153.00	12945.98	$25,098.98	
359	1276	50	656	238	1125	5578	$9,282.00	3164	$12,446.00	1729.25	$14,175.25	6000
721	1101	118	510	272	825	6187	$9,734.00	1813	$11,547.00	21024.80	$32,571.80	
516	882	116	374	136	550	6858	$9,432.00	1573	$11,005.00	1685.40	$12,690.40	
462	1234	132	374	578	325	6306	$9,411.00	3038	$12,449.00	4021.42	$16,470.42	
2154	2416	154	816	1220	850	8051	$15,661.00	5518	$21,179.00	1552.75	$22,731.75	
2137	1329	219	374	200	1100	6136	$11,495.00	4081	$15,576.00	3029.05	$18,605.05	
716	1124	155	408	400	1275	5501	$9,579.00	2013	$11,592.00	791.35	$12,383.35	
879	912	423	814	698	825	4997	$9,548.00	2060	$11,608.00	2751.05	$14,359.05	
806	1092	503	1020	136	1075	5063	$9,695.00	2727	$12,422.00	1890.40	$14,312.40	
963	707	385	816	170	875	5901	$9,817.00	1386	$11,203.00	7609.70	$18,812.70	
1020	1051	210	442	374	900	4838	$8,835.00	2247	$11,082.00	3593.60	$14,675.60	
28335	27467	2560	15511	8889	26035	226933	335730	89585	425315	147712.16	573027.16	16000

Exception Transactions

All Exception transactions, or transactions that fall outside normal processing procedures, are captured by Revenue Control System and Cashier Revenue/Transaction Journal are traced back to the actual ticket and supporting documentation. Examples of exception transactions include; lost tickets, insufficient funds, unreadable tickets, towed vehicles, and validations. Validations for Airport employees are reconciled with the processing of a Free Exit Report. The Exception transactions are audited thoroughly to ensure that they are properly recorded and approved.

Resources utilized in the research process include the Cashier Detail Report, Overnight Lot Check, Office Coordinator's shift report, Exception Transaction and Transaction Summary Report from PARCS. The Cashier Reports and all Exception documents are compiled and filed together for further reviews as required.

Credit Card Transaction
Automated credit card transactions are checked to ensure the system processes are complete and accurate. We work closely with our software vendor to ensure our system is fully PCI compliant at all times and all Data Security Standards are being adhered to.

First, credit card transactions are balanced to the Cashier Shift Report, Cashier Revenue/Transaction Journal, and Revenue History Report to ensure the ticket (revenue) was processed as a credit card transaction. If not, revenue must be adjusted accordingly and disciplinary action taken if warranted. Additionally, Credit Card receipts are totaled and balanced to the Cashier Revenue/Transaction Journal. The Cashier Shift Report will contain credit card balancing data that is used with the Revenue History Report to balance credit cards revenue and transactions to the Credit Card Processor Daily Sales Report. Any differences are investigated and reconciled.

Valet credit cards transactions and revenue are reconciled by shift daily. The source documents are the credit card receipts, Omni 3750 Transaction Journal, and Valet Shift Report which must agree with the Processors Daily Sales Report. All discrepancies are immediately reviewed.

Taxi and Monthly credit card sales are processed using a Transz 330 veriphone. The revenue is reconciled using credit card receipts, and batch reports which are agreed to the Processor Daily Sales Report.

Terminal ID's reported on credit card receipts, Journals are used to differentiate revenue sources on the Processors Daily Sales Report.

Revenue Deposits – Credit Cards
As a convenience to parking patrons and a reduction in cash handling, parking fees may be paid by American Express, Visa, Master Card, Discover, or Diners Club. The credit card processing agreement with the credit card processor and the internet allows us to expedite processing by obtaining electronic approvals on all transactions. Except for the POF express machines, signatures are collected on all credit card transactions. Credit card payments are processed directly by the cashiers on PARCS. Each transaction is captured by both the PARCS and the credit card processor (terminal and host data capture), minimizing the risk of lost settlement data. The PARC/S initiates credit card batch closing automatically at 2:00 AM daily.

The credit card processor sends all processed transactions for settlement. Daily, all Visa, Master Card, Discover, and Diners Club transactions are sent directly to the settlement institution that, on the next business day, transfer the funds, minus discount fees, directly to Airport Authority Bank Account. American Express settles its own transactions, generally within 2-3 days, transferring the funds, minus discount, directly to the Airport Authority account. The monthly reports from the credit card companies are downloaded via internet and forwarded to the Airport for credit card monthly reconciliation. Any discrepancies are investigated and resolved.

Field Audit Report – Daily Lane Activity Reconciliation
The Cashier Daily Worksheet is balanced to the Revenue History Report and Cashier Revenue/Transaction Journal as each cashier's work is audited. Any correction or adjustment is noted. This is done for both dollar amount and vehicle counts. Once completed the cashier overage or shortage is determine, if any, and appropriated disciplinary action taken.

Ace Parking has an extensive Audit Department, including four full time auditors at the San Diego International Airport. Ace Parking understands the high volume of revenue at the airport and has designed our audit program to ensure that the airport's revenue is properly collected, reported and monitored. To our knowledge, no other company regularly conducts the intensive on-site audits to the extent that Ace Parking does.

Comprehensive Audit Program
Ace Parking has an extensive overall audit program that includes periodic comprehensive on-site audits of our locations, mid-shift and ticket audits of our cashiers, shopping tests of our employees by an outside company and utilizing computer technology to assist in monitoring our locations. Ace Parking's audit program places a strong emphasis on field audits performed at the individual locations. There are a number of different levels to this audit program.

Corporate Field Audits
Our Audit Department performs unannounced comprehensive location audits on all of our locations. These audits are performed by a Corporate Auditor who is not part of the operation, allowing for a tough and honest appraisal of how the location is performing on a day-to-day basis. During a comprehensive on-site audit, the location is audited over multiple days to ensure that all controls are in place, including:

- Cash Controls
- Operational Controls
- Revenue Reporting Controls
- Equipment
- Contract Parking
- Airport Specific Controls
- Credit Card Controls
- Automation Controls

At the completion of the audit, the location is graded and given a report card so that the site manager understands how the location did in relationship to following industry best practice standard procedures. Action items are included in the audit with specific due dates so the site manager can correct any deficiencies. These action items are monitored by the Audit Department until they have reached resolution. A Comprehensive Site Audit is conducted at least once a year.

Below is a copy of a Comprehensive Site Audit

Audit Type: Comprehensive **Total Possible Points:** 563.00
Audit Control #: 2008-02-14-16-41-49 **Actual Total Points:** 533.00

Location #: 0620 **Grand Total Percentage:** 94.67%
Location Type: Managed

Site Manager: Manager

Total Action Items:	4
Auditor:	ACE
Total Completed Items:	4
Audit Start Date:	02/14/2008
Action Item Status:	Resolved
Approved:	Yes
Approved Date:	02/25/2008
Prior Audit Type:	Comprehensive
Status:	Completed
Prior Approved Date:	4/12/2006
Grand Total Percentage:	94.28%
Total Action Items:	6
Total Completed Items:	6

Onsite Audit Review with:	Manager, Assistant Manager
Onsite Audit Review Date:	February 12-13, 2008

Auditor Training Completed:

1. Drop Procedures - Discussed the new Drop Policy, and walked through the current procedure in use at the location. The procedure in place is compliant.
2. Supervisor Change Safe - Discussed with the Manager and Assistant manager the counting of the supervisor safe at shift change. Previously, the safe was counted by the out-going supervisor, and again 30 minutes later by the in-coming supervisor. Discussed having both supervisors count the safe in dual at shift change.
3. Payroll Procedures for the Airport - Discussed that the policy is in the database needs to be reviewed.

General Comments:

Airport Parking Rates:

- Long Term - $9.00 per day ($1.00 per 1/2 hour for the first hour, then $1.50 per each 1/2 hour).
- Short Term - $12.00 per day ($1.00 per 1/2 hour).
- Quarterly Parking - $60.00 per quarter
- All Airport employees pay at the Parking Management Office

Additional Notes:

1. The Airport approved the use of Rubber Stamp Validations. These validations are generic rubber letter stamps on black ink, and are used for departments within the airport. There are about 12 of these rubber stamps, each with a separate letter. Discussed with management the jeopardy of this type of validation. The restaurant inside the terminal uses a valometer.
2. Garage exit - The gate function in the garage lot is controlled by the fee computer. However, it is also controlled by an electronic eye after the gate arm. If this beam is broken, the gate raises automatically. The Airport is aware of this and the lack of control

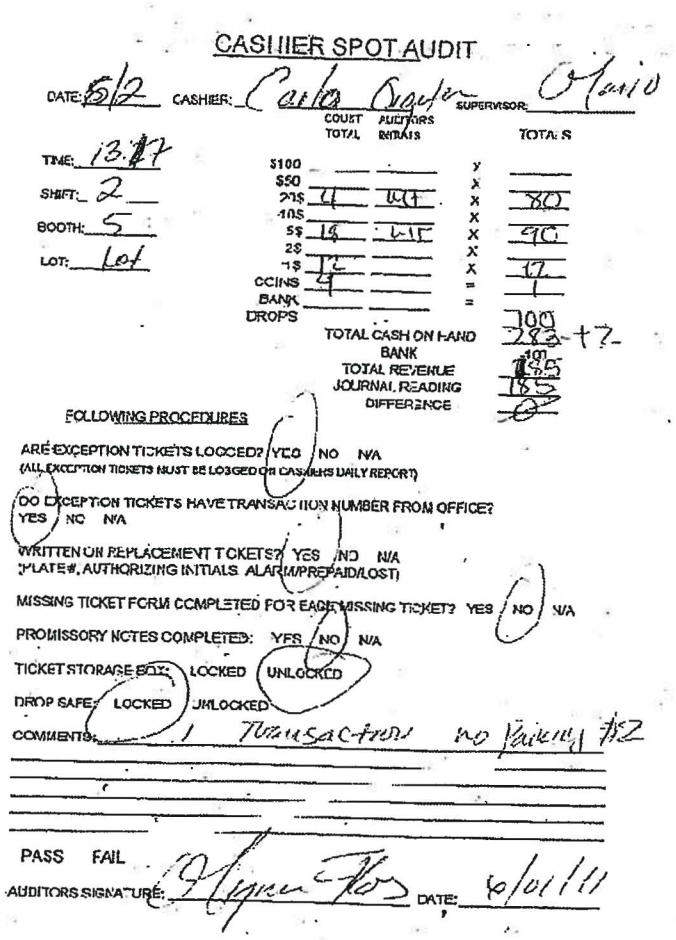
associated with this. According to the Airport, they are concerned with the integrity of the building if loops are cut into the ground. Discussed with management the use of a surface loop that can be epoxied to the floor. This exit is due to become unmanned when the new equipment is installed.

Cashier Mid-Shift Audits
Each cashier is audited on a rotating basis to ensure they are in balance during their shift. The process for this is simple and straightforward. The cashier lane is closed down during slow periods and a revenue report is generated for the particular cashier. The on-site Audit staff counts the revenue collected by the cashier and this amount is compared to the amount recorded by the revenue control equipment. Any overages or shortages are recorded and the employee is disciplined by the Operations staff immediately. This discrepancy becomes a permanent part of the employee's record and is used to determine future levels of disciplinary action if the cashier is found to be out of balance again. In addition to the revenue collected, the tickets are reviewed to determine if the cashier is following proper procedures as well.

Cashier Ticket Audits
Tickets that are processed by the equipment where the fee computer is left to determine the rate are tightly controlled. However, every location, regardless of type, generates exception transactions that fall outside normal processing. Some of these transactions include:

- Validations
- Insufficient Funds
- Non-readable Tickets
- Lost Tickets
- Manual Transactions

It is these exception transactions that must be audited to ensure the cashier is following proper procedures, obtaining proper backup or authorization and completing the proper paperwork for the exception transaction. The Ace Parking Audit staff is trained to review all exception transactions by first obtaining these transactions from the revenue control equipment and then finding the ticket or transaction in the cashier's work to determine if they were processed correctly and the revenue is recorded. Any discrepancies are brought to the attention of the Operations staff and disciplinary action is handled in a progressive fashion. See sample report.



CASHIER SPOT AUDIT

DATE: 5/2 CASHIER: Carla Ogata SUPERVISOR: Mario

TIME: 13:17
SHIFT: 2
BOOTH: 5
LOT: Lot

	COUNT TOTAL	AUDITORS INITIALS		TOTALS
$100			X	
$50			X	
20$	4	WT	X	80
10$			X	
5$	18	WT	X	90
2$			X	
1$	17		X	17
COINS	4		=	1
BANK			=	
DROPS				100
TOTAL CASH ON HAND				288 +7-
BANK				100
TOTAL REVENUE				195
JOURNAL READING				195
DIFFERENCE				0

FOLLOWING PROCEDURES

ARE EXCEPTION TICKETS LOGGED? YES / NO N/A
(ALL EXCEPTION TICKETS MUST BE LOGGED ON CASHIERS DAILY REPORT)

DO EXCEPTION TICKETS HAVE TRANSACTION NUMBER FROM OFFICE?
YES / NO N/A

WRITTEN ON REPLACEMENT TICKETS? YES / NO N/A
(PLATE#, AUTHORIZING INITIALS ALARM/PREPAID/LOST)

MISSING TICKET FORM COMPLETED FOR EACH MISSING TICKET? YES / NO N/A

PROMISSORY NOTES COMPLETED: YES / NO N/A

TICKET STORAGE BOX: LOCKED / UNLOCKED

DROP SAFE: LOCKED / UNLOCKED

COMMENTS: 1 Transaction no Parking #2

PASS FAIL

AUDITORS SIGNATURE: [signature] DATE: 5/01/11

It is important to note that all ticket stock is ordered in numerical order and stored under lock and key until needed. Supervisors are responsible for restocking all ticket spitters when tickets start to run low.

Outside Audits – Mystery Shopper

Our locations are frequently "shopped" by an independent company to ensure that our employees are following proper cash handling and ticket processing procedures, as well as to determine if proper customer service procedures are followed. All shop tests have two components:

- Integrity – Revenue was collected and recorded by the cashier and proper ticket processing procedures were followed.
- Customer Service – Proper script, greetings, dress, presentation and wait times are acceptable based on the location.

The types of tests vary to cover the different types of transactions that a cashier might encounter. The reports from these tests are thoroughly reviewed by Ace Parking's Auditing Department to make sure transactions were handled properly. The findings from these reports are passed to the location manager so they can discipline or counsel their employees based on any improper handling of cash or tickets, or customer service issues

discovered from these tests. If it's found that the revenue from a shopper transaction is not recorded, the cashier is immediately terminated.

As previously mentioned the airport had a total of 120 Mystery Shop Tests in 2010 and scored an average passing score of 96.45%.

Other Audits
The Audit staff performs a variety of additional audit functions as part of their regular duties. Some of these audits include:

- Petty cash and change fund audits
- Cashier Drop Log and Deposit Log reconciliations
- Chain of Custody and Separation of Duties
- Missing Ticket audits
- Contract parking sales vs. authorized lot access

Manager Audit Responsibilities
Ace Parking's location managers and supervisors also play an active role in our revenue control program. As part of our management training program, managers and supervisors receive training on Ace Parking's audit and revenue control program and their role in it. This training assists managers in understanding the company's revenue control procedures and includes training in fraud prevention and detection.

Our managers are all trained in the areas of investigating suspected employee theft and the proper course of action whenever dealing with known employee theft. These situations are handled with appropriate disciplinary action, up to and including termination of employment.

Our managers are also thoroughly trained to handle customer relations and requests such as investigating double charges to credit cards, or reports of receiving incorrect change by a cashier.

Management is also responsible for tracking missing tickets to ensure we remain below the threshold of .5% as specified in the contract. See sample report below:

Missing Ticket Report

MARCH 2011

Date		Beginning Lot Check	Entry	Exits	Ending Lot Check	Test Tickets	Total	Percentage
Tuesday	1	974	4277	-3779	-1511	-7	-46	-1.08%
Wednesday	2	1511	4252	-4000	-1775	-3	-15	-0.35%
Thursday	3	1775	4666	-4827	-1683	-2	-71	-1.52%
Friday	4	1683	4300	-4553	-1417	0	13	0.30%
Saturday	5	1417	3282	-3260	-1417	1	23	0.70%
Sunday	6	1417	3723	-3899	-1168	0	73	1.96%
Monday	7	1168	3313	-3531	-956	-5	-11	-0.33%
Tuesday	8	956	4394	-3696	-1558	-3	93	2.12%
Wednesday	9	1558	4403	-4266	-1749	-4	-58	-1.32%
Thursday	10	1749	4586	-4725	-1666	-6	-62	-1.35%
Friday	11	1666	4258	-4539	-1359	-10	16	0.38%
Saturday	12	1359	3322	-3404	-1178	0	99	2.98%
Sunday	13	1178	3743	-3673	-1155	0	93	2.48%
Monday	14	1155	3342	-3454	-991	-9	43	1.29%
Tuesday	15	991	4463	-3910	-1599	-2	-57	-1.28%
Wednesday	16	1599	4175	-4124	-1717	-4	-71	-1.70%
Thursday	17	1717	4606	-4692	-1699	-5	-73	-1.58%
Friday	18	1699	4628	-4818	-1400	-7	102	2.20%
Saturday	19	1400	3884	-3997	-1235	0	52	1.34%
Sunday	20	1235	3710	-3844	-1047	0	54	1.46%
Monday	21	1047	4317	-4280	-990	-4	90	2.08%
Tuesday	22	990	4975	-4472	-1518	-1	-26	-0.52%
Wednesday	23	1518	5154	-4893	-1799	-7	-27	-0.52%
Thursday	24	1799	4938	-4973	-1666	-5	93	1.88%
Friday	25	1666	4579	-4898	-1315	-10	22	0.48%
Saturday	26	1315	4009	-4028	-1201	0	95	2.37%
Sunday	27	1201	4427	-4527	-1155	0	-54	-1.22%
Monday	28	1155	3490	-3506	-1016	-4	119	3.41%
Tuesday	29	1016	4466	-4037	-1521	-5	-81	-1.81%
Wednesday	30	1521	4498	-4355	-1707	-3	-46	-1.02%
Thursday	31	1707	4524	-4731	-1594	-5	-99	-2.19%
Total		43,142	130,704	-129,691	-43,762	-110	283	0.22%

Revenue Control is a priority, not an afterthought for Ace Parking. We continue to devote significant corporate resources to constantly improving and monitoring the revenue controls at the locations we manage. With Ace Parking as your operator, we guarantee that our Audit Department will be working with our management team to ensure that proper controls are being employed on-site.

Nightly License Plate Inventories

We are very diligent with our nightly license plate inventory process. The license plate inventory process helps us to track the vehicles that are in our parking lots at any given time, which is instrumental when processing lost tickets. The lot inventory procedure also generates reports that are used for a variety reasons, including helping Harbor Police with investigations. These inventories can also be turned over to TSA if there is ever a need to assist with Airport security.

The inventory process utilizes hand held computers that are manually entered with license plate information from the vehicles in our parking lots every night by lot inventory personnel. Once all of the license plate information is loaded into the handheld computers, the information is uploaded to desk top computers. The computers use a database to create daily Lot check reports that are distributed to key personnel and the supervisor office. The reports are accurate, down to the specific parking space the vehicle is occupying, giving us the added ability to locate a customer's vehicle for them, provided they know their license plate number.

There are 5 hand held computers available for use. There are normally 3 lot inventory personnel each night. Lot inventory personnel can start with any lot they choose, but there is a specific map to follow within each lot with a starting row number and space and a corresponding ending row number and space. The map of each lot is preprogrammed into the handheld computers. All spaces must be checked to ensure a vehicle that was in a space one day and gone the next is removed from the database.

It's very important that the lot inventory personnel are accurate when inputting the license plate information into the computer. It is a tremendous responsibility to enter the vehicles into the lot inventory with no mistakes. The lot inventory has a major effect on the revenue for the parking lot. We average approximately 300 lost tickets each month. The revenue collected from those tickets is directly related to the accuracy of the lot inventory personnel.

In summary, Ace Parking's auditing policies and procedures are the most detailed and comprehensive in the parking industry.

Lot Maintenance

Maintenance Procedures

We understand the benefits of a clean, well-maintained parking lot. This not only includes the effect on the airport image, but also the safety and security of the facility. Our front line employees and management staff are trained to continuously monitor the facilities for litter, grease, dirt and unsafe conditions. These are reported immediately to management for corrective action. We maintain the cleanliness of all the parking lots we manage, including; Terminals 1 & 2, San Park Pacific Highway, San Park NTC, San Park Harbor Dr, the Commuter Terminal, Valet Lots, Employee Lots, and the Taxi/Shuttle Hold Lot. The proper appearance of all parking facilities is very important and traffic conditions will dictate their priority. Keeping the parking lots clean is an important part of the operation. If selected as your next operator, we will continue working to keep the parking lots clean at all times, including emptying garbage/recycle cans as well as ensuring no debris accumulates in the facilities. If stripes or signage needs to be repainted or any other issues arise in the facility that we are not authorized to address, we will notify the airport immediately.

The basic cleaning requirements of the facility requires approximately 225 hours per week of dedicated employee time. Our maintenance team empties the garbage/recycle cans in all lots, cleans all cashier booths and office spaces, and ensures overall facility cleanliness on a daily basis. The maintenance team also drives through every lot, row by row, scanning for garbage to be picked up, and ensuring no debris is blocking storm drains. Additionally, it is necessary for the maintenance team to walk the rows with a trashcan on wheels to make sure everything is collected. The maintenance team deposits all garbage into the trash and recyclable dumpsters located in the Terminal 2 Lot and reports are submitted annually to the Airport's Environmental Department regarding the amount of garbage that has been collected.

Our maintenance team is very aware of the importance of being environmentally conscience when carrying out their duties. They are provided with environmentally safe cleaning products and are trained to take corrective action whenever they come across oil spills or any other hazardous waste. They also understand the importance of collecting and properly disposing of all water runoff associated with any cleaning activities.

In addition to the normal daily cleaning activities, the Airport Authority occasionally assigns additional cleaning or organizing tasks whenever the project involves the parking facilities. These projects can include installing or removing signage, painting projects, and helping with special event set-up. The bottom line is that we have always been willing, and will continue to help the SDCRAA in any way we can.

Please see the following for schedule of all maintenance and custodial services:

Location:	Daily		Bi-Weekly		Weekly		Monthly
Clean and Mop PMO Building	x						
Trash Collection (All Public Lots (8))	x						
Trash Collection West Wing					x		
Clean and Mop CSR Trailer					x		
Clean and Mop SPP Trailer	x						
Trash Collection (All non-Public Lots (4))	x						
Wipe Down Entries-Exit gates	x						
Clean Int. & Ext. (All Exit Booths)			x				
Power-sweep all Lots			x				
Clean all Shuttle Stops (Trash & Glass)			x				
Clean & Wipe all POFs			x				
Clean and Mop Valet Key Booth			x				
Clean & Wipe all signage			x				
Inspect all wheel-stops for damage					x		
Touch-up painting (stripes, curbs, etc.)							x
Inspect all overhead lights							x
Inspect all lots for hazards							x

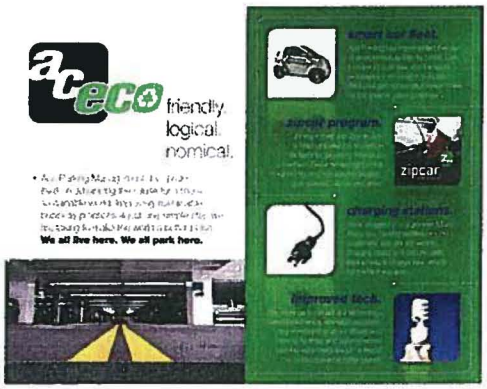
GREEN PARKING INITIATIVES

Ace Parking has made efforts to follow some of the tips and strategies presented by environmental groups to help airport professionals make going green a priority every day. We continually bring new concepts and ideas forward to clients. Just as SDCRAA is dedicated to "greening" the Airport industry, Ace Parking has started 'GREEN PARKING INITIATIVES'.



GREEN Ideas for Parking

- Regularly inspect all equipment
- Install occupancy sensors
- Convert inefficient lamps and ballasts to T8, T12 and T5 lamps
- Use recycled material in restroom paper products
- Harvest rainwater for landscaping
- Add composting to landscape maintenance plan
- Institute a tenant Energy Awareness program
- Hold an e–waste day and collect old printers, computers and electronics for recycling
- Use low–VOC paints, sealants and adhesives for improvements
- Work with vendors who have recycling programs



Solar Trees

Ace Parking is following in the footsteps of The University of California in San Diego (UCSD), who in Sept. 2008 started an unusual forestry project on the roof of two of their parking garages. The "Solar Trees" being constructed on the roofs will comprise steel components fitted with a canopy of Kyocera photovoltaic modules to provide solar energy for the University. Each Solar Tree will generate more than 17,000 hours of clean energy per year, which is enough to power more than four single-family homes and avoid 13.2 metric tons of carbon emissions.



Ace Parking would like to encourage the utilization of Solar Trees for any future garages under consideration, or by installing parking canopies in designated areas that will provide covered parking for customers, and also a foundation for Solar Tree construction.

Each grove can be sized and positioned to meet the needs of the facility and the single support column per tree allows for unhindered maneuverability about the parking area. Unique heavy-duty light fixtures turn on automatically at dusk and shine up toward the canopy, which illuminates the parking area for nighttime safety and translucent solar

modules act like leaves to allow dappled sunlight to pass through. The tilted canopies of Solar Trees also help to route and filter rainwater run-off.

Discounted and Complimentary Parking



Ace Parking offers preferred parking spaces or a discounted parking rate for patrons who choose to drive economical gasoline/electricity hybrid vehicles and offers free access for people who choose to commute via bicycle/motorcycle. This could count as much as 3-points towards LEED building certification.



Solar-Powered Parking Equipment

Ace Parking uses non-polluting, solar-powered parking equipment at many locations.



Environmentally Friendly Shuttle Buses

Ace Parking has transitioned numerous shuttle bus fleets over to environmentally friendly models which use eco-friendly propane or clean-burning natural gas.

Green Carwash



Ace Parking is transitioning carwash operations to Green Carwashes which uses water-recapture systems and biodegradable cleaning products.

Energy Efficiency and Water Conservation

Ace Parking encourages our clients to use energy efficient bulbs for facility lighting. Additionally, Ace Parking promotes using low flow water systems for facility bathrooms and garage cleaning equipment. We have also completed many garage retrofits to save up to 35% on power usage and garage lighting expenditures.

Ace Parking Recycle Environmental Program
San Diego International Airport

Document Recycle Plan
In compliance with the San Diego County Regional Airport Authority document retention policy, various materials, including parking tickets, are held in offsite storage. When the documents fall outside of the retention period, depending on sensitivity, the documents are shredded on site and taken to Kearney Mesa Recycling Center.



Materials we recycle
- Parking Tickets
- Cashier's Reports
- End of Month Reports
- Old Airport Flyers
- Old Valet Tickets
- Old CSRs Dispatch Tickets
- Credit card related documentation
- Vehicle Inventory Reports
- Office sensitive paper work

Ace Parking Environmentally Friendly Maintenance Procedures
- Trucks are washed by an approved environmental friendly company; there no water runoffs into storm drains
- Company Trucks and carts are serviced and regularly maintained
- Small amounts of gasoline is secured and stored in Hazmat appr
- Spray paint contains –no fluorocarbons
- All parking storm drains are kept clean and clear of debris
- No hazardous materials are allowed into storm drains
- All electronic equipment is recycled thru SDCRAA program
- All recyclable materials are placed in proper containers for collect
- We use spill absorbent materials that are environmentally friendly
- Many products used on premises are Green Seal Certified
- Air conditioning filters are cleaned and replaced on a regular sche
- Environmentally friendly certified fire extinguishers and hand drye
- Overhead lighting fixtures have screen covers with energy efficier
- We have implemented the following plans:
- Ace Parking Spill Prevention Plan
- Ace Parking Spill Inspection Form
- Ace Parking Spill Response Plan

Ace Parking GO GREEN Program
Ace Parking at the San Diego International Airport encourages our employees to reduce, recycle and reuse. Every office and break room is equipped with recycling containers and a Go Green Communication Board is posted in common areas and updated regularly.



Transition Plan

As the Incumbent, we will not to go through a transition if we are successful in retaining the management contract for the parking operations. By way of example, we have provided the following 30-day Transition Plan as if we were not the incumbent. The plan is similar to the one we have successfully utilized at all of our airport operations.

Orientation – All new hires go through a two hour orientation with a Human Resources representative. During this orientation, employees are taught about everything from our company culture, to daily responsibilities and expectations. Additionally, all employees are taught about our policies regarding workplace harassment and discrimination in an effort to mitigate any problems that might arise down the road.

Job Specific Training - Once new hires complete orientation, they will be assigned to one of our designated trainers for five days of on the job training. During this time, they will learn everything they need to know to perform their jobs successfully.

Follow up interview with Department Manager – Before the new hire is allowed to begin working on their own, they must meet with their respective department manager to ensure they have been properly trained. This is an opportunity for the department manager to assess their readiness by asking specific questions to ensure they are prepared for action.

Ace Parking Implementation Team for San Diego International Airport:

We understand that one of the challenges the San Diego Regional County Airport Authority would face in going through this process is the uncertainty and unease associated with making a change. Without a well thought out and executed transition plan, the best proposals from our competitors could result in failure. Our Transition Team will include the following individuals and follow the outlined plan below.

Executive Staff	Auditing & HR	Operations
John Baumgardner CEO	Ross Seibert CFO	Mike DeGraffenreid General Manager
Steve Burton President	Tracy Hicks Sr. Regional Audit Manager	Wendell Tanks Assistant General Manager
Keith Jones Managing Principal	Michelle Dente VP Human Resources	David Gonzalez Operations Manager
		Anne Tamashiro San Park Pacific Highway Manager
		Zach Woodward Valet/CSR Supervisor
		Lisetta D'Orazio Senior Human Resources Generalist

Proposed Transition Schedule
The proposed schedule for implementing the scope will be adjusted once we complete our initial meetings and discussions with the San Diego County Regional Airport Authority and we have the framework to plan a final implementation schedule. We will be anticipating a seamless transition so that your customers should notice only an improvement in service levels.

The following is our 30 Day Transition Plan:

Week 1

1. First of weekly meetings with staff.
    a. Discuss operations and refine implementation plan and scheduling tasks to be completed before start-up.
    b. Meet appropriate SDCRAA staff regarding signage approvals.
    c. Discuss Advertising and Public Relations campaign.

2. Steve Burton, and Tracy Hicks meet with Michelle Dente, Mike DeGraffenreid, and Lisetta D'Orazio.
    a. Steve Burton to discuss contract & operations with SDCRAA and Mike DeGraffenreid.
    b. Tracy Hicks to meet with finance & operations to discuss current controls, equipment and desired reporting.

3. Start the process of filling out our New Location Start up Form. (The master document utilized by Ace Parking to make sure no transition items "fall through the cracks").

Week 2

1. Weekly meetings with existing staff.
    a. Address operations and resolve issues or concerns.
    b. Continue to work on the tasks outlined in the New Location Start up Form.
    c. Update on Advertising and Public Relations campaign schedules.

2. Tracy Hicks prepares report on revenue control observations and issues.

3. Lisetta D'Orazio, Michelle Dente, Mike DeGraffenreid and Wendell Tanks put together hourly staffing schedule to identify employee shifts.

4. Identify employees covered by the worker retention policy and prepare for orientation, review resumes from prospective candidates, and begin interview process for all remaining positions.

Week 3

This week is dedicated to completing all unfinished tasks in the New Location Start up Form and preparing for the start of the operation.

1. Continue with meetings with client staff as needed.

2. Lisetta D'Orazio, Michelle Dente and Mike DeGraffenreid complete interviews.

3. Finalize list of needed items, order all need supplies and necessary tickets.

4. Order uniforms to accommodate staff.

5. Begin orientations of employees that have been hired.

6. Steve Burton and Mike DeGraffenreid to meet with SDCRAA to provide update on our transition plan and position responsibilities.

Week 4

1. Continue meeting with SDCRAA staff as needed.
    a. Update on New Location Start up Plan.
    b. Address unresolved operational issues.
    c. Update on Advertising and Public Relations campaign schedules.

2. Tour facility with employees.

3. Meet with and rehearse everyone's role and responsibility.

4. Complete training for all employees.

5. Issue uniforms & ID badges.

6. Meet with staff daily over the last week to continually keep them updated.

7. Ensure all supplies and tickets are on-hand.

8. Lisetta D'Orazio, Michelle Dente completing background checks on every employee.

9. Steve Burton has picked his additional Ace Parking executive Team Members to the management takeover team for the final week of preparations. This team will include:
    a. Keith Jones
    b. Brian Gansert
    c. Tracy Hicks and key staff members
    d. Michelle Dente and key staff members

10. Ace Parking executive Team Members complete preliminary preparations and prepare for final week of transition.

Week 5

1. Continue meeting with SDCRAA staff as needed.
    a. Update on New Location Start up Plan.
    b. Address unresolved operational issues.
    c. Update on Advertising and Public Relations campaign schedules.

2. Tour facility with all employees.

3. Meet with and rehearse everyone's role and responsibility.

4. Complete training all employees.
5. Issue uniforms & ID badges.
6. Meet with staff daily over the last week to continually keep them updated.
7. Ensure all supplies and tickets are on-hand.
8. Lisetta D'Orazio, Michelle Dente finalizing background checks on every employee.
9. Ace Parking executive Team Members complete preparations for transition.

Opening day

1. The entire transition team will be in place at the parking facility. This includes:
    a. Steve Burton
    b. Mike DeGraffenried
    c. Keith Jones
    d. Tracy Hicks and key staff members
    e. Michelle Dente and key staff members
    f. Wendell Tanks
    g. David Gonzalez
    h. Lisetta D'Orazio
    i. Zach Woodward
    j. Anne Tamashiro

3. *Financial Viability*

- **Last 3 fiscal years balance sheet & income statemens prepared by a CPA**
  Please see separately sealed envelope titled ***Financials.***

- **Summary of key financial data**

Ace Parking
Key Financial Data

[redacted]

- **Financial Standing/Going Concern**

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Independent Auditors' Report

To the Board of Directors and Shareholder of
Ace Parking Group and Affiliates
San Diego, CA

We have audited the accompanying combined balance sheets of **Ace Parking Group and Affiliates** ("the Company") as of December 31, 2009 and 2008, and the related combined statements of income, group equity and cash flows for the years then ended. These combined financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these combined financial statements based on our audits.

We conducted our audits in accordance with U.S. generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the combined financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the combined financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall combined financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the combined financial statements referred to above present fairly, in all material respects, the financial position of **Ace Parking Group and Affiliates** as of December 31, 2009 and 2008, and the results of its operations and its cash flows for the years then ended, in conformity with U.S. generally accepted accounting principles.

Mayer Hoffman McCann P.C.

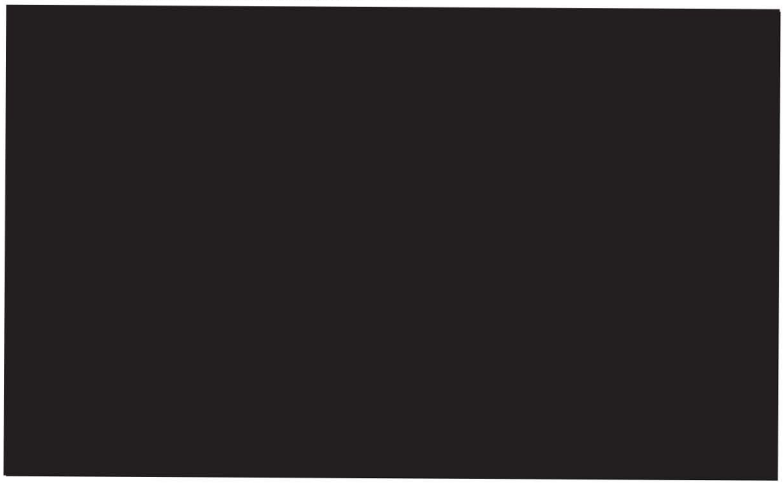
July 6, 2010

- **Pending litigation and or bankruptcy filings**

  We are not aware of any pending litigation other than nominal litigation which occurs from time-to-time in the normal course of business. Such litigation is not material to the financial statements of Ace Parking. Ace has never filed, nor does it intend or expect to file, for bankruptcy.

- **Five year pro forma income statement**

Ace Parking
Five Year Pro Forma Income Statement



Pro forma Results For the Year Ended December 31,				
2011	2012	2013	2014	2015
Unaudited	Unaudited	Unaudited	Unaudited	Unaudited
167,154,880	175,512,624	184,288,255	193,502,667	203,177,801
(161,278,253)	(169,342,166)	(177,809,274)	(186,699,738)	(196,034,725)
5,876,626	6,170,458	6,478,981	6,802,930	7,143,076
11,080,030	11,634,031	12,215,733	12,826,520	13,467,846
16,956,656	17,804,489	18,694,714	19,629,449	20,610,922
(15,157,785)	(15,915,674)	(16,711,457)	(17,547,030)	(18,424,382)
(678,623)	(712,555)	(748,182)	(785,592)	(824,871)
1,120,248	1,176,261	1,235,074	1,296,827	1,361,669
734,453	771,176	809,734	850,221	892,732
(112,770)	(118,409)	(124,329)	(130,545)	(137,073)
1,741,931	1,829,028	1,920,479	2,016,503	2,117,328

4. Proposed fees/cost to Airport

a. SCHEDULE B-1 (Exhibit E)

INCOME	DETAIL	FY2012	FY2013	FY2014	FY2015	FY2016
	Estimated Annual Revenues					
Transient		30,720,000	43,008,000	44,298,240	45,627,187	46,996,003
Employee Parking		1,095,600	1,128,468	1,162,322	1,197,192	1,233,107
Credit Card Fees		(699,300)	(989,184)	(1,018,860)	(1,049,425)	(1,080,908)
TOTAL INCOME		31,116,300	43,147,284	44,441,703	45,774,954	47,148,202

EXPENSES	DETAIL	FY2012	FY2013	FY2014	FY2015	FY2016
PAYROLL						
	Minimum daily cashier service levels for all parking facilities *Day Shift 12 Cashiers* *Evening Shift 13 Cashiers* *Graveyard Shi 7 Cashiers*					
Management						
General Manager		93,000	95,790	98,664	101,624	104,672
Asst. General Manager		60,000	61,800	63,654	65,564	67,531
Operations Manager		50,000	51,500	53,045	54,636	56,275
Valet/CSR Manager		52,000	53,560	55,167	56,822	58,526
Pacific Hwy Manager		45,000	46,350	47,741	49,173	50,648
HR Manager		47,000	48,410	49,862	51,358	52,899
Ops Supervisors		329,201	339,077	349,249	359,727	370,518
CSR Supervisors		90,520	93,236	96,033	98,914	101,881
Valet Supervisors		89,352	92,033	94,794	97,637	100,566
Staff						
Audit		103,981	107,101	110,314	113,623	117,032
Office Coordinators		65,083	67,036	69,047	71,118	73,252
Cashiers		939,072	967,244	996,261	1,026,149	1,056,934
Lot Checkers		90,228	92,935	95,723	98,595	101,552
Maintenance		106,872	110,078	113,381	116,782	120,285
CS Reps		533,484	549,489	565,973	582,952	600,441
Valet		560,366	577,177	594,493	612,327	630,697
Clerical		70,720	72,842	75,027	77,278	79,596
Other						
Vacation		123,010	126,700	130,501	134,416	138,449
Sub-Total Payroll Expenses		3,448,889	3,552,356	3,658,927	3,768,695	3,881,755

SCHEDULE B-1 (Exhibit E) *Continued*

OPERATING EXPENSES	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
Overhead						
Payroll Overhead		379,379	390,759	402,482	414,556	426,993
Health Insurance		367,200	370,872	374,581	378,327	382,110
Recruiting, Testing & Training		13,200	13,266	13,332	13,399	13,466
Payroll Processing		38,400	38,592	38,785	38,979	39,174
Employee Incentives		10,200	10,226	10,251	10,277	10,302
Shopping Tests		13,800	13,814	13,828	13,841	13,855
Armored Transport		32,400	32,562	32,725	32,888	33,053
Professional Security		63,300	63,363	63,427	63,490	63,554
Supplies		88,800	89,022	89,245	89,468	89,691
Uniforms		69,600	69,635	69,809	69,983	70,158
Tickets & Decals		70,800	70,977	71,154	71,332	71,511
Signs		8,400	8,421	8,442	8,463	8,484
Vehicle Fuel and Maintenance		31,200	31,278	31,356	31,435	31,513
Lockouts		1,200	1,203	1,206	1,209	1,212
Equipment Rental		77,400	77,594	77,787	77,982	78,177
Janitorial Supplies		53,700	53,834	53,969	54,104	54,239
Office Supplies		38,100	38,195	38,291	38,386	38,482
Equipment Repairs & Maint.		219,000	219,548	220,096	220,647	221,198
Surface Repairs		9,000	9,023	9,045	9,068	9,090
Telephone		33,000	33,083	33,165	33,248	33,331
Water and Sewer		3,000	3,008	3,015	3,023	3,030
Electricity		30,000	30,075	30,150	30,226	30,301
Business License and Taxes		3,000	3,008	3,015	3,023	3,030
Misc. Expense		18,600	18,647	18,693	18,740	18,787
Customer Service		8,400	8,421	8,442	8,463	8,484
Sub-Total Operating Expenses		1,681,079	1,698,423	1,716,291	1,734,556	1,753,227
Total Expenses		5,129,968	5,250,779	5,375,218	5,503,250	5,634,983
NET OPERATING INCOME		25,986,332	37,896,505	39,066,484	40,271,703	41,513,220

SCHEDULE B-1 (Exhibit E) *Continued*

FY 2011-12 Main Lots (T1/T2, Commuter, Employee Lots)

NAME	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YEAR
Transient Revenue	195,000	195,000	195,000	195,000	195,000	195,000	195,000	195,000	195,000	195,000	195,000	195,000	2,340,000
Credit Card	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	8,400,000
POF Revenue	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	612,000
Employee Revenue	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	480,000
Recovery Payments	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,000
Credit Card Fees	(21,300)	(21,300)	(21,300)	(21,300)	(21,300)	(21,300)	(21,300)	(21,300)	(21,300)	(21,300)	(21,300)	(21,300)	(255,600)
TOTAL REVENUES	967,700	967,700	967,700	967,700	967,700	967,700	967,700	967,700	967,700	967,700	967,700	967,700	11,612,400
Wages - Cashiers	30,952	30,952	30,952	30,952	30,952	30,952	30,952	30,952	30,952	30,952	30,952	30,952	371,424
Wages - Customer Service	44,457	44,457	44,457	44,457	44,457	44,457	44,457	44,457	44,457	44,457	44,457	44,457	533,484
Wages - Shift Coordinator	5,424	5,424	5,424	5,424	5,424	5,424	5,424	5,424	5,424	5,424	5,424	5,424	65,083
Wages - Manager	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	250,000
Wages - Supervisor	19,467	19,467	19,467	19,467	19,467	19,467	19,467	19,467	19,467	19,467	19,467	19,467	233,600
Wages - CSR Supervisor	7,543	7,543	7,543	7,543	7,543	7,543	7,543	7,543	7,543	7,543	7,543	7,543	90,520
Wages - Clerical	5,893	5,893	5,893	5,893	5,893	5,893	5,893	5,893	5,893	5,893	5,893	5,893	70,720
Wages - Vacation Pay	6,390	6,390	6,390	6,390	6,390	6,390	6,390	6,390	6,390	6,390	6,390	6,390	76,680
Wages - Cleaning	8,906	8,906	8,906	8,906	8,906	8,906	8,906	8,906	8,906	8,906	8,906	8,906	106,872
Wages - Lot Check	7,519	7,519	7,519	7,519	7,519	7,519	7,519	7,519	7,519	7,519	7,519	7,519	90,228
Wages - Audit	8,665	8,665	8,665	8,665	8,665	8,665	8,665	8,665	8,665	8,665	8,665	8,665	103,981
TOTAL PAYROLL	166,049	166,049	166,049	166,049	166,049	166,049	166,049	166,049	166,049	166,049	166,049	166,049	1,992,592
Payroll Overhead	18,265	18,265	18,265	18,265	18,265	18,265	18,265	18,265	18,265	18,265	18,265	18,265	219,185
Health and Welfare	22,950	22,950	22,950	22,950	22,950	22,950	22,950	22,950	22,950	22,950	22,950	22,950	275,400
Recruiting, Testing & Training	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Payroll Processing Fees	600	600	600	600	600	600	600	600	600	600	600	600	7,200
Employee Incentives - Nontax	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Shopping Tests	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Armored Car Service	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	16,200
Professional Security	5,275	5,275	5,275	5,275	5,275	5,275	5,275	5,275	5,275	5,275	5,275	5,275	63,300
Supplies	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	78,000
Uniforms	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	28,800
Tickets and Decals	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000
Signs	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Vehicle Fuel & Maintenance	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	16,800
Equipment Rental	600	600	600	600	600	600	600	600	600	600	600	600	7,200
Janitorial	4,350	4,350	4,350	4,350	4,350	4,350	4,350	4,350	4,350	4,350	4,350	4,350	52,200
Office Supplies	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,000
Equipment Repairs & Maint.	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	210,000
Surface Repairs	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Telephone and Pager	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	30,000
Business License and Taxes	150	150	150	150	150	150	150	150	150	150	150	150	1,800
Misc Expense	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Customer Service	200	200	200	200	200	200	200	200	200	200	200	200	2,400
													3,139,078
TOTAL EXPENSES	261,590	261,590	261,590	261,590	261,590	261,590	261,590	261,590	261,590	261,590	261,590	261,590	3,139,078
NET INCOME	706,110	706,110	706,110	706,110	706,110	706,110	706,110	706,110	706,110	706,110	706,110	706,110	8,473,322

SCHEDULE B-1 (Exhibit E) *Continued*

FY 2011-12 Main Lots (T1/T2, Commuter, Employee Lots)

NAME	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YEAR
Transient Revenue	195,000	195,000	195,000	195,000	195,000	195,000	195,000	195,000	195,000	195,000	195,000	195,000	2,340,000
Credit Card	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	8,400,000
POF Revenue	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	612,000
Employee Revenue	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	480,000
Recovery Payments	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,000
Credit Card Fees	(21,300)	(21,300)	(21,300)	(21,300)	(21,300)	(21,300)	(21,300)	(21,300)	(21,300)	(21,300)	(21,300)	(21,300)	(255,600)
TOTAL REVENUES	967,700	967,700	967,700	967,700	967,700	967,700	967,700	967,700	967,700	967,700	967,700	967,700	11,612,400
Wages - Cashiers	30,952	30,952	30,952	30,952	30,952	30,952	30,952	30,952	30,952	30,952	30,952	30,952	371,424
Wages - Customer Service	44,457	44,457	44,457	44,457	44,457	44,457	44,457	44,457	44,457	44,457	44,457	44,457	533,484
Wages - Shift Coordinator	5,424	5,424	5,424	5,424	5,424	5,424	5,424	5,424	5,424	5,424	5,424	5,424	65,083
Wages - Manager	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	250,000
Wages - Supervisor	19,467	19,467	19,467	19,467	19,467	19,467	19,467	19,467	19,467	19,467	19,467	19,467	233,600
Wages - CSR Supervisor	7,543	7,543	7,543	7,543	7,543	7,543	7,543	7,543	7,543	7,543	7,543	7,543	90,520
Wages - Clerical	5,893	5,893	5,893	5,893	5,893	5,893	5,893	5,893	5,893	5,893	5,893	5,893	70,720
Wages - Vacation Pay	6,390	6,390	6,390	6,390	6,390	6,390	6,390	6,390	6,390	6,390	6,390	6,390	76,680
Wages - Cleaning	8,906	8,906	8,906	8,906	8,906	8,906	8,906	8,906	8,906	8,906	8,906	8,906	106,872
Wages - Lot Check	7,519	7,519	7,519	7,519	7,519	7,519	7,519	7,519	7,519	7,519	7,519	7,519	90,228
Wages - Audit	8,665	8,665	8,665	8,665	8,665	8,665	8,665	8,665	8,665	8,665	8,665	8,665	103,981
TOTAL PAYROLL	166,049	166,049	166,049	166,049	166,049	166,049	166,049	166,049	166,049	166,049	166,049	166,049	1,992,592
Payroll Overhead	18,265	18,265	18,265	18,265	18,265	18,265	18,265	18,265	18,265	18,265	18,265	18,265	219,185
Health and Welfare	22,950	22,950	22,950	22,950	22,950	22,950	22,950	22,950	22,950	22,950	22,950	22,950	275,400
Recruiting, Testing & Training	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Payroll Processing Fees	600	600	600	600	600	600	600	600	600	600	600	600	7,200
Employee Incentives - Nontax	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Shopping Tests	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Armored Car Service	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	16,200
Professional Security	5,275	5,275	5,275	5,275	5,275	5,275	5,275	5,275	5,275	5,275	5,275	5,275	63,300
Supplies	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	78,000
Uniforms	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	28,800
Tickets and Decals	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000
Signs	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Vehicle Fuel & Maintenance	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	16,800
Equipment Rental	600	600	600	600	600	600	600	600	600	600	600	600	7,200
Janitorial	4,350	4,350	4,350	4,350	4,350	4,350	4,350	4,350	4,350	4,350	4,350	4,350	52,200
Office Supplies	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,000
Equipment Repairs & Maint.	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	210,000
Surface Repairs	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Telephone and Pager	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	30,000
Business License and Taxes	150	150	150	150	150	150	150	150	150	150	150	150	1,800
Misc Expense	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Customer Service	200	200	200	200	200	200	200	200	200	200	200	200	2,400
													3,139,078
TOTAL EXPENSES	261,590	261,590	261,590	261,590	261,590	261,590	261,590	261,590	261,590	261,590	261,590	261,590	3,139,078
NET INCOME	706,110	706,110	706,110	706,110	706,110	706,110	706,110	706,110	706,110	706,110	706,110	706,110	8,473,322

SCHEDULE B-1 (Exhibit E) *Continued*

FY 2011-12 Main Lots (T1/T2, Commuter, Employee Lots)

NAME	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YEAR
Transient Revenue	195,000	195,000	195,000	195,000	195,000	195,000	195,000	195,000	195,000	195,000	195,000	195,000	2,340,000
Credit Card	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	8,400,000
POF Revenue	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	612,000
Employee Revenue	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	480,000
Recovery Payments	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,000
Credit Card Fees	(21,300)	(21,300)	(21,300)	(21,300)	(21,300)	(21,300)	(21,300)	(21,300)	(21,300)	(21,300)	(21,300)	(21,300)	(255,600)
TOTAL REVENUES	967,700	967,700	967,700	967,700	967,700	967,700	967,700	967,700	967,700	967,700	967,700	967,700	11,612,400
Wages - Cashiers	30,952	30,952	30,952	30,952	30,952	30,952	30,952	30,952	30,952	30,952	30,952	30,952	371,424
Wages - Customer Service	44,457	44,457	44,457	44,457	44,457	44,457	44,457	44,457	44,457	44,457	44,457	44,457	533,484
Wages - Shift Coordinator	5,424	5,424	5,424	5,424	5,424	5,424	5,424	5,424	5,424	5,424	5,424	5,424	65,083
Wages - Manager	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	250,000
Wages - Supervisor	19,467	19,467	19,467	19,467	19,467	19,467	19,467	19,467	19,467	19,467	19,467	19,467	233,600
Wages - CSR Supervisor	7,543	7,543	7,543	7,543	7,543	7,543	7,543	7,543	7,543	7,543	7,543	7,543	90,520
Wages - Clerical	5,893	5,893	5,893	5,893	5,893	5,893	5,893	5,893	5,893	5,893	5,893	5,893	70,720
Wages - Vacation Pay	6,390	6,390	6,390	6,390	6,390	6,390	6,390	6,390	6,390	6,390	6,390	6,390	76,680
Wages - Cleaning	8,906	8,906	8,906	8,906	8,906	8,906	8,906	8,906	8,906	8,906	8,906	8,906	106,872
Wages - Lot Check	7,519	7,519	7,519	7,519	7,519	7,519	7,519	7,519	7,519	7,519	7,519	7,519	90,228
Wages - Audit	8,665	8,665	8,665	8,665	8,665	8,665	8,665	8,665	8,665	8,665	8,665	8,665	103,981
TOTAL PAYROLL	166,049	166,049	166,049	166,049	166,049	166,049	166,049	166,049	166,049	166,049	166,049	166,049	1,992,592
Payroll Overhead	18,265	18,265	18,265	18,265	18,265	18,265	18,265	18,265	18,265	18,265	18,265	18,265	219,185
Health and Welfare	22,950	22,950	22,950	22,950	22,950	22,950	22,950	22,950	22,950	22,950	22,950	22,950	275,400
Recruiting, Testing & Training	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Payroll Processing Fees	600	600	600	600	600	600	600	600	600	600	600	600	7,200
Employee Incentives - Nontax	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Shopping Tests	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Armored Car Service	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	16,200
Professional Security	5,275	5,275	5,275	5,275	5,275	5,275	5,275	5,275	5,275	5,275	5,275	5,275	63,300
Supplies	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	78,000
Uniforms	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	28,800
Tickets and Decals	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000
Signs	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Vehicle Fuel & Maintenance	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	16,800
Equipment Rental	600	600	600	600	600	600	600	600	600	600	600	600	7,200
Janitorial	4,350	4,350	4,350	4,350	4,350	4,350	4,350	4,350	4,350	4,350	4,350	4,350	52,200
Office Supplies	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,000
Equipment Repairs & Maint.	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	210,000
Surface Repairs	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Telephone and Pager	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	30,000
Business License and Taxes	150	150	150	150	150	150	150	150	150	150	150	150	1,800
Misc Expense	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Customer Service	200	200	200	200	200	200	200	200	200	200	200	200	2,400
													3,139,078
TOTAL EXPENSES	261,590	261,590	261,590	261,590	261,590	261,590	261,590	261,590	261,590	261,590	261,590	261,590	3,139,078
NET INCOME	706,110	706,110	706,110	706,110	706,110	706,110	706,110	706,110	706,110	706,110	706,110	706,110	8,473,322

SCHEDULE B-1 (Exhibit E) *Continued*

FY 2011-12 San Park NTC

NAME	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YEAR
Transient Revenue	115,000	115,000	115,000	115,000	115,000	115,000	115,000	115,000	115,000	115,000	115,000	115,000	1,380,000
Credit Card Revenue	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	2,700,000
Credit Card Fees	(6,750)	(6,750)	(6,750)	(6,750)	(6,750)	(6,750)	(6,750)	(6,750)	(6,750)	(6,750)	(6,750)	(6,750)	(81,000)
TOTAL REVENUES	333,250	333,250	333,250	333,250	333,250	333,250	333,250	333,250	333,250	333,250	333,250	333,250	3,999,000
Wages - Cashiers	12,713	12,713	12,713	12,713	12,713	12,713	12,713	12,713	12,713	12,713	12,713	12,713	152,555
Wages - Vacation Pay	509	509	509	509	509	509	509	509	509	509	509	509	6,102
TOTAL PAYROLL	13,221	13,221	13,221	13,221	13,221	13,221	13,221	13,221	13,221	13,221	13,221	13,221	158,658
Payroll Overhead	1,454	1,454	1,454	1,454	1,454	1,454	1,454	1,454	1,454	1,454	1,454	1,454	17,452
Health and Welfare	450	450	450	450	450	450	450	450	450	450	450	450	5,400
Payroll Processing Fees	100	100	500	500	500	500	500	500	500	500	500	500	5,200
Shopping Tests	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Supplies	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Uniforms	300	300	300	300	300	300	300	300	300	300	300	300	3,600
Tickets and Decals	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Signs	25	25	25	25	25	25	25	25	25	25	25	25	300
Janitorial	25	25	25	25	25	25	25	25	25	25	25	25	300
Office Supplies	25	25	25	25	25	25	25	25	25	25	25	25	300
Equipment Repairs & Maint.	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Surface Repairs	50	50	50	50	50	50	50	50	50	50	50	50	600
Misc Expense	250	250	250	250	250	250	250	250	250	250	250	250	3,000
													199,610
TOTAL EXPENSES	16,301	16,301	16,701	16,701	16,701	16,701	16,701	16,701	16,701	16,701	16,701	16,701	199,610
NET INCOME	316,949	316,949	316,549	316,549	316,549	316,549	316,549	316,549	316,549	316,549	316,549	316,549	3,799,390

SCHEDULE B-1 (Exhibit E) *Continued*

FY 2011-12 San Park NTC2

NAME	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YEAR
Transient Revenue	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	480,000
Credit Card Revenue	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	1,560,000
Employee Revenue	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	252,000
Credit Card Fees	(3,900)	(3,900)	(3,900)	(3,900)	(3,900)	(3,900)	(3,900)	(3,900)	(3,900)	(3,900)	(3,900)	(3,900)	(46,800)
TOTAL REVENUES	187,100	187,100	187,100	187,100	187,100	187,100	187,100	187,100	187,100	187,100	187,100	187,100	2,245,200
Wages - Cashiers	12,713	12,713	12,713	12,713	12,713	12,713	12,713	12,713	12,713	12,713	12,713	12,713	152,555
Wages - Vacation Pay	509	509	509	509	509	509	509	509	509	509	509	509	6,102
TOTAL PAYROLL	13,221	13,221	13,221	13,221	13,221	13,221	13,221	13,221	13,221	13,221	13,221	13,221	158,658
Payroll Overhead	1,454	1,454	1,454	1,454	1,454	1,454	1,454	1,454	1,454	1,454	1,454	1,454	17,452
Health and Welfare	450	450	450	450	450	450	450	450	450	450	450	450	5,400
Payroll Processing Fees	100	500	500	500	500	500	500	500	500	500	500	500	5,600
Shopping Tests	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Supplies	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Uniforms	300	300	300	300	300	300	300	300	300	300	300	300	3,600
Tickets and Decals	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Signs	25	25	25	25	25	25	25	25	25	25	25	25	300
Janitorial	25	25	25	25	25	25	25	25	25	25	25	25	300
Office Supplies	25	25	25	25	25	25	25	25	25	25	25	25	300
Equipment Repairs & Maint.	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Surface Repairs	50	50	50	50	50	50	50	50	50	50	50	50	600
Misc Expense	250	250	250	250	250	250	250	250	250	250	250	250	3,000
													200,010
TOTAL EXPENSES	16,301	16,701	16,701	16,701	16,701	16,701	16,701	16,701	16,701	16,701	16,701	16,701	200,010
NET INCOME	170,799	170,399	170,399	170,399	170,399	170,399	170,399	170,399	170,399	170,399	170,399	170,399	2,045,190

SCHEDULE B-1 (Exhibit E) *Continued*

FY 2011-12 San Park Harbor Dr.

NAME	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YEAR
Transient Revenue	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	780,000
Credit Card Revenue	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	2,700,000
Employee Revenue	300	300	300	300	300	300	300	300	300	300	300	300	3,600
Credit Card Fees	(6,750)	(6,750)	(6,750)	(6,750)	(6,750)	(6,750)	(6,750)	(6,750)	(6,750)	(6,750)	(6,750)	(6,750)	(81,000)
TOTAL REVENUES	283,550	283,550	283,550	283,550	283,550	283,550	283,550	283,550	283,550	283,550	283,550	283,550	3,402,600
Wages - Cashiers	8,574	8,574	8,574	8,574	8,574	8,574	8,574	8,574	8,574	8,574	8,574	8,574	102,886
Wages - Vacation Pay	343	343	343	343	343	343	343	343	343	343	343	343	4,115
TOTAL PAYROLL	8,917	8,917	8,917	8,917	8,917	8,917	8,917	8,917	8,917	8,917	8,917	8,917	107,002
Payroll Overhead	981	981	981	981	981	981	981	981	981	981	981	981	11,770
Health and Welfare	900	900	900	900	900	900	900	900	900	900	900	900	10,800
Payroll Processing Fees	150	150	150	150	150	150	150	150	150	150	150	150	1,800
Shopping Tests	50	50	50	50	50	50	50	50	50	50	50	50	600
Supplies	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Uniforms	300	300	300	300	300	300	300	300	300	300	300	300	3,600
Tickets and Decals	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Signs	25	25	25	25	25	25	25	25	25	25	25	25	300
Equipment Rental	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Janitorial	25	25	25	25	25	25	25	25	25	25	25	25	300
Office Supplies	25	25	25	25	25	25	25	25	25	25	25	25	300
Equipment Repairs & Maint.	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Surface Repairs	50	50	50	50	50	50	50	50	50	50	50	50	600
Misc Expense	50	50	50	50	50	50	50	50	50	50	50	50	600
													153,272
TOTAL EXPENSES	12,773	12,773	12,773	12,773	12,773	12,773	12,773	12,773	12,773	12,773	12,773	12,773	153,272
NET INCOME	270,777	270,777	270,777	270,777	270,777	270,777	270,777	270,777	270,777	270,777	270,777	270,777	3,249,328

SCHEDULE B-1 (Exhibit E) *Continued*

FY 2011-12 Valet

NAME	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YEAR
Transient Revenue	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	360,000
Credit Card	262,500	262,500	262,500	262,500	262,500	262,500	262,500	262,500	262,500	262,500	262,500	262,500	3,150,000
Credit Card Fees	(7,875)	(7,875)	(7,875)	(7,875)	(7,875)	(7,875)	(7,875)	(7,875)	(7,875)	(7,875)	(7,875)	(7,875)	(94,500)
TOTAL REVENUES	284,625	284,625	284,625	284,625	284,625	284,625	284,625	284,625	284,625	284,625	284,625	284,625	3,415,500
Wages - Valet	46,697	46,697	46,697	46,697	46,697	46,697	46,697	46,697	46,697	46,697	46,697	46,697	560,366
Wages - Manager	4,334	4,334	4,334	4,334	4,334	4,334	4,334	4,334	4,334	4,334	4,334	4,334	52,008
Wages - Supervisor	7,446	7,446	7,446	7,446	7,446	7,446	7,446	7,446	7,446	7,446	7,446	7,446	89,352
Wages - Vacation Pay	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
TOTAL PAYROLL	59,977	59,977	59,977	59,977	59,977	59,977	59,977	59,977	59,977	59,977	59,977	59,977	719,726
Payroll Overhead	6,597	6,597	6,597	6,597	6,597	6,597	6,597	6,597	6,597	6,597	6,597	6,597	79,170
Health and Welfare	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	43,200
Recruiting Testing & Training	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Payroll Processing Fees	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
Employee Incentives	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Shopping Tests	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Supplies	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Uniforms	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
Tickets and Decals	350	350	350	350	350	350	350	350	350	350	350	350	4,200
Signs	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Vehicle Fuel & Maint.	700	700	700	700	700	700	700	700	700	700	700	700	8,400
Lockouts	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Equipment Rental	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Telephone and Pager	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Misc Expense	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Customer Service	500	500	500	500	500	500	500	500	500	500	500	500	6,000
													905,696
TOTAL EXPENSES	75,475	75,475	75,475	75,475	75,475	75,475	75,475	75,475	75,475	75,475	75,475	75,475	905,696
NET INCOME	209,150	209,150	209,150	209,150	209,150	209,150	209,150	209,150	209,150	209,150	209,150	209,150	2,509,804

b. Proposed fees/cost to Airport

EXHIBIT A – FEES AND EXPENSES

RESPONDENTS MUST COMPLETE AND RETURN THIS EXHIBIT WITH THEIR PROPOSAL

Annual Management Fees

1. Annual Management Fees. The undersigned hereby agree to manage for the San Diego County Regional Airport Authority Airport Parking Facilities as defined in the Request for Proposals for the annual amount shown:

Agreement Year 2011 – 2012	$399,000
Agreement Year 2012 – 2013	$463,000
Agreement Year 2013 – 2014	$474,000
Agreement Year 2014 – 2015	$550,000
Agreement Year 2015 – 2016	$620,000
TOTAL	**$2,506,000**

Additional consideration as part of our proposals:

Ace Parking is proposing to offer the Airport a discount on the pricing for the management fee proposed if we are successful in winning both the parking management and the shuttle management contracts. We will discuss the discount offered at the appropriate time.

5. Worker Retention Program

As mentioned in Section B. earlier in this proposal, please see our Worker Retention Program below:



Our company's greatest asset is truly our employees. The key to our success is that our team provides our clients, guests, and customers with in-depth knowledge and technical expertise from multi-disciplinary backgrounds encompassing a number of related fields.

Instead of considering workforce retention as an event, Ace Parking considers workforce retention as a process that includes assessment, intervention, and post assessment conducted in the context of continuous improvement. Retaining workers is not just about keeping an already knowledgeable and trained workforce or managing a diverse and multi-generation workforce. We believe that employee retention is all about encouraging people to commit themselves to an organization. Through employee retention, we have been able to lessen the additional expenses of hiring and training new people and at the same time build trust and commitment within coworkers; the result of which is happier, harder working employees.

A committed employee is extraordinarily valuable. As the incumbent parking provider for the San Diego airport, Ace Parking understands what it takes to retain employees. We have been able to retain our employees simply by meeting their key needs: paying attention to people at all levels; trusting and being trusted; tolerating individuality; providing training and development opportunities and creating a blame-free, can-do culture. It boils down to the fact that when we gain the trust and commitment of employees, they establish employee retention.

Incumbent workers can be valuable because they understand the company culture but also the requirements and expectations of the Airport Authority. They have a history with the Airport, but also bring a fresh perspective from additional training and development provided by Ace. Through upgraded skills training and continued development of new skills and strategies, employees are able to achieve success in their existing setting and support the aims and mission of both Ace and the airport. Retaining employees who have the skills needed is not only the right thing to do, it's good for business.

However, we do not see retaining employees simply as the strategy of choice because it is cost effective and easy. The decision to retain an employee is based on good job fit — that the employee has the right skills for the right job and can continue to provide the service levels expected by both Ace and the airport. We will continually assess employee performance in this area and hold them accountable to the performance standards required. In addition:

1. It is our intent to retain incumbent employees who have been employed with Ace for the preceding twelve (12) months as required by the Worker Retention plan; however, incumbent and new employees will be evaluated for job fit within a ninety (90) period and

thereafter. Ace Parking continuously evaluates our employees on a formal and informal basis by documenting employees' accomplishments, strengths, weaknesses and professional goals. We will continue to set the bar for what employees must do to meet or exceed job expectations.

2. During the 90 day period, managers will provide informal feedback on a regular basis, notating employee needs as well as accomplishments. Managers will also provide guidance to improve performance, enforce disciplinary policies, but also provide employee recognition and rewards during this time period. At the culmination of the 90 day evaluation period, managers will conduct a formal assessment and identify training and professional development needs or refer transitioning employees for outplacement assistance. Ace Parking is committed to career advancement and mentorship for all employees, especially incumbent workers. We incentivize and support employees' mentorship and career advancement activities through on-the-job training and continued professional development.

3. Ace Parking understands that in our current economic structures, we can continue to support the airport's operations by taking advantage of the economies of scale. By pooling our current workforce by classifications, we can take advantage of incumbent specialization and knowledge spillovers, creating a strong specially-skilled workforce. In turn, incumbent workers will find it advantageous to be in a pooled classification as this minimizes the risk from a layoff and creates additional opportunities for advancement. Ace Parking's goal is to support the pooling of incumbent workers to ensure that workers achieve the specialization (through skill development) necessary to move into higher paying jobs.

4. Ace Parking will maintain a preferential hiring list of incumbent employees not initially retained and will identify those employees who require additional training and development or outplacement assistance if performance expectations cannot be met within the ninety (90) day evaluation period or when the six (6) months pooling period expired, whichever is later.

As the current parking provider and partner to the airport, Ace Parking understands what it takes to retain staff and keep them motivated and engaged so that they can continue to provide effective contributions to both the airport and the company. Providing good pay and worker-friendly benefits are only two of the many foundational principles for employee retention. It begins with selecting the right person in the first place, getting new employees off to a great start, and coaching and rewarding them to sustain commitment.

But, we also understand that retention is not affected so much by the things we do as a company as the things we are as a company. Realizing this, to a small degree, Ace Parking's senior management team has tried to create many things they thought would be good for employee retention, such as casual office Fridays; flex time; company-paid pizza lunches; drinks, cheese, and nachos on Friday afternoons; cookies and prizes at meetings, and on and on. We created what we call the "Dirty Dozen" of employee retention principles and incorporated this as part of our corporate culture:

a) **Hire only the best people**

Great companies are, for the most part, made up of great employees. People join an organization because of the quality of the staff already in place. We understand this point and striving to hire only the best people as a company standard.

b) **Work to make sure employees are satisfied with their jobs.** Ace Parking creates reasons for people to join our organization and to stay. We see to it that they enjoy their jobs, their responsibilities, and their possible career paths. We offer ongoing feedback so employees know if they are meeting expectations. Above all else, we make certain to communicate with new employees on a regular basis. We train our managers to set goals, coach, and give them every opportunity to succeed. Managers meet one-on-one with each new employee at least once a week for a few months to review progress and address concerns that arise both for the employee and/or the manager. This approach makes new employees feel valued; motivated to do their best, and take pride in being part of a successful organization.

c) **We advertise that we want the best.** We make every effort to inform our employees that we are always on the lookout for exceptional talent and not just trying to fill open positions. If a stellar candidate applies and there is no position for that candidate, we figure out a way to create a place because brilliance and ability demand a place. We believe that it is more effective to change the position to fit the person than the other way around (people don't change all that easily). This is our commitment to hiring the best and seeking excellence.

d) **Develop your employees.** Exceptional employees want to become even better. We assist them by developing them in the following ways:
   - Providing a comprehensive career advancement program.
   - Utilizing mentoring and coaching where appropriate.
   - Allowing employees to move in different directions within the organization (this develops perspective).
   - Always looking within before you look outside to promote.

e) **Create an atmosphere where fun is valued.** Work can be tiring, stressful, competitive, and demanding. This is all the more reason to provide some diversion in the workplace. We survey employees on their sense of fun in the workplace and appoint a committee to institute "fun" programs to motivate and engage employees further.

f) **We get to know our employees.** Ace Parking recognizes the key role our employees play by a sense of belonging and community within the organization. Although we are a large company, we make every effort to get to know our employees, their opinions on their work, and their family and kids. We like to regard our employees as people, not only as workers in our organization. Our Member Services' team spends 25% of their time out in the field, meeting and talking to employees. Our managers enforce communications programs', manage by walking around, and ensure that messages are consistent. The company offers executive chats and group breakfasts, town hall meetings, lunch with senior management, and other social activities.

g) **Communicate often and honestly.** We have set the tone at the senior management level and continuously strive to work on our communication. Regardless of the message, we try to communicate often and effectively. An informed workforce is more effective than an uninformed workforce.

h) **We make sure our leaders lead.** Our management positions are all about leadership, working with our team to set goals and drive the process to achieve corporate objectives. We understand that our staff watches us very closely, and that they have invested their careers, mortgages, futures, and trust in our capable hands and we make certain that we earn that trust every day. As employees settle into the organization, they do far less listening to what we say and far more watching of what we do, since today's employees are probably the most savvy and sophisticated of all time. Our managers are trained to lead with courage, conviction, and integrity.

i) **We compensate our employees equitably.** Compensation is extremely important. It buys all the things people need, and more to the point, it buys all the things people want. It reinforces their sense of value and worth to the organization. Compensation is not the most important element in employment, but we understand that employees want to feel good about their compensation package; no one wants to feel underpaid. As such, we work collaboratively with the union to ensure that we are meeting employees' needs.

j) **Learning and Development.** Training is often seen as a perk, but at Ace, we view it as an essential investment in the intellectual capital of the organization. Training, coaching, developmental assignments and job rotation programs send a clear message that we are seeking to establish a long-term relationship with our team members. Our Managers help our employees shape and direct their careers, so they can gain experience within the company rather than outside it. Managers are trained to identify good performers early, use their talents, listen to their ideas and increase their responsibilities, but also mentor their career development activities. We offer the following activities:

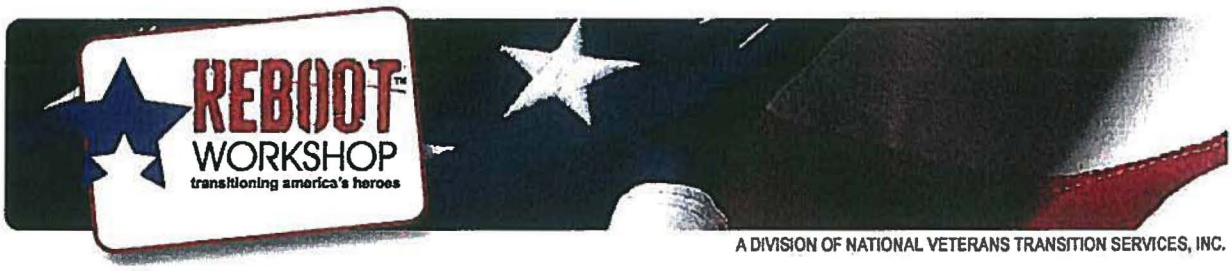
- Development plans
- Line of sight career growth
- Learning to enhance current skills or to develop additional skills
- Competency training
- Computer training
- Use of mentors

k) **Recognition Programs.** For most individuals, a significant portion of their motivation is derived from the recognition they receive from their managers for a job well done and the feeling that they are truly an important part of the organization. We have instituted programs that allow managers to recognize and reward outstanding or exemplary performance, such as:

- Non-monetary rewards (e.g. birthday cards, tickets)
- Awards
- Monetary rewards / bonuses
- Basic recognition activities such as saying "thank you" and the "reinforcing memo"
- A 'take your spouse out for dinner' voucher for $100.

l) **Performance Measurement.** Feedback is important to everyone and we provide feedback to our team often, utilizing:

- Persistent and accurate feedback
- Annual 'traditional' performance appraisals
- Weekly and monthly frequent appraisals
- 360-degree performance assessment



RELEARN, REBUILD, REBRAND – REBOOT – Ace Parking

Preparing to leave the military service and searching for employment shortly after the military brings unique challenges. Ace Parking understands that civilian employment may be quite a change for military men and women who after years of responding to specific orders, upon discharge are now faced with having to reinvent themselves.

Ace Parking has a long-standing tradition of supporting our military troops and their families and non-profit groups that provide direct services to U.S. troops. We understand that there is a tremendous gap in the continuum of veteran services and want to do as much as we can to assist in narrowing that gap.

We have formed an exclusive partnership with the National Veterans Transition Services, Inc (NVTS) to assist transitioning military personnel in "rebooting" their skills for sustainable careers.

The REBOOT program is an innovative approach to helping veterans transition from the service by providing them with a hands on cognitive-behavioral process that helps them develop self-sufficiency after serving. Ace Parking reinforces that objective by performing regular outreach to military personnel and their families and by providing job training programs and career opportunities for transitioning military men and women.

Our company does not just provide transitioning military personnel with meaningful employment and career. We try to provide these men and women with the mechanics of community life, best practice performance techniques, and managing a business with a focus on the future.

Our goal is to ensure that military men and women are prepared to successfully transition their life and prepare for the future.

6. *Small Business Preference*

Ace Parking does not qualify as a Small Business. However, we do qualify as a Local Business. Please see Attachment D, attached on the next page. We have filled out only the lower portion of the form.

Attachment D – Small and Local Business Eligibility Statement

Certification of Eligibility for Small Business Participation: The Authority is committed to maximizing opportunities for qualified certified small businesses to compete for and be awarded Authority agreements. The Authority's small business preference programs are found in Authority Policy 5.12 and Policy 5.14.

Eligibility as a Small Business: Check the applicable box.

____1) Enrolled in the Authority's Bonding and Contract Financing Assistance Program which requires verification by Authority staff that the firm meets Small Business Administration (SBA) size standards, or

____2) Possesses a certification by a California public agency that verifies the firm is within SBA size standards.

____3) Not eligible for consideration as a Certified Small Business

If applicable, state the date your business was enrolled in the Authority's Bonding and Contract Financing Assistance Program: _____

If applicable, identify the Small Business Certification Agency: _____

If applicable, provide the Small Business Certification Number: _____

Documentation of Eligibility for Local Business Participation: The Authority is committed to maximizing opportunities for local businesses to compete for and be awarded Authority agreements. The Authority's local business opportunity program is found in Authority Policy 5.13 *Local Businesses Opportunities*.

A. **Eligibility for Local Business Opportunity Program:** Pursuant to Authority Policy 5.13, a qualified local business must meet ALL of the following criteria:

1) Have a valid business certificate issued by San Diego County, or a valid business license issued by a city within San Diego County; and

2) Have twenty-five percent (25%) of its workforce based in the local office residing in San Diego County; and

3) Be headquartered or have a physical commercial address located within the limits of San Diego County for a minimum of six (6) months prior to the release of the solicitation for which a business responds as a local business participant. (U.S. Post Office boxes are not verifiable and shall not be considered for the purpose of this definition).

Does your firm meet all of the qualified local business criteria above? **Yes** X **No**____

Ace Parking Management, Inc.
Company Name:

Signature:

President
Title:

Steve Burton
Print Name:

06/10/2011
Date:

E. Responses to Minimum Qualifications

1. **Ace Parking does not directly or indirectly, in whole or in part, own, operate or manage any parking facility within the area bounded by Highway 5 to the north, Grape Street to the east, North Harbor Drive to the south, and Landing Road to Rosecrans Boulevard to the West.** Ace Parking has no conflict and agrees that subsequent breach of the Draft Agreement's Section 6.12 shall constitute a material default under the Agreement and that the Authority shall be entitled to any and all rights and remedies at law or in equity, including specific performance.

2. **Three similar agreements with similar management responsibilities performed by Ace Parking in the past five years include the following:**

   a) **San Diego International Airport**
   Dates of work performed: 1971-Present
   Name: Jim Myhers
   Title: Ground Transportation Manager
   Company: San Diego County Regional Airport Authority
   Address: P.O. Box 82776, San Diego CA, 92138-2776
   Telephone: 619-400-2690
   Role of Ace Parking: Manage 7400 parking stalls over 6 public and employee parking facilities. Ace Parking provides management of Self and Valet Parking, Employee Parking program including access card management, Ground Transportation Dispatch Services for all taxis and shuttles for hire, Shuttle operations for all remote lots, employee lots, and inter-terminal transit (29 shuttles).



   b) **Phoenix Sky Harbor Airport**
   Dates of work performed: 12/8/2000 – Present
   Contact Name: Carl Newman
   Title: Assistant Aviation Director
   Company: Phoenix Sky Harbor Airport
   Address: 3400 E Sky Harbor Blvd. Phoenix, AZ 85034
   Telephone: 602-273-3327
   Role of Ace Parking: Ace Parking Manages 10 public and 3 employee parking facilities encompassing more than 30,000 parking stalls and collecting nearly 75 million in annual revenue. Ace Parking provides daily parking management, event parking, employee parking, and Ground Transportation Dispatch Services.



   c) **Tucson International Airport**
   Dates of work performed: 09/01/1993 - Present
   Contact Name: Karen Thomas
   Title: Director of Concessions and Terminal Properties
   Company: Tucson Airport Authority
   Address: 7005 S Plumer Ave Tucson, AZ 85756
   Telephone: 520-573-4806
   Role of Ace Parking: Manage 6 different parking lots (Hourly, Daily, Economy, Economy Covered, Garage and Employee), 8,431 total parking spaces. Ace Parking provides Parking Management, Shuttle Bus Management and Roadway Management Services.

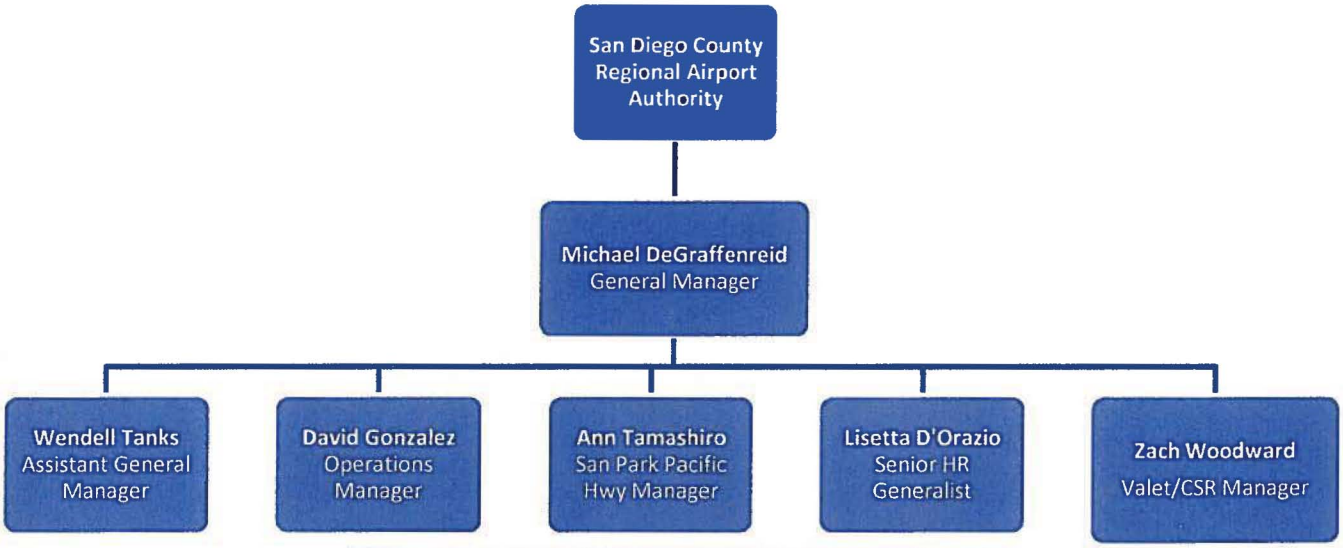


3. Work Plan to implement the Scope of Work

a. Organizational Chart and Management Structure

The effectiveness of any operations plan and the quality of services provided by staff members has a direct correlation to the skills of management. Overall, management of the parking facility is required to ensure a smooth operation and achieve the highest quality customer service. The local management of the SDIA parking operation is made up of six key individuals who have nearly 60 years of combined parking management experience:

Ace Parking's Management Team		
Name	**Title**	**Years of Experience**
Mike DeGraffenreid, CCP	General Manager	11
Wendell Tanks	Assistant General Manager	17
David Gonzalez	Operations Manager	18
Anne Tamashiro	San Park Pacific Hwy. Mgr.	6
Zach Woodward	Valet/CSR Manager	4
Lisetta D'Orazio	Senior HR Generalist	1
	TOTAL:	**57**





Specific roles and experience of the management staff include:



General Manager – Mike DeGraffenreid, CCP has over 11 years of airport parking management experience. Prior to arriving at SDIA, Mike was the General Manager at our Phoenix Sky Harbor International Airport operation, where he spent 7 years. Mike is responsible for all aspects of parking management at the airport, including the valet and ground transportation dispatch services. He serves as the primary liaison between Ace Parking and the San Diego County Regional Airport Authority. Mike has been the General Manager at SDIA since 2007, and he is fully aware of the expectations of SDCRAA, having met or exceeded those expectations during his tenure. Mike holds the accreditation of Certified Parking Professional from the National Parking Association. Prior to joining the Ace team, Mike served 5 years in the United States Navy as a Deep Sea Diver, and also graduated from California State University San Marcos with a BA in Sociology.

Some of Mike's specific accomplishments at San Diego International Airport include:

- Planning and launching the San Park Valet operation that is now generating gross revenues in excess of $2.5 million per year.
- Switched San Park Harbor Dr. and San Park NTC over to "shuttle stop lots", as opposed to "at your vehicle pickup lots". This resulted in shorter shuttle transit times and elimination of the shuttle dispatcher positions, which resulted in over $100,000 per year in savings for the Airport Authority.
- Consolidated the Valet and CSR Departments under one manager's jurisdiction. This changed allowed for the elimination of one management position, which resulted in over $60,000 per year in savings for the Airport Authority.
- Expanded the capabilities of the Maintenance Department so that outside vendors would not be relied upon for basic painting, plumbing, and carpentry jobs. This resulted in an estimated savings of $25-$40,000 per year for the Airport Authority.
- Eliminated the customer courtesy golf cart shuttles due to low ridership and poor return on investment. This resulted in over $90,000 per year in savings for the Airport Authority.

- Partnered with the Airport Authority to raise several thousand dollars per year for their charity; The United Way.



NATIONAL PARKING ASSOCIATION
Certification Advisory Board

Hereby Certifies

Michael DeGraffenreid

as a

Certified Parking Professional

This certificate recognizes that the above-named individual has successfully completed the required course work and passed a National Certification Examination on 2/15/2008, and by doing so has demonstrated a level of knowledge which promotes professionalism within the Parking Industry. This certificate is valid through 2/15/2013.

Laura Longsworth
Chairman, Certification Advisory Board

Andrew Blair
Chairman, Board of Directors

Martin L. Stein
President, National Parking Association

Certified Parking Professional

Resume
Michael DeGraffenreid, CCP –General Manager

Work History

Lindbergh Parking, Inc.
General Manager (San Diego International Airport):
7/07-Present

- Responsible for all aspects of self and valet parking, as well as ground transportation dispatch services and shuttle operations at San Diego International Airport; including managing a staff of over 180 employees, and ensuring all revenue is being properly captured. Also responsible for overall customer service, financial statements, budgeting, employee and client relations, vendor contract negotiations, Union relations, OSHA compliance and overall success of this $30 million per year parking operation.

Ace Parking Management
General Manager (Phoenix Sky Harbor Airport):
3/01-7/07

- Responsible for the entire parking operation at Phoenix Sky Harbor International Airport. Worked closely with the City of Phoenix to ensure that my company continually met their expectations at this $80 million per year parking operation.

Ace Parking Management
San Diego, CA
Manager (The Westin Horton Plaza)
05/00-03-01

- Managed all aspects of the parking operation. Provided leadership for a team of 25 valets, cashiers and traffic directors. Prepared and monitored the annual budget. Prepared personnel schedules, processed payroll, damage claims, etc..

Ace Parking Management
San Diego, CA
Supervisor (The Hyatt Regency La Jolla)
10/99-5/00

- Supervised a staff of over 80 valets, and cashiers. Responsible for scheduling, training, and event management.

U.S. Navy
9/88-9/93
Deep Sea Diver

Education

California State University San Marcos
San Marcos, CA
Bachelor of Arts in Sociology
December 1998

Goldenwest College
Huntington Beach, CA
Associate of Arts
May 1995



Assistant General Manager – Wendell Tanks has over 15 years of parking management experience at the San Diego International Airport. Wendell is primarily responsible for the management of our auditing department and working closely with SDCRAA accounting and finance personnel to ensure all their reporting needs are met. Additional responsibilities include handling all duties and responsibilities of the general manager in his absence. During his tenure, Wendell has been praised for his auditing knowledge as well as the successful completion of several SDCRAA audits. Prior to coming on board with Ace Parking, Wendell served in the United States Navy for over 20 years and retired as a Lieutenant Commander.

Resume
Wendell Tanks –Assistant General Manager

Work History

Lindbergh Parking Inc.
San Diego International Airport
Assistant General Manager
1996 – 2009

- Assist General Manager in all facets of Company operation and personnel management
- Responsible for financial accounting, revenue control, and auditing of revenue receipts
- Budgeting and P&L management
- Management of personnel and ensuring compliance with Company policies and procedures
- Operation, administration, and currency of the revenue control system
- Implementation and coordination of changes to revenue systems infrastructure
- Support management staff and encouraged team work and productivity
- Employee training, evaluation and development

United States Navy
Director of Finances and Logistics, Commander Training Command
1992-1995

- Financial accounting, budgeting, and execution of government funds
- Management and distribution of training budget, supplies, and personnel
- Provided logistic briefing for deploying commanders
- Managed a logistic staff supporting command training

United States Navy
Sasebo, Japan
Director of Finances and Logistics, U.S. Fleet Activities
1989-1992

- Management of 110 employees providing financial, logistics, weaponry, fuel, and personnel support for Naval base operations and Naval ships
- Managed and directed a highly competent staff of foreign nationals, U.S. civilians, and Naval personnel in providing household transport, personnel housing, dining facilities, and travel administration
- Personnel training, evaluation, and development

Education

Master of Science degree in Financial Management
Naval Postgraduate School
Monterey, CA
Bachelor of Business Administration degree in Marketing and Management,
University of West Georgia
Corllington, GA

Operations Manager – David Gonzalez has over 17 years of parking management experience at SDIA. David assists upper management with all aspects of the parking operation including scheduling, staffing, as well as facility and equipment maintenance. His intimate knowledge of the SDIA parking operation is something that cannot be easily replaced. David has lived in San Diego his entire life and is a graduate of San Diego High School.



Resume
David Gonzalez – Operations Manager

Lindbergh Parking, Inc.
San Diego International Airport
11/1993-Present

- Manage a team of 80 employees, responsible for new hires, training and annual performance reviews.
- Responsible for the operation of Lindbergh Airport parking facility and supporting equipment
- Ensure the highest level of customer service and promote employee morale.
- Assist General Manager with any other assigned duties.

Dona Maria's Restaurant
San Diego, CA
Owner/Manager
01/81-12/93

- Managed Family owned business.
- Recipient of City of San Diego "Community Award Proclamation"

Hyatt Hotels
San Diego, CA
Food & Beverage Assistant Director
05/70-11/80

- Managed various departments within the Food and Beverage Department including Islandia Restaurant Grill
- Promoted to Food & Beverage Assistant Director November 1977
- Participated in the Company Management Operating Review California Team
- 1978 Department Head of the Year Award (Hyatt Hotel Corp. West Division)

Atlas Hotels
San Diego CA
Ground Transportation Department
03/69-4/70

- Convention Center Parking Facility attendant
- Supervised three parking facility locations
- Responsible for training and annual performance reviews.

- Ensured compliance with Company policies, procedures and customer service standards

Education

San Diego City College
San Diego, CA
Associate of Arts

San Diego High School
San Diego, CA
High School Diploma



San Park Pacific Highway Manager – Anne Tamashiro has over 5 years of parking management experience at SDIA. Anne is responsible for all aspects of running the San Park Pacific Highway long-term lot. Her responsibilities include staffing, scheduling, financial reporting, maintenance, shuttle operations, and marketing. Anne is a strong leader, who is greatly admired by her staff for her dedication, fairness and professionalism.

Resume
Anne Tamashiro—San Park Harbor Drive Manager

Work History

Lindbergh Parking, Inc.
Location Manager San Diego International Airport
April 2005-Current

- Responsible for day-to-day operation of the Company San Park location
- Manage over 2600 spaces that generate an average of $450,000.00 per month
- Manage a staff of fifteen or more dependent upon the season
- Maximize profitability while maintaining cost efficiencies
- Monitor and maintain Company customer service standards
- Work closely with management, ensuring policies and procedures are followed
- Serve as a liaison with Airport Authority, vendors and customers
- Responsible for recruiting, training, development and scheduling
- Construct and modify staffing schedule to ensure adequate coverage
- Responsible for performance evaluations and employee disciplinary actions
- Oversee revenue, record daily sales and audit journals
- Manage division accounts payable
- Process department payroll

Procurement Concepts, Inc.
Terminal Supervisor
San Diego International Airport
August 2004- April 2005

- Responsible for day-to-day operation of assigned airport terminal retail operation
- Served as liaison with HMS Host, Airport Authority, vendors and customers
- Worked closely with management ensuring policies and procedures were followed
- Recruited, trained, developed and managed performance reviews
- Managed scheduling, cash handling, loss prevention, facilities and security
- Encouraged team work and productivity
- Managed merchandise levels and store appearance

House of Hospitality Association
Director Retail Operation Balboa Park Visitor Center
San Diego, CA
Feb 2002-July 2004

- Managed retail operations of the store
- Business development

- Coordinated E Commerce merchandise and order fulfillment
- Managed the purchase of store merchandise and supplies, inventory, and expenses
- Created and maintained annual budget
- Conducted new hire orientation and managed volunteers
- Developed and implemented plans to maximized sales
- Recruited, trained and developed employees
- Implemented reward and recognition programs for employees and volunteers
- Managed scheduling
- Maintained personnel files, conducted performance evaluations and issued disciplinary actions
- Recorded and maintained weekly payroll
- Managed accounts payable

Education

Santana High School
San Diego, CA
High School Diploma 1991

Valet/CSR Manager – Zach Woodward came on board in 2008 when we started the valet operation at SDIA. He was selected because of his proven ability to handle high volume valet operations, including Viejas Casino, as well as his effective management and leadership skills. During his tenure, Zach has also assumed responsibility of the ground transportation dispatch services. Zach has proven himself to be a competent manager with a knack for remaining cool under pressure.



Resume
Zachary Woodward—Valet and Customer Service Representative Manager

San Diego International Airport
January 2008-Present

- Valet and Customer Service Representative Division Manager
- Manage over 70 employees
- Promoted from managing one department to managing two departments
- Launched the valet operation for the San Diego County Regional Airport Authority
- Reduced labor cost in Customer Service department by 80K per year while increasing customer service levels.
- Managed payroll and scheduling, controlling labor cost
- Developed systems and procedures to improve operational effectiveness
- Implemented detail car wash services increasing service and revenue
- Built and maintained strong client relations with Airport management

Ace Parking, Inc.
Supervisor Viejas Casino
San Diego, CA
February 2007 – January 2008

- Served as liaison between Ace Parking and Client
- Supervise over 60 valet employees
- Managed payroll, scheduling, training, recruiting, employee relations and liability claims
- Managed the day to day operation

Plum Crazy Saloon San Diego, CA
Food & Beverage Manager
January 2006 – August 2008

- Manage the day to operations for over 20 employees
- Responsible for payroll, scheduling, recruiting, training and employee relations
- Bartended and managed security when needed

Mesa Beverage
Delivery Driver
Santa Rosa, CA
April 2002-November 2005

- Transported product to numerous distribution centers throughout two counties
- Business development and account management maintenance

- Merchandised products and provided exemplary customer service

Drug and Alcohol Abuse Counseling Center
Urinalysis Technician
Santa Rosa, CA
January 2002 – December 2004

- Council clients on the effects of controlled substances
- Drug Testing Technician
- Administer drug tests to clients
- Maintained and updated client files in database system

United States Army
Squad Leader
September 1998 – August 2001

- Lead a squad of five soldier/mechanics
- Managed a fleet of 16 Bradley Fighting vehicles
- Maintained vehicle fleet in 100% combat ready status
- Received four Army Achievement Medals and one Army Accommodation Medal

Education
Piner High School
Graduated 1997
Recipient of the Doyle Academic Scholarship



Human Resources – Lisetta D'Orazio is our Senior Human Resources Generalist. Lisetta has over 10 years of Human Resource experience in the service sector. During her time with Ace Parking, she has implemented a variety of programs and policies that have benefitted the company greatly. Her focus on employee relations and team building has helped maintain high morale, as well as protect the company from grievances and claims. Lisetta earned an MBA with an emphasis on Global Management from the University of Phoenix in 2001.

Resume
Lisetta D'Orazio—Human Resources Business Partner

Work History

Lindbergh Parking, Inc.
02/28/11-Present
Human Resource Business Partner

- Management Team Member
- Serve as Human Resource advisory to management team regarding Company policy, labor law, compensation, and performance coaching
- Manage labor relations issues that include responding to grievances and attending mediations
- Manage administrative staff
- Conduct employee investigations, personnel audits, terminations, issue warnings and provide performance counseling
- Manage leave of absences, unemployment claims and disability claims
- Manage Human Resource Programs and Employee Recognition Programs
- Participate in outreach efforts to recruit from community and non-profit organizations
- Create job descriptions and manage performance reviews
- Recruit, train and conduct new hire orientation
- Serve as liaison for benefits, contract labor, and Worker's Compensation

G4S Security Solutions
08/10/09-01/11
Human Resources Manager

- Serve as advisory to management team regarding company policies, labor law, compensation and performance coaching
- Manage branch Affirmative Action Plan
- Conduct employee investigations, issued warnings, provide performance counseling and conduct terminations
- Manage leaves of absences, unemployment insurance claims, and Worker's Compensation and disability claims
- CALOSHA compliance and reporting
- Recruit, interview, and provide new hire orientation, safety training and benefit enrollment presentations
- Ensure annual BSIS mandatory State training is completed for Security Officers
- Scheduling Security Officers
- Provide administrative assistance to General Manager and Operations Manager

- Ensure required and on the job training is completed
- Prepare for personnel audits
- Serve as liaison for benefits, contract labor, 401(k), and Worker's Compensation
- Process weekly payroll
- Manage purchasing, accounts payable and supplies

Delaware North Companies, Inc. West Yellowstone, MT
04/2009-06/2009
Human Resource Generalist

- Managed satellite Human Resources office for Yellowstone General Stores
- Personnel File Management
- Conducted new hire orientations for seasonal staffing

Delaware North Companies, Inc., San Diego CA
01/2008-03/2009
Human Resources Manager

- Executive Team Member: Serve as Human Resource advisory to management team regarding Company policy, labor law, compensation, and performance coaching
- Managed labor relations issues that include responding to grievances, attending mediations and participated in labor negotiations
- Conducted employee investigations, terminations, issued warnings and provided performance counseling
- Managed leave of absences, unemployment claims and disability claims
- CALOSHA compliance and reporting
- Created job descriptions and managed performance reviews
- Training, Development and New Hire Orientation
- Recruited, interviewed, and hired candidates
- Served as liaison for benefits, contract labor, 401(k), and Worker's Compensation

Alliance Title Company, San Diego, CA
04/2007-12/2007
Executive Assistant

- Management Team member and assistant to the Division President and the V.P. Escrow Operations
- Prepared month end financial and sales reporting
- New hire orientation, recruiting, terminations and served as an advisory to management team
- Assisted in sales and marketing initiatives
- Created marketing pieces

Stewart Title of California, San Diego, CA
12/2000-04/2007
Human Resource Manager

- Management Team member and administrative assistant to the Division President
- Managed administrative department.
- Participated in the business planning process and tracked implementation. Conducted research, financial analysis, and participated in strategic planning

- Served as advisory to management team regarding company policy, labor law, compensation, and performance coaching
- Conducted employee investigations, issued warnings, provided performance counseling and conducted terminations
- Managed leaves of absences, unemployment insurance and disability claims
- Created compensation packages and incentive plans
- Deployed employee retention strategies such as reward and recognition and employee suggestion programs
- Recruited, interviewed, and provided new hire orientation, safety training and benefit enrollment presentations
- Served as liaison for benefits, contract labor, 401(k), and Worker's Compensation
- Processed commissions and bi-monthly payroll

Education

Bachelor of Science in Business Administration
University of Phoenix, San Diego, CA (1999)
Master of Business Administration/Global Management
University of Phoenix, San Diego, CA (2001)

Affiliations

Kaplan College Academic Advisory Board 2010

Accomplishments

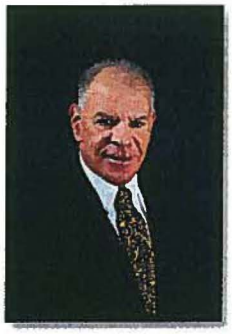
- Stewart Title of California, San Diego, CA
- Participated in a regional Emerging Markets Initiative Committee and created a comprehensive 2007 Emerging Markets Business and Marketing Plan
- Served as advisory and co-author: 2006 Sales Division Marketing Plan
- Created comprehensive 2001 and 2002 Business Plan for the Human Resource/Administration Department Highlights of Business Plan include employee retention strategies, management of employee expense, and managerial training objectives
- Chair various committees in which process improvement techniques, employee retention and expense management strategies are implemented to improve organizational performance and profitability.
- Delaware North Companies, Inc. San Diego, CA
- Streamlined personnel management practices at the unit level: 2008
- Implemented job descriptions: 2008
- Instituted annual performance reviews for all hourly associates: 2008
- Participant in labor negotiations: 2008
- Member of the California Human Resource Counsel

ACE PARKING EXECUTIVE TEAM

The unique aspect Ace Parking brings to any parking opportunity is its unsurpassed experience and executive involvement. Our corporate executive support team, which has 173 years, combined experience to draw from is available to assist in the management of your parking operation. You will enjoy direct involvement and support from John Baumgardner, CEO, Steve Burton, President and Brian Gansert, President of Operations. The following key executives in the company will continue to be involved on an ongoing basis in the management and oversight of your parking operation. Brief bios on our key executive support team are listed below.

Ace Parking's Management Team		
Name	**Title**	**Years of Experience**
Steve Burton	President	26
Scott Jones	Chairman & Owner	35
Keith Jones	Managing Principal	8
John Baumgardner	CEO & Vice Chairman	23
Michelle Dente	VP Human Resources	21
Jon Gjerset	Chief Information Officer	20
Ross Seibert	Chief Financial Officer	25
Tracy Hicks	Senior Audit Manager	15
		TOTAL: 173

Scott A. Jones, Chairman & Owner



With more than three decades of experience, Scott Jones became President of Ace Parking Management, Inc. in 1981 and currently serves as owner and chairman. After graduating from Stanford in 1971, Scott Jones joined his father in the family business. Following his father's lead, Jones learned the parking business from top to bottom. He has done and can still do the job of any parking employee in the company. In addition, Jones has developed a special expertise in stadium, arena, and hotel parking operations. He has been retained to consult on many such operations.

Keith B. Jones, Managing Principal



Keith B. Jones is the Managing Principal of Ace Parking Management, Inc., a private company now in its 60th year and providing services to more than 350,000 customers per day. As the company's chief business agent, Keith has led the corporate strategy and operations for the company since 2004, including Ace Parking's expansion and evolution as the nation's premier parking company. In his role, Keith is responsible for the strategic and creative operational vision of the company, along with ensuring the company's growth and profitability and is deeply involved with the company's new business initiatives. Keith has been involved with Ace Parking from a very young age and has worked countless hours at Ace Parking's many locations. His hands-on approach is proving to be a valued asset at all levels of Ace Parking's organization and he is committed to preserving and improving his family's business. Keith learned his strong work ethic from his father Scott and grandfather, Ace Parking's founder Evan Jones. Keith has instilled his

father's values of quality, customer focus, teamwork and ethics into the Company. With an open-door policy, Keith is always approachable and enjoys consistently interacting with Ace Parking's clients and team members. Keith graduated from New York University with a degree in Philosophy and a minor in Business.

John Baumgardner, CEO & Vice Chairman



As CEO and Vice Chairman, John has the full authority of ownership to make the necessary business decisions regarding the operations of the company. He has been with Ace Parking for over 20 years and started as the company's chief internal auditor. John's background in auditing gives him an unequaled perspective when it comes to reviewing revenue control and operational expenses. John has been directly responsible for the development and creation of the best revenue control and audit department in the industry today. John has been instrumental in establishing our company's customer service programs. Through John's efforts, Ace Parking has increased the net income at newly acquired Ace facilities while raising the level of customer service.

Steve Burton, President



With nearly three decades of experience, Steve is one of the parking industry's top executives. Steve joined Ace Parking in 1989 and is currently President of the company. Under Steve's guidance, Ace Parking started a separate Airport Division. This division began to take shape in and grow in 1991. Steve has been intimately involved with the San Diego International Airport since 1990 and will continue in his executive support role for SDIA and the Airport. He is also responsible for all of Ace Parking's new business development and marketing efforts.

In addition to his business development role, Steve has been involved in the opening and operating of almost every key project Ace Parking has obtained over the last 21 years. Prior to joining Ace Parking, Steve worked in several parking markets for Central Parking System. His experience includes the management, operations and consulting of every type of parking facility. Steve is a University of Iowa graduate.

Brian Gansert, President of Operations



Brian oversees Ace Parking's operations covering Airports, Special Events, Commercial, Retail and Surface Lot locations. With more than 10 years living and working abroad, Brian combines his international leadership skills with a focus on customer service and attention to detail. His hands-on approach from inception to execution, translates into successful parking operations that maximize revenue potential, as well as providing quality service to each and every customer. Brian received his Bachelor's degree from California State University Long Beach.

Brian Gansert directly oversees Ace Parking's Special Events operations including the parking and traffic control for the San Diego Chargers (Qualcomm Stadium facility with 18,500 parking spaces) and the Padres (multiple facilities for the 40,000 seat PETCO Park located in downtown San Diego). Brian also assists when we are opening new operations outside of San Diego.

Brian assisted in the opening of Oakland Coliseum in September, 2006 when Ace Parking was given less than 1-week notice to take over operations prior to a Raiders game. Fortunately, the Chargers were playing away that Sunday and we were able send Brian and a team to Oakland to assist in hiring and training over 100 employees in a few days time. Brian was also a part of the implementation team and was on-site during the initial 'kickoff' Spring Training season this year at the new Goodyear Ballpark to ensure the operation was a complete success.



Jon Gjerset, Chief Information Officer
As Chief Information Office, Jon is responsible for developing and implementing a wide range of corporate-level technology initiatives designed to enhance operational performance and streamline costs for Ace Parking. Jon is an innovative leader who brings more than 20 years of Information Technology experience to Ace Parking. Known for his IT prowess and operational experience, Jon joined Ace in 2007 and prior after working as Director of IT for Phogenix Imaging, a Kodak and HP joint venture which was a leading developer of retail photofinishing solutions based on inkjet technology. He also served at Pacific Communication Sciences Inc, and Nuera Communications, which pioneered the technology to move data and voice information over digital circuits. Jon holds a B.S. degree in Information Systems from San Diego State University and a collection of IT related certifications.



Ross Seibert, Chief Financial Officer
Ross is responsible for the accounting and financial functions for Ace Parking and has over 25 years of experience in these fields. Prior to joining Ace Parking, Ross served as a Chief Financial Officer for over 10 years with other companies and has been involved in all aspects of financial reporting, internal controls, information systems, budgeting and cash management. Prior to that, Ross spent 13 years with the public accounting firm Deloitte & Touche working with a variety of clients and transactions. Ross has also consulted with various companies assisting them with their financial transactions and reporting needs. Ross received his degree in Accounting from Indiana University and holds an MBA with an emphasis in Finance from San Diego State University.



Michelle Dente, Vice President, Human Resources
Michelle is responsible for providing leadership to the HR function and for strategic planning and organizational development. Michelle is an innovative and profit-driven human resources executive with over 20+ years experience in a variety of industries, cultures and locations. Her broad-based human resource generalist experience matched with her savvy business knowledge and skills offer a unique set of qualifications that make her an excellent addition to Ace Parking. Michelle has a B.S in management and a MBA in business administration from CSU Dominguez Hills, CA. She is also currently a doctoral candidate pursuing a PHD in education.

Tracy Hicks, Sr. Audit Manager



With over 15 years experience in audit procedures and revenue controls, Tracy has played an integral role in the growth of Ace Parking. Since joining the company in 1995, Tracy has helped develop most of the policies and procedures for revenue control and has implemented these controls at every type of facility, from manual attended lots to completely automated garages and heavily staffed sporting venues. With these controls in place, owners nearly always enjoy increases in revenue. The collection and proper accounting of revenues is paramount in the audit process. Tracy was in Dallas for the opening of the Dallas Convention Center contract in 2002 and was instrumental in establishing controls and procedures. Tracy graduated from San Diego State University and holds a Master's Degree in International Business.

b. Staffing Plan

Wages are one of the largest expenses for any parking operation. As such, effective staffing is one of the most important factors to running a profitable airport parking operation. Demand for parking changes from day to day, week to week, and month to month in an airport environment. Therefore, it is important to understand the trends, peak travel periods, etc. Staffing should always be reflective of airport activity as a whole. Because we have been at SDIA for over 30 years, we are in the unique position of understanding the travel patterns and necessary staffing levels to continue running your operation the best way possible; there will be no learning curve if we are retained as your operator.

Our staffing plans have been developed over the years to provide the best possible customer service at the most cost-efficient levels. We adjust our schedules based on the normal demand for each portion of the year. We have a very good understanding of how the changes in demand affect the parking and shuttle operations.

We closely monitor trends to help identify both increases and decreases in the demand so that we can make recommendations to you to ensure we have the appropriate resources in place. We are able to adjust the areas affected by either increasing the number of shifts on the schedule or reducing as necessary.

We use a combination of full-time, part-time and on-call employees to provide the flexibility to meet the changing demands of airport parking. Our current staffing plan has proven to be effective with our current traffic levels. The basic outline of our staffing plan is as follows:

Shift Supervisors: Anywhere from two to five supervisors are on staff 24-hours per day depending on time of year and airport activity. The supervisors are capable of directing the operation on their own and additional management is always available on site or on call when necessary.

Cashiers: We have eight to fourteen cashiers on staff 24-hours per day to ensure all traffic is processed quickly and efficiently so there are no delays when customers are

exiting the airport parking facilities. Our cashiers are all trained to provide the highest levels of customer service and are always willing to lend a hand by giving directions or other information to travelers in need.

Customer Service Representatives: Our team of customer service representatives, or CSR's, is responsible for dispatching all taxis and shuttles for hire, as well as interacting with customers to ensure they get the service they need. We have 9 CSR's per shift, and they are all well trained in the areas of customer service, conflict resolution, Airport rules and regulations, and assisting customers with special needs.

Valets: We have anywhere from 4 to 16 valets working at any given time. The valet operation has grown from parking 30 cars on a busy day when we started three years ago, to now parking up to 250 cars per day. In addition to providing outstanding customer service, all valets undergo training by SDCRAA security personnel to conduct security pre-screens on all vehicles before we take possession.

Lot Inventory: Our team of two to four lot checkers works the overnight shift seven days per week to inventory all vehicles in the lots. The inventories they generate each night are used to determine how long customers have been in the lot when exiting the lot without a ticket

Maintenance: We have a team of six maintenance employees working approximately 250 hours per week to keep the lots clean and free of debris. Additional hours are sometimes needed during periods of extremely high traffic volume (such as Thanksgiving and Christmas). This team is responsible for maintaining the cleanliness of all parking lots and office spaces associated with the parking and taxi/shuttle dispatch operations.

Auditor: Our auditing department is comprised of 4 full time employees, providing seven days per week coverage. This staffing level has proven to be sufficient to complete the cashier and valet auditing, maintain the parking card database, generate the necessary reports, etc.

c. Transition Plan

Transition Plan-As the Incumbent, we will not to go through a transition if we are successful in retaining the management contract for the parking operations. By way of example, we have provided the following 30-day Transition Plan as if we were not the incumbent. The plan is similar to the one we have successfully utilized at all of our airport operations.

Orientation – All new hires go through a two hour orientation with a Human Resources representative. During this orientation, employees are taught about everything from our company culture, to daily responsibilities and expectations. Additionally, all employees are taught about our policies regarding workplace harassment and discrimination in an effort to mitigate any problems that might arise down the road.

Job Specific Training - Once new hires complete orientation, they will be assigned to one of our designated trainers for five days of on the job training. During this time, they will learn everything they need to know to perform their jobs successfully.

Follow up interview with Department Manager – Before the new hire is allowed to begin working on their own, they must meet with their respective department manager to ensure they have been properly trained. This is an opportunity for the department manager to assess their readiness by asking specific questions to ensure they are prepared for action.

Ace Parking Implementation Team for San Diego International Airport:
We understand that one of the challenges the San Diego Regional County Airport Authority would face in going through this process is the uncertainty and unease associated with making a change. Without a well thought out and executed transition plan, the best proposals from our competitors could result in failure. Our Transition Team will include the following individuals and follow the outlined plan below.

Executive Staff	Auditing & HR	Operations
John Baumgardner CEO	Ross Seibert CFO	Mike DeGraffenreid General Manager
Steve Burton President	Tracy Hicks Sr. Regional Audit Manager	Wendell Tanks Assistant General Manager
Keith Jones Managing Principal	Michelle Dente VP Human Resources	David Gonzalez Operations Manager
		Anne Tamashiro San Park Pacific Highway Manager
		Zach Woodward Valet/CSR Supervisor
		Lisetta D'Orazio Senior Human Resources Generalist

Proposed Transition Schedule
The proposed schedule for implementing the scope will be adjusted once we complete our initial meetings and discussions with the San Diego County Regional Airport Authority and we have the framework to plan a final implementation schedule. We will be anticipating a seamless transition so that your customers should notice only an improvement in service levels.

The following is our 30 Day Transition Plan:

Week 1

1. First of weekly meetings with staff.
   a. Discuss operations and refine implementation plan and scheduling tasks to be completed before start-up.
   b. Meet appropriate SDCRAA staff regarding signage approvals.
   c. Discuss Advertising and Public Relations campaign.

2. Steve Burton, and Tracy Hicks meet with Michelle Dente, Mike DeGraffenreid, and Lisetta D'Orazio.
   a. Steve Burton to discuss contract & operations with SDCRAA and Mike DeGraffenreid.
   b. Tracy Hicks to meet with finance & operations to discuss current controls, equipment and desired reporting.

3. Start the process of filling out our New Location Start up Form. (The master document utilized by Ace Parking to make sure no transition items "fall through the cracks").

Week 2

1. Weekly meetings with existing staff.
   a. Address operations and resolve issues or concerns.
   b. Continue to work on the tasks outlined in the New Location Start up Form.
   c. Update on Advertising and Public Relations campaign schedules.

2. Tracy Hicks prepares report on revenue control observations and issues.

3. Lisetta D'Orazio, Michelle Dente, Mike DeGraffenreid and Wendell Tanks put together hourly staffing schedule to identify employee shifts.

4. Identify employees covered by the worker retention policy and prepare for orientation, review resumes from prospective candidates, and begin interview process for all remaining positions.

Week 3

This week is dedicated to completing all unfinished tasks in the New Location Start up Form and preparing for the start of the operation.

1. Continue with meetings with client staff as needed.

2. Lisetta D'Orazio, Michelle Dente and Mike DeGraffenreid complete interviews.

3. Finalize list of needed items, order all need supplies and necessary tickets.

4. Order uniforms to accommodate staff.

5. Begin orientations of employees that have been hired.

6. Steve Burton and Mike DeGraffenreid to meet with SDCRAA to provide update on our transition plan and position responsibilities.

Week 4

1. Continue meeting with SDCRAA staff as needed.
    a. Update on New Location Start up Plan.
    b. Address unresolved operational issues.
    c. Update on Advertising and Public Relations campaign schedules.

2. Tour facility with employees.

3. Meet with and rehearse everyone's role and responsibility.

4. Complete training for all employees.

5. Issue uniforms & ID badges.

6. Meet with staff daily over the last week to continually keep them updated.

7. Ensure all supplies and tickets are on-hand.

8. Lisetta D'Orazio, Michelle Dente completing background checks on every employee.

9. Steve Burton has picked his additional Ace Parking executive Team Members to the management takeover team for the final week of preparations. This team will include:
    a. Keith Jones
    b. Brian Gansert
    c. Tracy Hicks and key staff members
    d. Michelle Dente and key staff members

10. Ace Parking executive Team Members complete preliminary preparations and prepare for final week of transition.

Week 5

1. Continue meeting with SDCRAA staff as needed.
    d. Update on New Location Start up Plan.
    e. Address unresolved operational issues.
    f. Update on Advertising and Public Relations campaign schedules.

2. Tour facility with all employees.

3. Meet with and rehearse everyone's role and responsibility.
4. Complete training all employees.

5. Issue uniforms & ID badges.

6. Meet with staff daily over the last week to continually keep them updated.

7. Ensure all supplies and tickets are on-hand.

8. Lisetta D'Orazio, Michelle Dente finalizing background checks on every employee.

9. Ace Parking executive Team Members complete preparations for transition.

Opening day

1. The entire transition team will be in place at the parking facility. This includes:
   a. Steve Burton
   b. Mike DeGraffenried
   c. Keith Jones
   d. Tracy Hicks and key staff members
   e. Michelle Dente and key staff members
   f. Wendell Tanks
   g. David Gonzalez
   h. Lisetta D'Orazio
   i. Zach Woodward
   j. Anne Tamashiro

d. Management policies and practices for performing the work

Our management team is trained to follow all company policies and procedures.

Our management team will provide round the clock coverage; 365 days per year. They are well-trained, positive leaders who are expected to carry out our company's mission statement as it relates to the importance of valuing our employees. They endeavor, on a daily basis, to create a safe and productive workplace in which all employees enjoy being a part of.

Our management team accomplishes this in a variety of ways, including, but not limited to:

- Ensuring all employees are properly trained and prepared to do their jobs each day.
- Being physically present to ensure all employees are doing their jobs properly and following all policies and procedures.
- Ensuring there are no safety hazards present in the workplace.
- Monitoring closed circuit television cameras to ensure employees are alert, attentive, and providing quality customer service.
- Maintaining an open door policy to encourage all employees to bring questions and concerns to the attention of the management team.
- Ensuring the auditing staff is trained in all aspects of revenue collection, control, auditing, and reporting (more detailed info in the ops plan and auditing manual).
- Utilization of a 3rd party agency to conduct random shop tests on employees. These tests provide valuable feedback on both the customer service, and revenue control sides of the operation.

- Utilization of a comment card program that allows customers to provide valuable feedback on the areas in which we are doing well, and the areas in which we need to improve.
- Providing feedback to employees on a regular basis to share what we are doing well, and where we need to improve.

e. Detailed training program for all positions as well as recurring training



We value our staff and provide professional development courses, seminars, and workshops to support and advance organizational and individual performance effectiveness. Training is geared to impart missing skill sets, such as increasing proficiency in office applications or enhancing customer service skills, whereas development programs are designed to further employee competencies that impact organizational performance.

Ace Parking utilizes the latest technological advancements to deliver comprehensive course content. The Company complies with all federal and state mandatory training included but not limited to harassment, discrimination, ADA and OSHA Safety training. Ace Parking ensures that all team members receive all applicable training and certifications prior to starting work.

Our training programs such as Customer Service Standards, Cash Handling and Driver Awareness training are re-enforced through incentives. Contests and reward programs are other methods of ongoing training methodologies used at Ace Parking locations.

All employees receive specific position training in conjunction with customer service training. Our employees are given the tools needed to be successful in their position. Each department has assigned trainers who facilitate new hire departmental training and assist with on-boarding the new hire to their new position.

The following training is an integral part of our on-boarding process for our new hires:

- New Hire Orientation
- V.A.L.E.T. Guest Service Standards Program
- Valet Certification
- Customer Service Representative Training Program
- Revenue Audit Department Training Program
- Operations Department Position Training Programs
- Safety Training Programs
- Management Readiness Program

- Career Development
- Compliance Training- Harassment, Discrimination, ADA, ADEA
- Best Practice Assessments:
    - Discipline
    - Employee Retention
    - Hiring
    - Job Applicatins
    - Layoffs/Downsizing
    - Military Leave
    - Performance Evaluations
    - Religion in the workplace
    - Termination
    - Wage and Hour
    - Workplace Investigations
    - Workplace privacy

Training Program Summaries:

New Hire Orientation:
Our new hire orientation includes an overview of Ace Parking, including our sustainability initiatives and business ethics as well as a site specific overview, i.e, customer service training, review of our Company policies and procedures, introduction to key personnel and a tour of the site.

V.A.L.E.T. Guest Service Standards Training Program:
The VALET Guest Service Standards is a collection of five service standards all Ace Parking valets are expected to know and follow. The goal is to provide every guest with a high level of service that is consistently delivered at each Ace Parking valet location. These standards are based on AAA 4-Diamond standards for valet operations.

Valet Certification:
The Valet Certification Program is a structured on-the-job training program for valets.The program is intended to establish a set of standard valet procedures that will lead to reduced damage claims and more consistent customer service. All Ace Parking valets must complete a four-part training program before assuming customers' vehicles.

Part 1: New Hire Orientation
The orientation consists of an introduction to Ace Parking as well as an overview of basic work rules and procedures.

Part 2: Valet Training
The classroom portion of the training introduces valets to Ace Parking's standard valet procedures.

Part 3: Site-Specific Training
The site-specific training familiarizes valets with location procedures, location specific training and safety hazards at their location.

Part 4: Testing, Final Review Checklist & Valet Job Description
This section consist of everything that Human Resources and each location should have on file for valet employees. Valets must pass a written and a driving test before being certified to valet customers' vehicles.

Customer Service Representative Training Program:
Customer Service Representatives (CSR's) undergo a two-week training period. The first week provides training for our taxi services that encompasses taxi islands and the taxi hold-lot. The second week of training is designated for shuttle services, shuttle islands and the shuttle hold-lot.

Revenue Audit Department Training:
Our auditors undergo a thirty- day training and assessment period. Training includes our policy and procedures that govern the management of revenue control and reporting. In addition, our auditors are crossed trained and participate in mandatory job rotation to ensure proficiency in all functions of the auditing department.

Operations Department Training Programs:
Our cashiers undergo a five day on the job New Cashier Orientation training program that is supervised by an Ace Certified Cashier Trainer. The program includes the Cashier Steps of Service, cash handling and reporting procedures, booth operation, emergency and safety procedures and lot specific training. After each training day and at the end of the five days, our Certified Cashier Trainer reviews, evaluates and documents our trainee's progress. Evaluations and reviews are also conducted and documented after the sixth, seventh and eighth week of employment.

Our Operations Department Supervisors undergo a two week training program that includes scheduling, supervising cashiers and office coordinators, booth operation, and handling emergencies. They have be proficient in both the cashier function and in our operation hub, the supervisor's office where they are trained to supervise the cash banks, ticket inventory control, phone calls, customer service and equipment. Our Office Coordinators undergo a two week training program as well and serve as support staff to our supervisory staff. Both positions are an integral part of maintaining the continuity of our operation.

Our Vehicle Inventory Lot Checkers participate in a two week training program that includes the utilization of our inventory control procedures and technology, customer service standards, safety and lot maintenance. Our Vehicle Inventory Lot Checkers maintain daily, accurate vehicle inventory which also supports our revenue control system.

Safety Training:
The main purpose of this Safety Training program is to contribute to accident prevention at Ace Parking. The Safety program is designed to ensure that all personnel are aware of the fact that they are responsible for their own safety and that they have a major role to play in the prevention of risks. The aim is also to inform them of the risks that they may be exposed to, the rules that must be followed, the services and people to know and the behavior to adopt in the case of an accident. Every month the Career Development Center publishes a safety memo highlighting a different safety topic. The topics vary from general safety awareness to heat illness

awareness to robbery procedures. The supervisors and managers meet with our team members to discuss the monthly topic and the memo is then posted in a location where it is visible for all to view for the month.

Management Readiness Program:
This program is mandatory for all salaried supervisors, assistant managers, management trainees, and newly hired managers. This program is designed to be completed within 10 weeks. The program must be completed within a maximum of 14 weeks. The Management Readiness Program consists of 8 self-directed modules, 3 quizzes, an evaluation process, and an exit meeting. It is designed so that each participant has the support of their immediate supervisor or a designated operational trainer and a Career Development Coach.

Modules
Each module contains a series of assignments you must complete to demonstrate your knowledge and ability. These assignments are easiest to complete during the course of a normal working day, since you will be doing many of these tasks anyway. The assignments are also indexed, so you can check off items you complete ahead of time.

Quizzes
There are three quizzes designed to test your knowledge of the material covered. The first covers modules 1-3, the second covers 4-6, and the third covers 7-8.

Evaluation Process
There are two evaluations; a self-evaluation completed by the participant and an evaluation completed by the participant's immediate supervisor or training manager.

Exit Meeting
An exit meeting between the participant and their T & D mentor is the final step in the Management Readiness Program. The goal of this meeting is to assess the individual's training progress and outline recommendations for continued development.

Career Development:
Ace Parking's certificate programs – Business Leadership, Human Resources Management, and Management Essentials are designed to provide an opportunity for managers to expand their knowledge base and skill set and build additional expertise and credentials. The certificate programs are made up of three broad programs, each containing a sequence of courses in a specialized area that builds both theoretical knowledge and practical skills. Each course is designed to quickly and effectively increase individual and organizational skill sets and success within participants' specific area of interest.

Compliance Training:
All new employees are required to complete compliance training within 30 days of hire. All managers are required to participate in compliance training once every two years. The purpose of Compliance Training is to provide basic information about laws, regulations, policies and procedures with which employees must comply.

Best Practices Training Programs:

Discipline
To reduce liability risks, good risk management includes enforcing carefully drafted discipline policies and procedures in a consistent and fair manner. Review your organization's discipline practices to make sure they do not increase the risk of liability. Consider the following questions, then choose and check your answer. Your answers will not be recorded. Where can you improve your risk management practices when it comes to your organization's discipline policy?

Employee Retention
Organizations and businesses can reduce their potential liabilities by retaining valuable employees. Managing employee retention can be a challenge in an ever-changing job market, but an organization that periodically reviews its approach to retaining employees can also help its bottom line. Consider the following questions, then choose and check your answer. Where can your organization improve its risk management practices regarding employee retention?

Hiring
Good risk management includes selecting employees and volunteers for your workplace through a thoughtful process designed to reduce safety and liability risks. Review your organization's hiring practices to make sure they do not increase the risk of liability for claims like discrimination, invasion of privacy, or statutory violations. Consider the following questions, then choose and check your answer. Your answers will not be recorded. Ask yourself: where can I improve risk management practices when it comes to hiring?

Job Applications
The starting point of most employment relationships is the job application. Check how your job application stands up to our best practices test by choosing an answer and checking the results. Good luck.

Layoffs and Downsizing
Layoffs are stressful for both managers and employees. Job loss is one of the most stressful events in life—ranking in severity with divorce and death of a family member. As such, layoffs present a heightened risk of litigation. Typical resulting litigation claims include discrimination, breach of contract, and retaliation. To reduce liability risks, good risk management includes effective planning and executing of layoffs. How decisions are made, announced, and implemented can affect whether litigation follows. Review your organization's practices to make sure they are as proactive as they can be. Consider the following questions, then choose and check your answer. Your answers will not be recorded. Where can you improve your organization's risk management approach to layoffs?

Military Leave
To reduce the risk of lawsuits by employees who participate in the military, organizations must review their military service procedures and policies. Laws governing military leave have changed recently and will continue to do so in the future as our troops return home or are replaced. Consider the following questions, then choose and check your answer. Is your organization current on what should be managed regarding employees with military commitments?

Performance Evaluations
Good risk management includes carefully evaluating the work performance of your employees. Review your organization's evaluation or appraisal practices to make sure you are doing everything you can to help your organization avoid risks from the outset. Consider the following questions, then choose and check your answer. Where can you improve your risk management practices when it comes to evaluating the performance of your employees? Your answers will not be recorded.

Religion in the Workplace
Organizations and businesses can often mitigate liability risk and improve their financial bottom lines by paying close attention to the workplace risk issues stemming from religion in the workplace. Managing religious issues in the workplace can be challenging, but it is the law. Reviewing your organization's approach to managing workplace religion concerns can help eliminate legal risks. Consider the following questions, then choose and check your answer. Where can your organization improve its risk management practices regarding religion in the workplace?

Termination
Terminating an employee is the catalyst for many employment lawsuits. You can reduce the likelihood of liability risk by approaching terminations thoughtfully—with risk management principles in mind. Consider the following questions, and then click in the circle next to the answer that most accurately describes your organization. Your answers are not recorded. So…how can you improve your termination practices?

Wage and Hour
Good risk management includes making sure your employees are properly classified as exempt or nonexempt under federal and state overtime regulations. Determining which category an employee falls into is not a simple matter, but today it is more important than ever. News of wage and hour class action lawsuits with double damages and penalties fills the media, and savvy employees are wanting verification that they are being properly paid. Reviewing your organization's approach to wage and hour can help eliminate these legal risks. Consider the following questions, then choose and check your answer. Where can you improve your risk management practices regarding wage and hour compliance?

Workplace Investigations
Well-managed organizations know that workplace wrongdoing investigations are one of their most valuable tools for preventing and managing workplace risks. Like other risk management tools, investigations must be implemented properly to reduce the likelihood of liability. When performed improperly, investigations can create liability.

Consider the following questions, then select your answer. How can your organization improve its approach to workplace investigations?

Workplace Privacy
To reduce the risk of liability for invasions of employee privacy, organizations must have workplace privacy practices that not only respect employee privacy, but also allow the organization to have enough information to protect itself and monitor employee conduct that could cause organizational liability.
Please see separately attached Training Manuals.

f. Company Handbook
Please see separately attached **Ace Parking Employee Handbook.**

g. Employee Incentive Programs

Ace Parking utilizes recognition and incentives as communication tools to reinforce and reward important outcomes our team members' create for our business. We believe that when you recognize people effectively, you reinforce, with your chosen means of recognition and incentives, the actions and behaviors you most want to see people repeat.

The following programs are those currently in place or will soon be implemented:
Employee of the Month
Each month, managers and supervisors nominate employees from each department and by a unanimous vote; an employee is selected as our Employee of the Month. The management team recognizes the winners in their perspective work area in front of their peers. The winner is awarded One Day off with Pay, a Letter of Appreciation from the GM, a personalized plaque, main lot parking privileges, recognition certificate, and a $25 gift certificate. Additionally, each runner up is also rewarded with a $25 gift certificate and a recognition certificate. There is a plaque and picture display in our lobby showcasing our Employee of the Month winners.

Mystery Shop Program
Mystery Shops are conducted on a monthly basis in all departments. Mystery Shops assess our employee's integrity and customer service skills. Those employees with successful tests are recognized in a monthly Mystery Shop flyer with their picture congratulating them for having a successful shop test.

Comment Card Program
To ensure we achieve our promise to each customer, we make comment cards available for our customers to fill out and rate our service and facility. To recognize those employees who exceed and meet our customer's expectations, we display the positive comment cards we receive. On a monthly basis we mail a personalized card congratulating and thanking our employees for a job well done. The cards are signed by our General Manager.

On the Spot Recognition
This program empowers our managers to reward good behavior when they see it. We provide reward cards to distribute immediately and publicly to promote a job well done.

Examples of On-the Spot Recognition may include:

- Teamwork
- A Special Project
- A New Modified Business Practice
- Exemplary effort
- Employee Appreciation

Anniversary Program
We recognize our employee's anniversary date for their years of service with Ace Parking each month. We post a flyer with their anniversary date, name and picture in all departments. For employees celebrating ten years or more with Ace Parking, we present them with a certificate of appreciation for their dedicated service and a service pin.

Employee Referral Program
We encourage our employees to refer their friends for open positions with Ace Parking. If a referral candidate is hired and they complete 90 days of employment, we will reward our employee with a $50 referral fee.

Annual Events
To thank our employees for their hard work and dedication, Ace Parking hosts annual events throughout the year. These events include: Summer BBQ, Halloween Trick-or-Treating, Fall Festival and Holiday Banquets. We sponsor raffles, games and giveaways.

Employee Suggestion Program
Motivating employees to become involved not only yields valuable ideas and suggestions but also engages and improves employee motivation which creates a more productive and satisfying work environment. We value our employee's feedback and have a suggestion box and suggestion forms in each department. We encourage employees to submit suggestions that will improve processes and procedures. Employees are recognized if their suggestion is implemented through monetary incentives, including cash bonuses and gift cards.

Nomination System
Through the use of a fully integrated on-line tool, managers and employees in the field are able to nominate and recognize co-workers, creating further momentum and synergy for the rewards culture.

Safety Program
Teamwork always leads to greater results and safety is no exception. Team awards communicate safe hours worked and the balance needed for a team award-again generating enthusiasm for safe work.

Flex Time
Allowing our employees to enjoy more flexible schedules is a great incentive for attracting and keeping high-performing employees. This doesn't mean that they work

less time; it just means they have the benefit of working the hours that we mutually agree on outside the traditional confines of an eight hour work day.

Corporate Discount Programs and Memberships
Our employees enjoy access to corporate discounts and memberships, such as travel discounts, merchandise and hotel discounts and discounted gym memberships, Costco, AAA, mobile services, etc.

Family Appreciation
We show our appreciation for our employees' by involving their families in their work life and work-related social activities. From family movie nights to "bring your child (or pet) to work days," these activities go a long way to making good on our commitment to, and appreciation of, our employees and those who support them.

h. Employment Policies the Operations Manager Follows
General Manager Mike DeGraffenreid has a long track record of following all employment practices and policies set forth by Federal and State Law, as well as all policies and procedures of Ace Parking and SDCRAA. These include but are not limited to laws pertaining to non-discrimination, harassment, and wrongful termination. Not only will Mike continue to follow all employment practices and policies, he will ensure his management team and employees do as well.

i. Operating Procedures

Ace Parking prides itself in being the very best company in our industry at revenue control. We have an extensive and comprehensive revenue control and audit program that includes reviewing all cashier reports, performing spot audits on our employees, shopping our employees by an outside company and periodic, comprehensive on-site audits of all locations. Tight revenue control must be maintained at the cashier level where individual transactions are being performed. Ace Parking's audit program places a strong emphasis on field audits performed at the individual locations. This program ensures that the company's revenue control procedures are being followed and helps us to further tighten revenue control and aggressively search for employee theft. The success of our audit program is shown in the dramatic first year revenue increases that we have been able to achieve at existing parking operations that Ace Parking has taken over from other parking operators.

Ace Parking has an extensive Audit Department, including four full time auditors at the San Diego International Airport. Ace Parking understands the high volume of revenue at the airport and has designed our audit program to ensure that the airport's revenue is properly collected, reported and monitored. To our knowledge, no other company regularly conducts the intensive on-site audits to the extent that Ace Parking does.

Comprehensive Audit Program
Ace Parking has an extensive overall audit program that includes periodic comprehensive on-site audits of our locations, mid-shift and ticket audits of our cashiers, shopping tests of our employees by an outside company and utilizing computer technology to assist in monitoring our locations. Ace Parking's audit program places a strong emphasis on field audits performed at the individual locations. There are a number of different levels to this audit program.

Corporate Field Audits
Our Audit Department performs unannounced comprehensive location audits on all of our locations. These audits are performed by a Corporate Auditor who is not part of the operation, allowing for a tough and honest appraisal of how the location is performing on a day-to-day basis. During a comprehensive on-site audit, the location is audited over multiple days to ensure that all controls are in place, including:

- Cash Controls
- Operational Controls
- Revenue Reporting Controls
- Equipment
- Contract Parking
- Airport Specific Controls
- Credit Card Controls
- Automation Controls

At the completion of the audit, the location is graded and given a report card so that the site manager understands how the location did in relationship to following industry best practice standard procedures. Action items are included in the audit with specific due dates so the site manager can correct any deficiencies. These action items are monitored by the Audit Department until they have reached resolution. A Comprehensive Site Audit is conducted at least once a year.

Below is a copy of a Comprehensive Site Audit

Comprehensive Site Audit

Audit Type: **Comprehensive** **Total Possible Points: 563.00**
Audit Control #: **2008-02-14-16-41-49** **Actual Total Points:** **533.00**

Location #: **0620** **Grand Total Percentage:** **94.67%**
Location Type: **Managed**

Site Manager: **Manager**

Total Action Items:	4
Auditor:	ACE
Total Completed Items:	4
Audit Start Date:	02/14/2008
Action Item Status:	Resolved
Approved:	Yes
Approved Date:	02/25/2008
Prior Audit Type:	Comprehensive
Status:	Completed
Prior Approved Date:	4/12/2006
Grand Total Percentage:	94.28%
Total Action Items:	6

Total Completed Items: 6

Onsite Audit Review with: Manager, Assistant Manager
Onsite Audit Review Date: February 12-13, 2008

Auditor Training Completed:

1. Drop Procedures - Discussed the new Drop Policy, and walked through the current procedure in use at the location. The procedure in place is compliant.
2. Supervisor Change Safe - Discussed with the Manager and Assistant manager the counting of the supervisor safe at shift change. Previously, the safe was counted by the out-going supervisor, and again 30 minutes later by the in-coming supervisor. Discussed having both supervisors count the safe in dual at shift change.
3. Payroll Procedures for the Airport - Discussed that the policy is in the database needs to be reviewed.

General Comments:

Airport Parking Rates:

- Long Term - $9.00 per day ($1.00 per 1/2 hour for the first hour, then $1.50 per each 1/2 hour).
- Short Term - $12.00 per day ($1.00 per 1/2 hour).
- Quarterly Parking - $60.00 per quarter
- All Airport employees pay at the Parking Management Office

Additional Notes:

1. The Airport approved the use of Rubber Stamp Validations. These validations are generic rubber letter stamps on black ink, and are used for departments within the airport. There are about 12 of these rubber stamps, each with a separate letter. Discussed with management the jeopardy of this type of validation. The restaurant inside the terminal uses a valometer.
2. Garage exit - The gate function in the garage lot is controlled by the fee computer. However, it is also controlled by an electronic eye after the gate arm. If this beam is broken, the gate raises automatically. The Airport is aware of this and the lack of control associated with this. According to the Airport, they are concerned with the integrity of the building if loops are cut into the ground. Discussed with management the use of a surface loop that can be epoxied to the floor. This exit is due to become unmanned when the new equipment is installed.

Cashier Mid-Shift Audits

Each cashier is audited on a rotating basis to ensure they are in balance during their shift. The process for this is simple and straightforward. The cashier lane is closed down during slow periods and a revenue report is generated for the particular cashier. The on-site Audit staff counts the revenue collected by the cashier and this amount is compared to the amount recorded by the revenue control equipment. Any overages or shortages are recorded and the employee is disciplined by the Operations staff immediately. This discrepancy becomes a permanent part of the employee's record and is used to determine future levels of disciplinary action if the cashier is found to be out of balance again. In addition to the revenue collected, the tickets are reviewed to determine if the cashier is following proper procedures as well.

Cashier Ticket Audits

Tickets that are processed by the equipment where the fee computer is left to determine the rate are tightly controlled. However, every location, regardless of type, generates exception transactions that fall outside normal processing. Some of these transactions include:

- Validations
- Insufficient Funds
- Non-readable Tickets
- Lost Tickets
- Manual Transactions

It is these exception transactions that must be audited to ensure the cashier is following proper procedures, obtaining proper backup or authorization and completing the proper paperwork for the exception transaction. The Ace Parking Audit staff is trained to review all exception transactions by first obtaining these transactions from the revenue control equipment and then finding the ticket or transaction in the cashier's work to determine if they were processed correctly and the revenue is recorded. Any discrepancies are brought to the attention of the Operations staff and disciplinary action is handled in a progressive fashion.

Outside Audits – Mystery Shopper
Our locations are frequently "shopped" by an independent company to ensure that our employees are following proper cash handling and ticket processing procedures, as well as to determine if proper customer service procedures are followed. All shop tests have two components:

- Integrity – Revenue was collected and recorded by the cashier and proper ticket processing procedures were followed.
- Customer Service – Proper script, greetings, dress, presentation and wait times are acceptable based on the location.

The types of tests vary to cover the different types of transactions that a cashier might encounter. The reports from these tests are thoroughly reviewed by Ace Parking's Auditing Department to make sure transactions were handled properly. The findings from these reports are passed to the location manager so they can discipline or counsel their employees based on any improper handling of cash or tickets, or customer service issues discovered from these tests. If it's found that the revenue from a shopper transaction is not recorded, the cashier is immediately terminated.

As previously mentioned the airport had a total of 120 Mystery Shop Tests in 2010 and scored an average passing score of 86.45%.

Other Audits
The Audit staff performs a variety of additional audit functions as part of their regular duties. Some of these audits include:

- Petty cash and change fund audits
- Cashier Drop Log and Deposit Log reconciliations
- Chain of Custody and Separation of Duties
- Missing Ticket audits
- Contract parking sales vs. authorized lot access

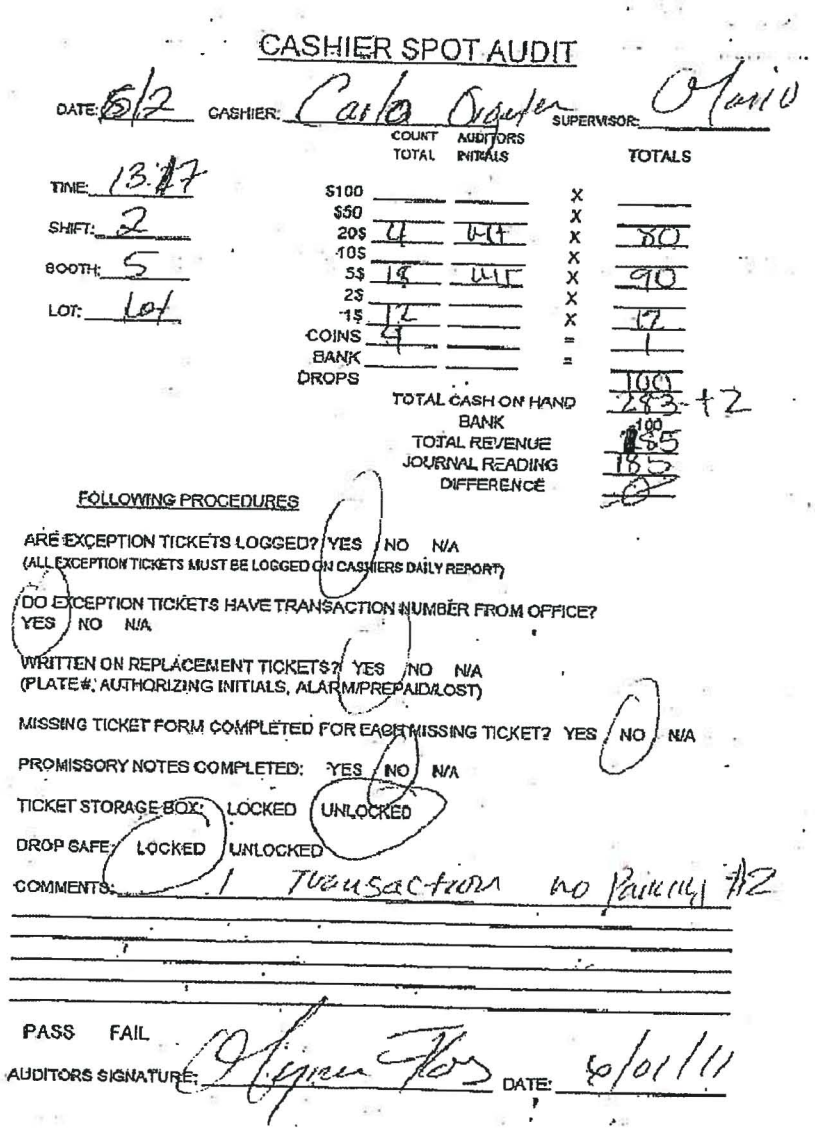
Manager Audit Responsibilities

Ace Parking's location managers and supervisors also play an active role in our revenue control program. As part of our management training program, managers and supervisors receive training on Ace Parking's audit and revenue control program and their role in it. This training assists managers in understanding the company's revenue control procedures and includes training in fraud prevention and detection.

Revenue Control is a priority, not an afterthought for Ace Parking. We continue to devote significant corporate resources to constantly improving and monitoring the revenue controls at the locations we manage. With Ace Parking as your operator, we guarantee that our Audit Department will be working with our management team to ensure that proper controls are being employed on-site.

Examples of Reports:

Daily Audit



CASHIER SPOT AUDIT

DATE: 6/2 CASHIER: Carla Ogden SUPERVISOR: Mario

TIME: 13:17
SHIFT: 2
BOOTH: 5
LOT: Lot

	COUNT TOTAL	AUDITORS INITIALS		TOTALS
$100			X	
$50			X	
20$	4	MH	X	80
10$			X	
5$	18	MH	X	90
2$			X	
1$	17		X	17
COINS	4		=	1
BANK DROPS			=	
				100
TOTAL CASH ON HAND				283 +2
BANK				100
TOTAL REVENUE				185
JOURNAL READING				185
DIFFERENCE				0

FOLLOWING PROCEDURES

ARE EXCEPTION TICKETS LOGGED? YES NO N/A
(ALL EXCEPTION TICKETS MUST BE LOGGED ON CASHIERS DAILY REPORT)

DO EXCEPTION TICKETS HAVE TRANSACTION NUMBER FROM OFFICE?
YES NO N/A

WRITTEN ON REPLACEMENT TICKETS? YES NO N/A
(PLATE#, AUTHORIZING INITIALS, ALARM/PREPAID/LOST)

MISSING TICKET FORM COMPLETED FOR EACH MISSING TICKET? YES NO N/A

PROMISSORY NOTES COMPLETED: YES NO N/A

TICKET STORAGE BOX: LOCKED UNLOCKED

DROP SAFE: LOCKED UNLOCKED

COMMENTS: 1 Transaction no Parking #2

PASS FAIL

AUDITORS SIGNATURE: [signature] DATE: 6/01/11

Daily Deposit Report

DATE	SPHD LOT 8823 600	SPNTC LOT 8822 400	SPNTC 2 LOT 8822 400	SPV T-1 LOT 0201 800	SPV T-2 LOT 0202 900	Taxi Cash Rev. 300	ALL LOTS T-1/T-2/ CT 300	BRINKS-1 MAIN OFFICE	BRINKS-2 SPP LOT 8820 700	BRINKS TOTAL DEPOSIT	BAG DEPOSIT P.O.F. Lot 6 8, Coins & Recovery 300	GRAND TOTAL OF DEPOSITS SLIPS 1 & 2	MONEY EXCHANGE
4/1	998	662		260	150	500	8532	$11,102.00	2582	$13,684.00	1778.79	$15,462.79	
4/2	340	253		543	34	175	8227	$9,572.00	2057	$11,629.00	5152.00	$16,781.00	
4/3	2108	1038		306	480	1250	8685	$13,867.00	4571	$18,438.00	1500.75	$19,938.75	
4/4	952	468		442	272	1155	9100	$12,389.00	3409	$15,798.00	7786.20	$23,584.20	
4/5	857	629		408	384	925	7970	$11,173.00	2771	$13,944.00	2109.55	$16,053.55	5000
4/6	661	650		292	68	900	7152	$9,723.00	1386	$11,109.00	4430.00	$15,539.00	
4/7	433	826		476	136	1050	9152	$12,073.00	2120	$14,193.00	4881.30	$19,074.30	
4/8	650	870		306	306	975	10329	$13,436.00	2181	$15,617.00	18226.32	$33,843.32	
4/9	603	774		628	442	725	9144	$12,316.00	3657	$15,973.00	4986.85	$20,959.85	
4/10	2075	1106		714	238	875	9663	$14,671.00	5465	$20,136.00	2448.30	$22,584.30	
4/11	724	483		374	34	1025	7352	$9,992.00	7848	$17,840.00	4304.40	$22,144.40	
4/12	651	711		646	102	1100	8143	$11,353.00	1688	$13,041.00	2088.00	$15,129.00	
4/13	695	590		646	383	1575	8384	$12,273.00	2281	$14,554.00	5374.75	$19,928.75	
4/14	616	531		272	34	1075	8978	$11,506.00	2307	$13,813.00	2047.30	$15,860.30	5000
4/15	1028	719		384	204	350	8796	$11,481.00	2112	$13,593.00	4723.05	$18,316.05	
4/16	498	297		442	136	450	9469	$11,292.00	2497	$13,789.00	2010.45	$15,799.45	
4/17	1837	1238		680	321	800	8784	$13,660.00	4334	$17,994.00	4133.00	$22,127.00	
4/18	1358	1395	32	170	403	950	7635	$11,943.00	3965	$15,908.00	7106.40	$23,014.40	
4/19	518	1103	63	918	340	455	6022	$9,419.00	2734	$12,153.00	12945.98	$25,098.98	
4/20	359	1276	50	656	238	1125	5578	$9,282.00	3164	$12,446.00	1729.25	$14,175.25	6000
4/21	721	1101	118	510	272	825	6187	$9,734.00	1813	$11,547.00	21024.80	$32,571.80	
4/22	516	882	116	374	136	550	6858	$9,432.00	1573	$11,005.00	1685.40	$12,690.40	
4/23	462	1234	132	374	578	325	6306	$9,411.00	3038	$12,449.00	4021.42	$16,470.42	
4/24	2154	2416	154	816	1220	850	8051	$15,661.00	5518	$21,179.00	1552.75	$22,731.75	
4/25	2137	1329	219	374	200	1100	6136	$11,495.00	4081	$15,576.00	3029.05	$18,605.05	
4/26	716	1124	155	408	400	1275	5501	$9,579.00	2013	$11,592.00	791.35	$12,383.35	
4/27	879	912	423	814	698	825	4997	$9,548.00	2060	$11,608.00	2751.05	$14,359.05	
4/28	806	1092	503	1020	136	1075	5063	$9,695.00	2727	$12,422.00	1890.40	$14,312.40	
4/29	963	707	385	816	170	875	5901	$9,817.00	1386	$11,203.00	7609.70	$18,812.70	
4/30	1020	1051	210	442	374	900	4838	$8,835.00	2247	$11,082.00	3593.60	$14,675.60	
Totals	28335	27467	2560	15511	8889	26035	226933	335730	89585	425315	147712.16	573027.16	16000

Content Rpt Num: C00490
Site Number: LBPK3665
Safe Serial Number: 9158
Site Address: 3665 N. HARBOR DR. STE. 200

Total Number of Cassettes:	2
Total Value:	11464.00
Cassette Cash:	11464.00
Total Recognized Bills:	890
Total Unrecognized Bills:	0
Number of Envelopes:	0
Envelope Value:	0.00
Change Fund Payments:	0.00
Sales:	11464.00

Cassette Bill Breakdown:

unrec	X	0	
1 x	264	=	264
2 x	0	=	0
5 x	168	=	840
10 x	64	=	640
20 x	366	=	7320
50 x	8	=	400
100 x	20	=	2000
Total	890	=	11464

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Total	890	=	11464

CONTENT REPORT C00490
*** CLOSING REPORT TOTALS COMPLETE ***

Site Number: LBPK3665
Safe Serial Number: 9158
Site Address: 3665 N. HARBOR DR. STE. 200

Report Printed: Thu Jun 02 11:46:40 2011
Printed By: NO77
Period Started: Wed Jun 01 11:28:50 2011

Monthly Lost Tickets Report

Missing Ticket Report

MARCH 2011

Date		Beginning Lot Check	Entry	Exits	Ending Lot Check	Test Tickets		Total	Percentage
Tuesday	1	974	4277	-3779	-1511	-7		-46	-1.08%
Wednesday	2	1511	4252	-4000	-1775	-3		-15	-0.35%
Thursday	3	1775	4666	-4827	-1683	-2		-71	-1.52%
Friday	4	1683	4300	-4553	-1417	0		13	0.30%
Saturday	5	1417	3282	-3260	-1417	1		23	0.70%
Sunday	6	1417	3723	-3899	-1168	0		73	1.96%
Monday	7	1168	3313	-3531	-956	-5		-11	-0.33%
Tuesday	8	956	4394	-3696	-1558	-3		93	2.12%
Wednesday	9	1558	4403	-4266	-1749	-4		-58	-1.32%
Thursday	10	1749	4586	-4725	-1666	-6		-62	-1.35%
Friday	11	1666	4258	-4539	-1359	-10		16	0.38%
Saturday	12	1359	3322	-3404	-1178	0		99	2.98%
Sunday	13	1178	3743	-3673	-1155	0		93	2.48%
Monday	14	1155	3342	-3454	-991	-9		43	1.29%
Tuesday	15	991	4463	-3910	-1599	-2		-57	-1.28%
Wednesday	16	1599	4175	-4124	-1717	-4		-71	-1.70%
Thursday	17	1717	4606	-4692	-1699	-5		-73	-1.58%
Friday	18	1699	4628	-4818	-1400	-7		102	2.20%
Saturday	19	1400	3884	-3997	-1235	0		52	1.34%
Sunday	20	1235	3710	-3844	-1047	0		54	1.46%
Monday	21	1047	4317	-4280	-990	-4		90	2.08%
Tuesday	22	990	4975	-4472	-1518	-1		-26	-0.52%
Wednesday	23	1518	5154	-4893	-1799	-7		-27	-0.52%
Thursday	24	1799	4938	-4973	-1666	-5		93	1.88%
Friday	25	1666	4579	-4898	-1315	-10		22	0.48%
Saturday	26	1315	4009	-4028	-1201	0		95	2.37%
Sunday	27	1201	4427	-4527	-1155	0		-54	-1.22%
Monday	28	1155	3490	-3506	-1016	-4		119	3.41%
Tuesday	29	1016	4466	-4037	-1521	-5		-81	-1.81%
Wednesday	30	1521	4498	-4355	-1707	-3		-46	-1.02%
Thursday	31	1707	4524	-4731	-1594	-5		-99	-2.19%
Total		43,142	130,704	-129,691	-43,762	-110		283	0.22%

j. Maintenance Procedures

We understand the benefits of a clean, well-maintained parking lot. This not only includes the effect on the airport image, but also the safety and security of the facility. Our front line employees and management staff are trained to constantly monitor the facility for litter, grease, dirt and unsafe conditions. These are reported immediately to management for corrective action. We maintain the cleanliness of all the parking lots we manage, including; Terminals 1 & 2, San Park Pacific Highway, San Park NTC, San Park Harbor Dr, the Commuter Terminal, Valet Lots, Employee Lots, and the Taxi/Shuttle Hold Lot. The proper appearance of all parking facilities is very important and traffic conditions will dictate their priority. Keeping the parking lots clean is an important part of the operation. If selected as your next operator, we will continue working to keep the parking lots clean at all times, including emptying garbage cans and ensuring no debris accumulates in the facilities. If stripes or signage needs to be repainted or any other issues arise in the facility that we are not authorized to address, we notify the airport immediately.

The basic cleaning requirements of the facility requires approximately 250 hours per week of dedicated employee time. Our maintenance team empties the garbage cans in all lots, cleans all cashier booths and office spaces, and ensures overall facility cleanliness on a daily basis. The maintenance team also drives through every lot, row by row, scanning for garbage to be picked up. Additionally, it is sometimes advantageous for the maintenance team to walk the rows with a trashcan on wheels to make sure everything is collected. The maintenance team deposits all garbage into the dumpsters located in the Terminal 2 Lot and reports are submitted annually to the Airport's Environmental Department regarding the amount of garbage that has been collected.

In addition to the normal daily cleaning activities, the Airport Authority occasionally assigns additional cleaning or organizing tasks whenever the project involves the parking facilities. These projects can include installing or removing signage, painting projects, and helping with special event set-up. The bottom line is that we have always been willing, and will continue to help the SDCRAA in any way we can.

k. Program to maintain current parking services and additional enhancements and revenue opportunities.

Ace Parking Management's general operational objectives are summarized in our mission statement:

By valuing our employees, listening to our clients, and operating under the ideals of moral integrity, quality, and accountability, we will lead the parking industry in service and financial results for our clients.

This mission statement is something all managers are very well aware of and held accountable to on a daily basis.

In addition to the goals set forth in our mission statement, one of the most important goals at San Diego Airport is to continue working closely with Airport staff and Green Build contractors to ensure that construction impacts on operations and revenues are kept to an absolute minimum.

Our General Manager, Mike DeGraffenreid, and his team have been an integral part of the construction process since the beginning and have developed close relationships with all personnel involved in the Green Build project. Our management team has worked to develop these relationships because we understand the success of this project largely depends on the ability to maintain positive, open lines of communication with everyone involved. This is something that should not be overlooked when selecting your next operator. There will certainly be a learning curve if a new operator is selected to take over this contract, and all decision makers should ask the questions; can we afford a learning curve during such an important time? How long will it take for a new operator to get up to speed? What impacts will there be to operations and revenues during this time? Will customer service be negatively impacted? Will the new operator ever be as proficient as the current operator in this area? **We strongly feel that bringing in a new operator during such a critical time at SDIA is a risk the Airport Authority should not take.**

Additional operational objectives specific to a successful parking operation at SDIA include:

- Creating a safe and secure environment for all customers and employees
- Maintaining a talented and motivated management team
- Continually working to find innovative ways to maximize revenue
- Maintaining the highest levels of customer service
- Continually looking for ways to improve the parking operation through the use of new technology
- Maintaining excellent lines of communication with the SDCRAA
- Foster a diverse and positive working environment that employees enjoy being a part of
- Using small and disadvantaged business enterprises whenever possible
- Accurate and complete reporting to SDCRAA

Proposed Enhancements to Parking Operations

We have included many enhancements throughout this section. The goal of the enhancements is to create new sources of income, utilize technology to reduce operating costs and improve the customer's experience at the various operations. To that end we present SDIA with the following programs. Listed below is a table of the enhancements and the benefits of each. Additional detail on each of our recommendations is included after the summary table.

Enhancement	Benefit
Restriping T1 lot Adds 130 spaces	**$1,000,000 plus** in additional parking income & enhance customer service
Credit Card Express Exit Lanes for all facilities	**$450,000** in annual payroll savings annually
Installation of Solar Energy Canopies & Premium Priced Covered Parking T1 & T2 Lots	**$400,000** in additional parking Sustainability thru clean energy
Taxi Staging & Hold Lot Monitoring System	**$37,000 cost** – Ace Parking to pay for as part of our proposal
VIP Parker Program	Enhance customer service & potential new source of income

Mobile License Plate Recognition Inventory System	**$115,000** in annual payroll savings annually
AVPM Automated Valet System	**$81,000** cost for the system
New ZEAG System San Park Pacific	**$288,000** cost improved reporting, PCI compliance, ties into rest of Airport's parking system.
Valet Concierge Services	**$12,000** in income to Airport & increased customer services
Overhead lighted message sign San Park Pacific hwy	**$110,000** + increased revenues annually - Increased visibility
Airport Marketing Plan & VIP Parker Program	**$1,000,000 to $1,500,000** in additional revenues
Sustainability Programs	Reduce carbon footprint and conserve energy, resources and related costs.

This table represents myriad of improvements that will enhance SDIA's bottom line and the customer's over all parking experience at the Airport.

Restriping T1 lot - Adds approximately 130 spaces – Increase existing revenues on this lot by $1,000,000 or more on an annual basis

We have looked at changing the layout of the southern half of Terminal 1 surface parking lot. This restriping will increase the number of parking spaces on the busiest facility we manage. The restriping will also improve the traffic pattern on this portion of the parking facility. We have enclosed a diagram of the new layout for your review. Ace Parking would be willing to pay for the costs associated with this project and amortize them over a 12 month period as an operating expense. The project costs should be less than $100,000 to make this change. Adding 100 to 130 new parking stalls to this facility is a win-win for both the customer and the Airport.



Credit Card Express Exit Lanes

The parking facilities at the Airport will include credit card express capabilities in almost every exit lane. This technology is going to allow us to look at reducing the cashiering hours dramatically at all of the facilities. This reduced staffing equates to significant expense savings in the future. We see the following staffing reductions once the equipment has been installed.

Staffing Reductions & Expense Savings

Parking Facility	Daily Staffing Reductions	Monthly Expense Reduction	Annual Expense Reduction
Terminal 1	32 hours	$14,600	$175,200
Terminal 2	24 hours	$10,950	$131,400
San Park PCH	12 hours	$5,475	$65,700
San Park NTC	8 hours	$3,650	$43,800
San Park Harbor	6 hours	$3,735	$32,850
Total Savings	**82 Hours**	**$38,410**	**$448,950**

Installation of Solar Energy Canopies for Covered Parking = Sustainability plus $400,000 in increase parking revenue.

As energy prices rise, businesses and the Government are looking for alternative ways to source energy at competitive prices. In the parking environment, more interest is being concentrated into turning parking lots into solar farms. Today, nearly everyone wants covered parking and all the asphalt space is essentially wasted in most cases. New designs and technologies are being created to cover lots with a roof of solar panels, generating electricity from the sun directly into plug-in electric cars parked in the lot or fed back into the grid.



Companies now are bringing together high-design architecture with sustainable infrastructure master planning to help distribute solar power to business throughout Southern California.

Typical solar tree structures will cover 6 parking spaces. They use 60, 240 watt t panels. On average, kilowatt output will be about 28,400 watts per year. The business models, most of these solar companies are using, include the purchase and installation of these solar trees. The buyer pay is then locked into a contract for the price of power at a fixed rate for 20 years. Currently, this cost is around $.22 per kwh about .04 higher than what the utility companies are charging customers. One current benefit that companies see in this proposal is the ability to lock in a fixed utility cost hedging against the expected increase in costs as demand increases. The



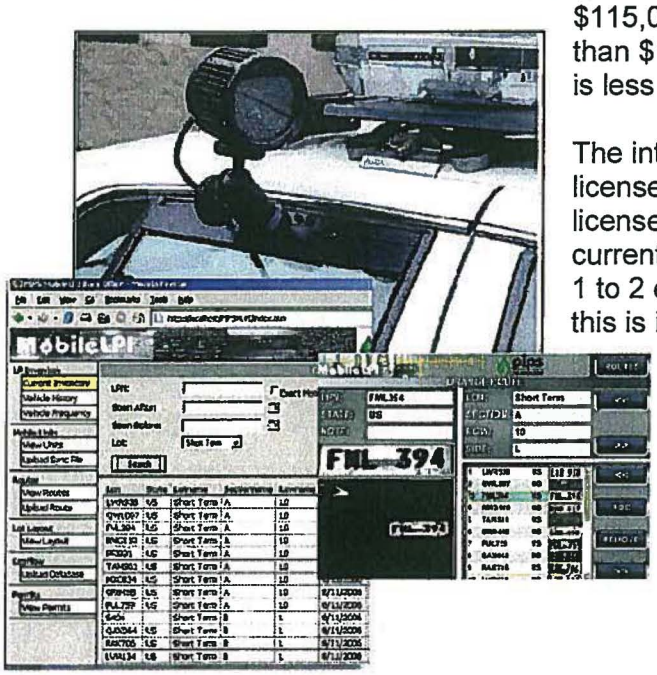
pricing being offered by most of these companies change regularly as State and Federal incentives and laws are created and or expire.

The solar panels of today have a life expectantly of about 30 years. The average energy savings will vary depending on a number of conditions including cost of electricity, solar conditions, latitude, etc.

Cover parking premium surcharge for covered space. The solar trees should be put in Terminal 1 & 2 surface lots. If we cover 100 to 200 spaces in a designated area we could charge a $4.00 per space covered parking premium over and above our normal self parking rates. **If these spaces were 75% utilized that would increase the annual parking revenues by approximately $400,000.**

Taxi Staging & Hold Lot Monitoring System - $37,000 cost
This enhancement is intended to modernize the CSR position and the Taxi and shuttle Dispatching Process. Ace Parking at its own cost would install a camera monitoring system at the three terminal for hire staging areas. This system would include the ability to record the activities in the public areas as well as send signals to the hold facility to send up additional for hire vehicles. We would also put a couple of monitors in the hold lot, so the drivers could see that the pickup area was full or was in need of additional vehicles. The recordings could be used in the settlement of driver or customers complaints or disputes.
We know this is a sensitive area within the Airport. The drivers are very vocal, so this system will go a long way to improving service levels and driver satisfaction.

Mobile License Plate Inventory System – $ 115,000 in annual labor savings
The integrate LPR system for the Airports current parking equipment system has improved to the point that we think the Airport should consider the mobile option for this system. The mobile LPR would cut our costs of inventory by as much as 50%. That equates to approximately $115,000 annually. The system will cost us a little less than $100,000 to purchase. The ROI on this improvement is less than 12 months.



The integrated LPR system is mounted on a vehicle and license plate inventory is done driving and scanning license plates versus manually imputing them on our current handheld LPI system. The new system will require 1 to 2 employees versus the 4 we currently utilize. Once this is implemented we can utilize license plates for missing tickets by just typing in the license plate number. The fee computer will automatically search for the plate and charge the appropriate parking fees.

AVPM - AUTOMATED VALET PARKING EQUIPMENT Cost: $81,000

Ace Parking recommends that the Airport consider incorporating the AVPM Automated Valet Parking System into your operation. This is the most technically advanced valet system on the market to manage your vehicle inventory and transactions. It truly is the next step in valet parking! We have incorporated this system into many Ace Parking properties and have had tremendous success with the product:

- Hard Rock Hotel San Diego
- Hilton San Diego Bayfront
- Embassy Suites San Diego
- Fairmont Dallas
- Hyatt Regency Dallas

The system would enhance the reporting, revenue collection, customer service and vehicle safety for the current valet service. As it continues to grow in popularity there is a chance we will outgrow the current systems and parking areas, which means we will need better tools to keep service levels high. We have outlined the primary components of the system below

Main CPU

All components of the AVPM automated valet parking system are tied into the main CPU. This piece of equipment can generate in depth reports on labor, guest vehicle tracking, and financial performance. The main CPU will be placed in the parking office and closely regulated by the parking management staff. The main CPU will also generate access cards that will be distributed to the valet parking staff to permit access to the parking facility and key boxes.

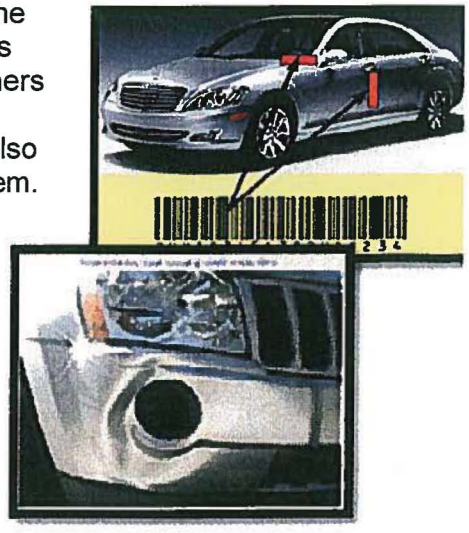
POS System



The POS system will be used by the parking cashier to charge guests for parking charges. This is simply completed by scanning the bar code located on the parking ticket. The cashier will then process the guest transaction by cash or credit card and request the vehicle from the valet staff. All parking transactions are tied in to the main parking CPU which can generate financial reports for any given period of time.

Wireless Bluetooth Scanners

One of the great advantages of the AVPM parking equipment system is the wireless Bluetooth Scanner vehicle recognition system. As guest vehicles arrive to the property, the valet parking staff will uses the Bluetooth scanners to scan the vehicles VIN to record the make, model, and year. This significantly cuts down on labor associated with parking the vehicle, but also transmits the data to the main CPU to document the vehicle into the system.



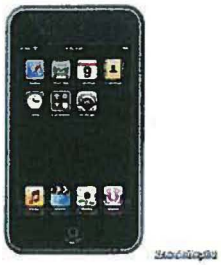
Camera System

The AVPM system includes a camera system upon entry to the parking facility. The camera system can also track the coming and going of each vehicle as well which valet associates have been in contact with each specific vehicles. The camera system is also tied into the main CPU system located in the parking office.



Mobile POS System
The mobile POS system will complete the same functions as the POS system however can be placed at a remote location and transmit data wirelessly to the main CPU. This piece of equipment will is perfect to set up a satellite or temporary arrival/departure area.

AVPM Automated Valet Parking System
Estimated Cost: $81,000



Based upon our experience, we believe that the AVPM automated valet parking system would be a perfect fit for this location. We work with every conceivable parking system on the market and based upon our experience this is the most effective and efficient system available. It is designed specifically to manage and control a valet parking environment. We have installed this system at many of our hotels with great success. All system components tie into one main CPU that will be placed in the parking office and monitored by the parking manager. The system is very straightforward and easy to use



The valet software will permit the valet staff to log all vehicle and key information via the **IPOD** scanner via bar coded ticket. The **IPOD** will also act as a tracking device for the overall parking operation to monitor which valets park specific vehicles. This will also permit valet captains to "ping" valets in the areas of the parking facilities to retrieve nearby vehicles for guests. This will add to the efficiency of the operation and reduce wait times. Finally the **IPOD** will act as a mobile POS system which will permit valets to process credit transaction in real time anywhere on the property. This will be particularly effective on the event drive for large functions. Guest will be able to pay the customized rates instantly for a quick and convenient transaction. This will also reduce the congestion on both the arrival and the departure.

- A dispatch terminal is also available for use when keys are kept away from the valet parking area. This piece of equipment is placed at the key room so that the cashier will be able to instantly request a vehicle once a transaction has been made. The dispatch computer also tracks all keys and tickets which completely removes the ability for valets to misplace or lose guest keys.

- A camera system is included with this system which greatly improves the safety and security of your parking operation. All cameras are directly linked to the main CPU and can be view at any time by the parking management. All data is also recorded so that it can be referenced at any time for any reason. The camera system will record:

  - ❖ Pre-existing damage
  - ❖ Valet parker identity
  - ❖ Personnel in restricted areas
  - ❖ Each time vehicle enters and exits the parking lots

- The entire system is tied into one central unit **(IPAD)** that generates in depth reporting capabilities to pin point each piece of the valet operation (whether it be revenue, labor hours, cars parked, etc.)

- All transactions and activity is sent to a main CPU unit **(IPAD)** that is closely monitored by parking management. One of the great features about the system are the in-depth reports that can be generated to quantify the activity of the parking operation.

Valet Concierge Services – Enhance Revenues and Customer Service
The valet parking operation that we jointly launched so successfully provides us with an opportunity to do even more for the traveling public that utilizes the valet service. We can up additional services like auto detailing, dry cleaning, dent doctor & windshield repair and other services that can be completed while our customer is traveling.



Ace Parking has an amenity program that we have developed for some of our other clients that we could customize for the Airport. The amenities program can be done on-line or at the time the valet customer drops off their car. The Airport would benefit from a percentage of the sales or an add on service fee from each amenity service booked. The program includes a multitude of services that would benefit valet parkers and make their parking experience more convenient (car wash/detail, mobile oil change, dry cleaning drop off, bumper, ding & windshield repairs).

We see the Airport making additional income in the range of $1,000 to $2,000 per month from add on fees or service sales commissions once program is fully rolled out. Though not a lot of money it is more about keeping the valet customer happy and making the service do even more for them if they desire it too.

Overhead Lighted Message Sign San Park Pacific Hwy
This parking facility offers us the best opportunity to add a Digital LED Message sign to enhance the presence of this lot from I5, Sassafras, and Pacific Hwy and Kettner streets. This sign would have lighted and changeable messaging. We see it pulling additional traffic in to the San Park lot on Pacific Highway. This facility has extra space available most times of the year. This sign would pull additional parkers in that may be parking with the off-site competitors. **If it pulls in 10 new parkers per day we will see an annual increase in parking income $110,000 based on a 3 day average length of stay.**



The sign will cost approximately $100,000 to install and should conservatively pay for itself in 11 months.

VIP Parker Marketing Program - Enhance customer service and income potential
We recommend the implementation of a VIP/Frequent Parker Program. There are a number of benefits and amenities that would be offered to customers participating in the program. The main focus of our VIP program is convenience, speed of service, and the availability of optional customer services.

In order to implement the program, we would install proximity card readers at the entrances where they are not currently installed. This will allow VIP parkers the ability to use any of the entrances and swipe their membership (proximity) card. Likewise, proximity card readers will be installed at all exit lanes. This will provide the infrastructure for the VIP program and also allow us to implement other "speed of service" programs that do not require cashier involvement with the payment transactions.

VIP Parker Program benefits include car detailing and washes, prepaid parking charges, preferred parking areas in both the Terminal 1 and Terminal 2 lots, and dry cleaning services. All these benefits would be tied to the member's proximity card and charges would be automatically billed to the designated credit card.

Another element of the program would be the implementation of Corporate Programs. These programs could be custom-tailored to offer volume discounts and detailed reporting of parking charges. All the benefits would provide convenience and promote loyalty to the San Diego International Airport parking facilities.

Comprehensive Marketing Plan

It is important during these tough economic times that your parking partner is looking at all avenues to increase the parking revenues and the level of customer service. The days of the *caretaker management style* are gone. Ace Parking has never had a 'caretaker's' approach to your parking operations and will not in the future. Our approach will remain proactive in order to reach and exceed expectations set forth by the San Diego International Airport.

The following marketing plan will discuss multiple concepts that Ace Parking utilizes at many of our airport related parking operations as well as some of the programs that are currently being utilized by your off-airport parking competitors. The airport would benefit greatly from marketing their parking facilities like the off-airport parking operators do. Marketing programs we will be presenting represent a dramatic shift in the standard operating philosophies of publically managed Airport Parking operations. The areas we will present include:

1. Internet Marketing & Social Media Program
2. Southwest Airlines Frequent Flyer Program
3. On-line Boarding Pass Tag Couponing (Sojern)
4. Utilization of Airport Parking Reservation Sites
5. On-line Discounted Parking Rates & Coupons
6. Frequent Parker Programs/Corporate Parking Programs
7. Costar Tennant Direct Marketing
8. Gottapark

Online Marketing Presence

The explosive growth of the internet is something that cannot be ignored. Many travelers today turn to the internet to find information about airport parking as well as to shop rates for the local offerings. As a result there is a real opportunity for the Airport to increase parking income by utilizing internet marketing.

Search Engine Marketing Produces Effective Results

Every month, San Diego based internet user's rack up over 135,000 searches for the term "San Park San Diego." Research shows that most people click one of the top five results and seldom if ever click to the second page. This means that if your website is popular enough to rank high on the page you will have a virtual flood of potential customers that are looking for more information about your service or product.



San Diego International Airport's own website, http://www.san.org, ranks very well for the top ten search results as shown in the table 1 below. So well in fact that the need to use Pay-Per-Click advertising to purchase a result in the sponsored link section of the page is almost not necessary. However, it could be explored in the future to bolster the most popular phrase, "***San Park San Diego***" which receives 300% more search traffic than the next runner up. In addition, the parking section of Airport's website could be further optimized to target this very popular search phrase. **This is and should be our power phrase.** If we capture just 1% of the "***San Park San Diego***" search traffic through redirection and refocus of our efforts we could increase parking revenues by nearly **$500,000 (1350 new parkers per month x $10 x 3 day length of stay x 12 months).**

Table 1 (Google Results)

Keyword Search Top Ten Search Phrases	Local Monthly Searches	Airport's Ranking
San Park San Diego	135,000	6
Airport Parking San	33,100	1
San Airport Parking	33,100	1
Airport Parking San Diego	12,100	2
Parking at San Diego Airport	12,100	1
Parking San Diego Airport	12,100	1
San Diego Airport Parking	12,100	1
San Diego Long Term Parking	1,900	6
Long Term Parking San Diego Airport	1,300	1
San Diego Airport Long Term Parking	1,300	1

The Big Missed Opportunity

Although the website ranks at the top for many of the organic results, it's missing a major opportunity by not including a way to purchase parking from the website. The competition is onto this fact and exploiting it. Ace Parking Management can change that by creating a San Diego International Airport's Parking specific website that would be offered as a link in the parking section of' Airport s website. It would enable the sale of parking reservations for all airport lots or possibly just target the outliers. The strategy can be tailored to meet the needs of the Airport.

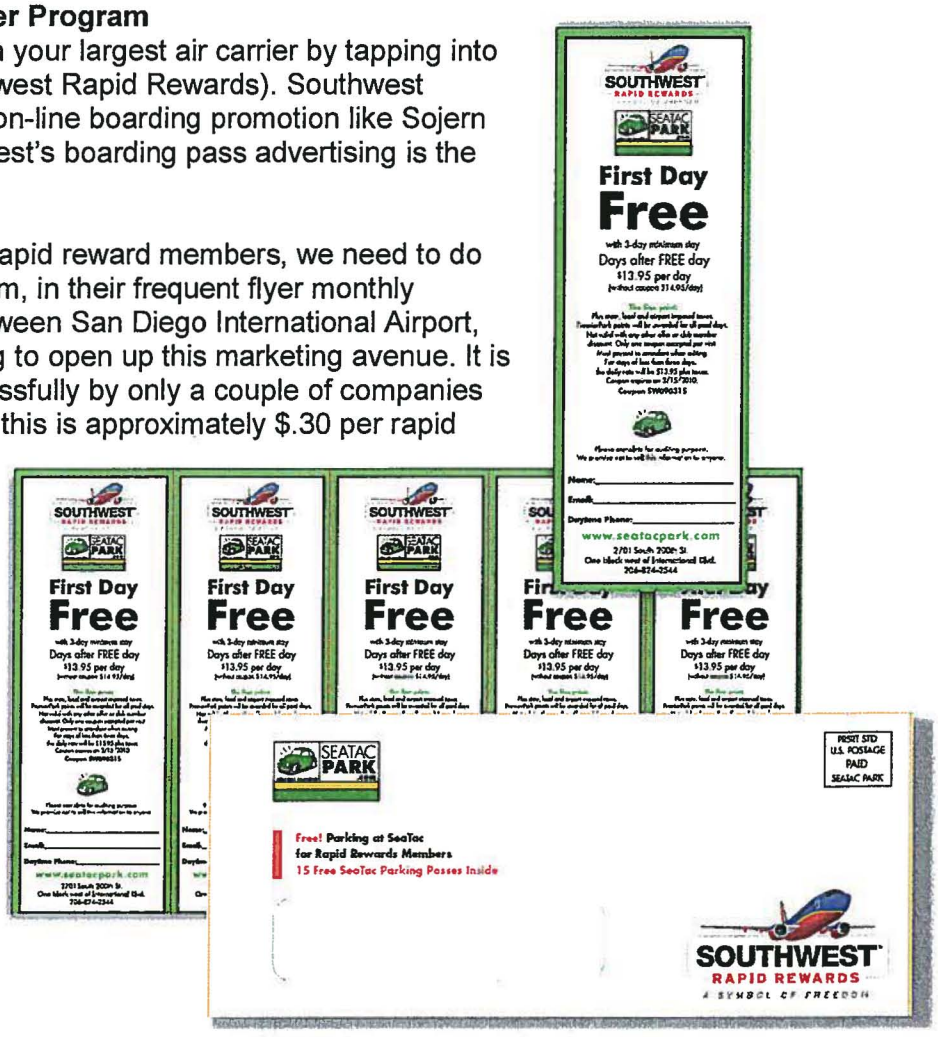
Strategies for Online Marketing
As shown above, the website ranks number one for seven of the top ten most popular keyword searches. The SEO work we would recommend would be targeted at the other three phrases, especially "SAN PARK SAN DIEGO." A few subtle changes to the wording on the parking section pages could dramatically improve the ranking for the three laggards.

In addition to the SEO recommendation above, and if it was deemed appropriate, a Pay-Per-Click (PPC) campaign can be initiated on Google, Bing and Yahoo to target one or more of the underperforming keywords, as well as any others of interest. Pay-Per-Click campaigns are a great way to get instant results, but they can get expensive. Judicious use of this service can produce great results however, and it should always be something to consider when things need a little boost.

Keys to Success
Ace Parking has proven strength and experience in parking management and parking reservation systems. Our network of websites process more than $2,000,000 dollars of reservations annually and we have a team dedicated to following the Search Engine Marketing trends to ensure our continued success.

Southwest Airlines Frequent Flyer Program
This program is one that works with your largest air carrier by tapping into their frequent flyer program (Southwest Rapid Rewards). Southwest Airlines does not participate in the on-line boarding promotion like Sojern which can be regionalized. Southwest's boarding pass advertising is the same at every airport.

To reach the tens of thousands of rapid reward members, we need to do an advertising or couponing program, in their frequent flyer monthly mailers. It will take a joint effort between San Diego International Airport, Southwest Airlines and Ace Parking to open up this marketing avenue. It is one that has been done very successfully by only a couple of companies including Ace Parking. The cost of this is approximately $.30 per rapid rewards member. The pay off at other off-airport parking operations where this has been utilized has been great. On the low side, a 200% return on advertising dollars spent, to a high return on advertising dollars of over 2000%. In Ace Parking's opinion, the biggest bang for your advertising dollar you will produce will come from this program, as it will help to introduce many of the recommendations listed below. If it is as successful as we know it

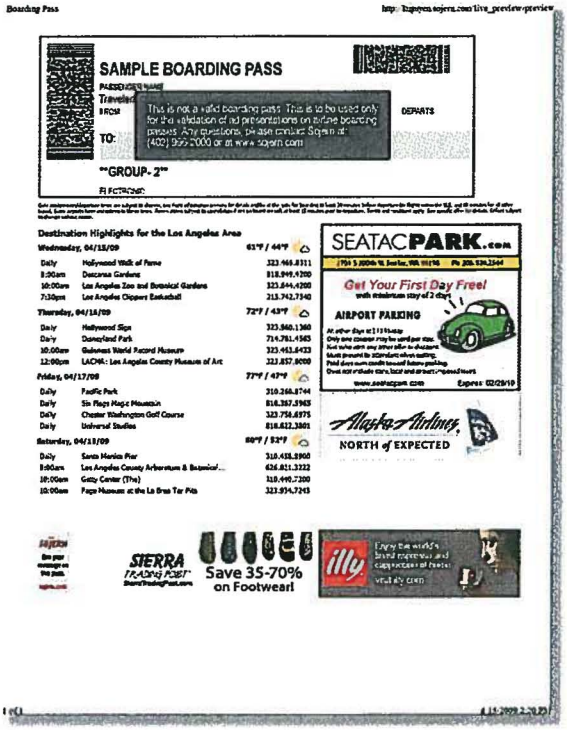


can be, we can consider rolling out similar programs with your other airlines.

This program and what we eventually put on the coupons will be up to San Diego International Airport. With Southwest Airlines, you want to put multiple coupons in the mailer. It helps to create and build long term use of the Airport's parking. It also gets to a group of parkers in a manner that none of the outside competition can.

Online Boarding Pass Tag Marketing

This is the most direct marketing program the Airport can utilize in their efforts to increase the number of parkers. This marketing program hits the consumer up to 24 hours before they are scheduled to fly out of the airport. Today's computer savvy traveler, often utilizes this method to check in for their flights. **There is not a more direct marketing program the Airport could use that gets in front of such a large target audience that is flying out of the airport within the next 24 hours.**



With this program, the bottom half of the boarding pass is utilized for advertising of all types; including parking discounts at off-airport parking operations. Ace Parking is currently utilizing this program at our off-airport operation in Seattle with great success. At our Seattle operation, we are working with Alaska Airlines; the largest carrier in this market. While enplanements are down at Seattle/Tacoma Airport, our parking operation is running at the highest occupancy in this market. The company we use, Sojern, specializes in selling this advertising on select airlines. Their cost is based on the number of boarding passes printed, which are currently priced at $45 per 1000. It is our understanding that in Phoenix, the off-site operators have it locked up. Ace Parking has approached and will negotiate to get this for the Airport when the current contract expires.

Utilization of Airport Parking Reservation Sites

Ace Parking has its own Airport Parking Reservation website, www.airportparkingconnection.com, which can be used to benefit San Diego International Airport. Our website provides many marketing advantages; including targeting individuals that will be traveling sometime in the near future. It also provides the traveling public with a reservation and a guaranteed parking space. It is very important for the traveling public to know that during periods of heavy airport activity, a parking space will be available for them upon their arrival. The peace of mind this provides is something travelers value greatly and are willing to pay for. Additionally, the reservation site will help create a parking experience that will promote continued patronage of your facilities.

As your parking operator, we can modify the reservation site to allow the income to be directly deposited to the Airport's bank. The majority of reservation sites require the income be deposited with them. They will then hold on to the money and reimburse the Airport on a monthly basis. We know this has been problematic for the Airport over the past year, so we have tailored our site to be flexible by redirecting 100% of the revenue flow to the Airport's bank. Ace Parking will make its fee from the reservation fee charged to the customer on top of the parking charges. This program is also flexible in that it can utilize discounting on multiple levels, and be modified in just minutes.

How the reservation sites work:

1. The reservation sites have business relationships and national accounts set up with frequent flyers.
2. They utilize search engines (Google) to drive parking inquiries to the reservation websites.
3. Website links from the Airport's official website. (The Airport would need to add a link to the reservation sites on the home page of their website.)
4. Links from on-line travel reservation sites.
5. Customers can purchase their parking stay on these reservation websites for their entire parking stay.
6. Once parking has been purchased, the customer can print their parking voucher on-line. (Again, in most cases, the Airport is does not receive the revenue until the end of each month.)
7. Parking managers will be notified each day, as well as weekly, regarding how many reservations are expected to arrive. This feature greatly assists managers with ensuring proper staffing levels are in place, etc.

Our reservation site will enable the Airport to compete with the off-airport operators who have no problem utilizing reservation systems to fill their parking spaces. It is also a huge customer service enhancement for frequent and infrequent travelers. If the Airport is going to do any type of marketing to the public, a reservation site should certainly be part of the plan.

With our reservation program, there is no direct cost to the Airport. The Airport Connection reservation system is currently being utilized by nearly 75 parking locations for 40 different customers at 36 airports throughout the United States. In 2010, APC did nearly 60,000 reservations. It is a proven marketing tool that has increased revenues for many operations.

Discounted Parking Rates & Coupons

Our marketing plan would utilize a discount couponing program. This program would piggyback off of the boarding pass and reservation system programs. It would also work as a standalone marketing program. We recommend targeting the economy and covered parking facilities for the initial rollout of this program. The goal is to increase the revenue generated from these parking facilities by driving more customers to them. These will be important hooks to how we present the other marketing programs. Our initial coupon recommendations are listed below.

We have used this coupon program with great success at Phoenix Sky Harbor International Airport where it has helped add parkers, and increase revenue in their main parking garages. At Phoenix Sky Harbor, we were able increase net revenues by several hundred thousand dollars. If the majority of the coupon program is tied to website advertising then there is little or

no cost to the Airport. If we utilize print media the costs could be a few thousand dollars per month.

Frequent Parker/Corporate Parking Programs
This program is designed to create an Airport loyalty parking program. The program would provide customers with discounts, monthly parking rates and rewards for frequent parking. We see this program being marketed to large and small employers in the San Diego area. We will utilize direct e-mail marketing, Facebook, Linked In, Twitter, face to face calling and telemarketing to reach these potential customers. We see this program being marketed to large and small employers in the San Diego area, attracting their employees who travel frequently and could benefit from our services. We would also suggest putting advertising in the Airport, on the reader boards, shuttles and handouts at the exit plazas.

The program could utilize a membership mag-stripe card identifying them as a VIP parker. This card would be utilized at the exit booths to identify the customer, discount their parking fee, and record their parking activity. See the example for Seattle's International Airport below.





Another way this program could be utilized is by providing pre-paid access cards to the VIPs that would have a fixed monthly parking rate. The cards would allow the customers to enter and exit any of the facilities they have paid for access. We would record their activity and debit their account on a monthly basis. Our staff would handle these responsibilities internally and send e-mail account activity reports to each VIP parker. They would also invoice for additional funds as VIP prepaid cards reached certain minimum thresholds. As an added benefit to this VIP program, and as a method of retaining the customer base, we could add free days to their card after a designated number of stays. These credits could be utilized by the customer for vacation trips taken, etc. We have found this perk to be well received by the frequent traveler who will most likely utilize this program for work related trips.

We utilize various programs like this at our Quikpark operations at LAX and Oakland airports as well as Seatac Park operation in Seattle and at the Carbarn at LAX. The majority of the costs associated with this program are the costs to purchase card stock for the VIP program, signs, and handouts to introduce and promote the program. It may also be beneficial in the early stages to have a dedicated person who would administer and sell the program to large user groups. The other cost of the program is the value of free parking earned by the VIPs.

Corporate billing programs
Provide direct billing to companies who have employees who frequently use the parking facilities. This would be tied to the revenue control system through the proximity card reader system. The program could specially target local companies who frequent airport.

Costar Tenant Direct Marketing
Ace Parking has a national account with Costar. This is a commercial office building data base. We are able to tap into the Phoenix commercial market and get listing of almost every office tenant in the City; big and small. We have utilized this database to create e-mail and direct mail campaigns to promote airport parking. This database gives us access to thousands of employers to whom we can send information on the various parking discount programs we will be introducing.

In Houston, Texas, we used this program to fill our IAH off-airport parking operation on several different occasions. The cost was approximately $2,500 for the program and it generated an additional $20,000 in parking revenue over a 3 day weekend period. For this facility, that represents a 15% increase to the bottom-line.

GottaPark Online Parking Marketing and Reservations
Ace Parking has recently entered into a national partnership with GottaPark. This interactive service allows users to reserve parking online for any type of parking application. Their most valuable feature is the way they market our clients' parking spaces and locations across the web. This brings our clients' parking locations to the consumer using keywords, social media and search optimization. If consumers in Phoenix are booking tickets to an event in the local area, they will be able to book parking in your garage during the same transaction. GottaPark is free to post parking spaces and has a strong presence on the West Coast and is expanding rapidly across the country.

Green Initiatives

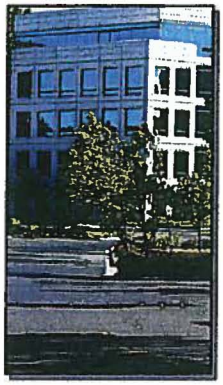


Going **Green** is our priority. Our **Green** Corporate Social Responsibility Statement is as follows.

*It is Ace Parking's **mission** to operate our business in the most environmentally-friendly way possible. As a company, we look for ways to reduce waste and redundancy within our daily operations. It is Ace Parking's **policy** to always look for ways in which we can improve our carbon footprint. It is Ace Parking's **responsibility** to consistently develop and address plans with and for our clients to improve their negative environmental impact at their parking facilities.*

We have summarized each of these initiatives in detail to give you an idea how these technologies can be used to participate in helping the environment.

- **Green Asphalt for Parking Lots**
- **Solar Trees**
- **Purchasing and donating through Carbon Credits**
- **Water Recycling**
- **Carpooling**
- **Recycled Parking Tickets**
- **Environmentally Friendly Cleaning**



Green Asphalt for Parking Lots

Green products and techniques are making their way into every industry, even asphalt. By reducing the demand on non-renewable natural resources, minimizing energy consumption, and reducing their carbon footprint, pavement companies that are making asphalt production and application more environmentally friendly. These techniques are providing development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

Ace Parking is proud to partner with companies like **Escondido Asphalt**, a family owned business that prides itself in using environmentally clean technologies. Listed below are some of the initiatives being made in the production and application of a greener asphalt product.

Recycled Asphalt:
The company recycles old asphalt paving right on site; then grind and reuse it in the making of new asphalt for parking lots. By recycling asphalt, not only are we keeping the old product from ending up in landfills, but we do our share to reduce the need for foreign oil and additional mining operations, and we reduce the number of trucks on the road needed to move oil and aggregate materials. (The recycling operation is right next to the production operation).

Warm Mix Technology:
They use a warm mix asphalt process which lowers the temperatures at which the material is mixed and placed on the lot. Reductions of 50 to 100 degrees Fahrenheit have been documented. These drastic reductions can cut fuel consumption, decrease the production of greenhouse gasses, and drastically reduce the production of emissions. Escondido Asphalt is the first and only southern California asphalt facility to offer warm mix asphalt.

How Asphalt Earns LEED Credits

Rating Category	Credit Description	Pavement Type	Credits
SS Credit 6.1	Stormwater Design: Quantity Control	Porous Asphalt	1
SS Credit 6.2	Stormwater Design: Quality Control	Porous Asphalt	1
SS Credit 7.X	Heat Island Effect: Non-Roof	Reflective surfaces Open-graded asphalt Porous pavements	1 to 3
MR Credit 2.X	Construction Waste Management: Divert from Disposal (based on weight/volume)	RAP	1 to 2
ID Credit 1.X	Exceptional Performance Exceeding Expectations or Areas Not Addressed	Warm-mix asphalt High-RAP mixes	1 to 4

Natural gas:
The company uses natural gas in the aggregate drying process.

Blue smoke control system:
Escondido Asphalt uses the best available control technology on their oil storage tanks. They vent the "load out" to the blue smoke control system to better clean the air. The Blue Smoke control system has six stages of filtration and includes a patented filter control media developed exclusively for trapping oil droplets.

Truck covers: Trucks entering or leaving the facility are covered with a tarp to prevent spills and blowout. Every truck leaving the facility drives through a tire washing station to keep nearby streets clean and minimize dust.

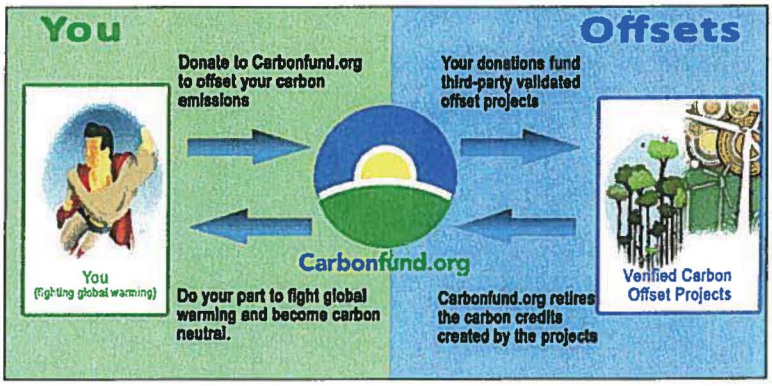
Cost: The cost effective approach to doing business allows companies like Escondido Asphalt to offer pricing that meets or beats other local asphalt facilities. This allows them to provide a greener product at a very competitive price.

Purchasing Carbon Credits

A carbon offset represents a reduction in emissions somewhere else - like a renewable energy or a reforestation project - to balance out the emissions you cannot reduce. Currently, carbon offsets are the only way to get your carbon footprint to zero. Today's businesses have the ability to calculate the carbon footprint generated by their business and make an initiative to offset that foot print by donating to organizations that purchase carbon credits or donate to projects that help reduce carbon in the environment.

Today, we have the ability to calculate how much carbon vehicles are generating within the time they spend in our parking garages. It is then possible for a donation to be made to offset that carbon footprint. One idea to help promote our efforts by posting signs in the garage educating customers that **your company** has donated to offset the carbon footprint created by the exhaust emitted while vehicles are in the parking garage.

Example In the parking environment:
A 1000 space parking stall garage has the ability to generate 9.16 tons of CO2 annually. A $100 donation can offset that C02 footprint and be used to donate to projects that work to reduce global CO2 levels.



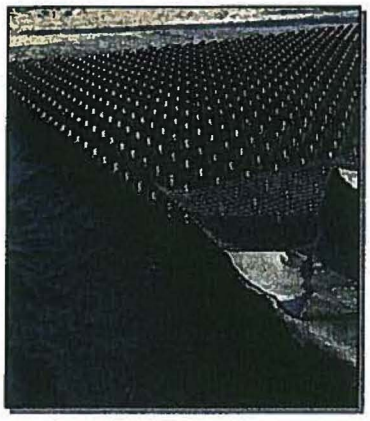
This is an idea of how it works:

Donations support projects that reduce carbon emissions
Carbonfund.org is leading the fight against global warming, making it easy and affordable for any business or organization to reduce & offset their climate impact and hasten the transition to a clean energy future. They support third-party validated renewable energy, energy efficiency and reforestation projects globally that reduce carbon dioxide emissions and the threat of climate change. All of their projects meet the highest standards and are third-party validated to ensure that donation makes a positive impact.

Retire offsets on your behalf
When you make a donation, these companies will retire the offsets from their projects. When they purchase carbon offsets or support a carbon reduction project they gain the right to the emission reductions. Many groups buy these rights and then use them to pollute or sell them. Carbonfund.org buys the carbon reductions and retire them, meaning that they are taken out of circulation forever. Simply put, they retire carbon by not using it.

Water Recycling

In Southern California, water is one of our most precious resources. As water prices continue to rise and companies look for alternative ways to recycle and give back to the environment, run off collection and rain harvesting systems are becoming more necessary. New solutions are being created that allow companies to develop valuable land resources and move storm water ponds and runoff below ground.



Invisible Structures, Inc. has created a product called Rainstore3 is a modular and stackable structure used to store storm water and runoff underground. Made from injection molded plastic, a single panel contains 36 vertical columns and exceeds H-20 loading, allowing the construction of driving areas, parking lots, or other small structures above the system. Built-in compression fittings allow units to be easily stacked to a variety of depths up to 7.9ft pr 2.4 meters. Rainstore3 can be utilized for long-term water storage for irrigation, fire protection and potable applications by encasing the structures in an impervious liner.

Benefits:

- Can be used to collect water runoff from parking structures and flat surface parking lots.
- Allows development of valuable land resources by moving storm water ponds and runoff below ground.
- 94% open for water storage.
- Eliminates stone requirements.
- Easy installation.
- As a member of the USGBC, Invisible Structures is committed to helping your design earn LEED™ Points.
- Effectively filter pollutants from rainwater runoff, reduce runoff volume and rate, reduce erosion and soil migration, store water, and harvest rainwater for re-use.
- Improve water costs saving on resources that would be normally used on landscaping & irrigation.



Costs: Cost of the Rainstore3 product is determined by storage gallons. The structures run around $1.20 per gallon of storage. Installation by a qualified Landscape Contractor, Excavating and Pipe Company is recommended.

Recycled Parking Tickets

Resource and energy conservation is good for our customers, our company and our planet. Ace Parking recycles used tickets and other paper, cardboard and plastic materials that we use in our daily operations. Additionally, we have partnered with companies who provide environmentally friendly alternatives.



Our printing partner, BC Graphics, has the ability to produce parking tickets using partially recycled paper and soy based inks.

The cost to produce the tickets we currently use with a partially recycled product and soy ink are listed below:

Amano AGP 2000, œ" mag stripe, 1 stock color, black ink, 1 face copy and no back copy: 24,000 - $638. + fgt.
48,000 - $938. + fgt.
72,000 - $1228. + fgt.

These are printed on 10% recycled content paper, which is the maximum amount of recycled paper that Amano McGann the manufacturer recommends because of the extra absorbency tendency of recycled paper. Production is 3 - 4 weeks after proof approval.

Environmentally Friendly Cleaning

Ace Parking has a longstanding commitment to environmental preservation. Our increased awareness of green cleaning solutions allows us to provide innovative and flexible solutions while retaining our quality and productivity. As your partner Ace Parking can help to ensure buildings and garages meet LEED certification requirements.

Listed below are cleaning technologies that are being practiced by Ace Parking and our vendors.

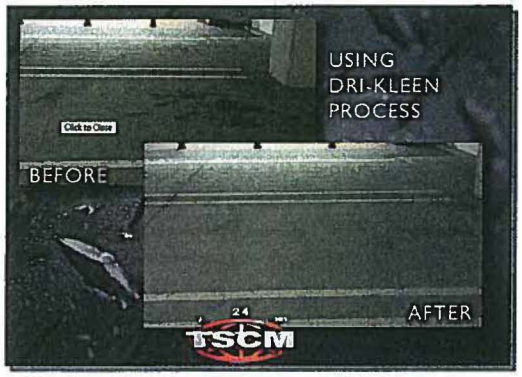
Garage Sweeping:



- Sweeper trucks utilize a dust suppression system and use additional bypass filters that remove particulate matter down to 10 microns.
- Backpack blowers are low noise; generate low emissions, which are required by several cities. Backpack blowers and personnel are certified annually.
- Power sweepers are mounted on Toyota Tundra trucks, which are California Air Resources Board (CARB) Certified to meet and exceed all California emissions standards.
- Ace Parking has partnered with vendors that utilize power sweepers that run on flex fuels.

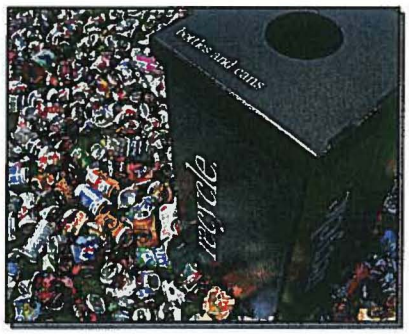
Steam & Pressure Washing:

- Steam clean and pressure washing services are performed using biodegradable soap and water recovery at zero-discharge to the storm drains; recycling of waste water reduces water intake and consumption.
- Ace Parking partners with vendors that use equipment that run on clean diesel or propane fired steamers/washers.
- Steamers use biodegradable and other eco-friendly soap.
- Our vendors use a filter system, that separates oil and other solid waste products left over from the cleaning process. Those solid waste products are separated and placed in proper containers for transport and treatment by certified handlers.



Custodial Services:

- Our custodial service use biodegradable soap and eco-friendly chemicals.
- Custodians collect and properly dispose of recyclable materials such as plastic/aluminum bottles and cans.



Administrative:

- Ace Parking has implemented paperless billing and other communications to reduce paper waste.

l. Creative cost saving programs we would like to implement.

1. Credit Card Express Exit Lanes

The parking facilities at the Airport will include credit card express capabilities in almost every exit lane. This technology is going to allow us to look at reducing the cashiering hours dramatically at all of the facilities. This reduced staffing equates to significant expense savings in the future. We see the following staffing reductions once the equipment has been installed.

Staffing Reductions & Expense Savings

Parking Facility	Daily Staffing Reductions	Monthly Expense Reduction	Annual Expense Reduction
Terminal 1	32 hours	$14,600	$175,200
Terminal 2	24 hours	$10,950	$131,400
San Park PCH	12 hours	$5,475	$65,700
San Park NTC	8 hours	$3,650	$43,800
San Park Harbor	6 hours	$3,735	$32,850
Total Savings	**82 Hours**	**$38,410**	**$448,950**

2. License Plate Inventory System – $ 115,000 in annual labor savings



The integrate LPR system for the Airports current parking equipment system has improved to the point that we think the Airport should consider the mobile option for this system. The mobile LPR would cut our costs of inventory by as much as 50%. That equates to approximately $115,000 annually. The system will cost us a little less than $100,000 to purchase. The ROI on this improvement is less than 12 months.

The integrated LPR system is mounted on a vehicle and license plate inventory is done driving and scanning license plates versus manually imputing them on our current handheld LPI system. The new system will require 1 to 2 employees versus the 4 we currently utilize. Once this is implemented we can utilize license plates for missing tickets by just typing in the license plate number. The fee computer will automatically search for the plate and charge the appropriate parking fees.

m. Quality management performance that can be expected from the Respondent's operations manager

General Manager Mike DeGraffenreid has proven himself to be a knowledgeable, proactive parking manager who is well-versed in all aspects of parking management.

His CPP accreditation is a testament to his broad knowledge base, however, his expertise is airport parking. Mike spent a large portion of his parking management career at one of the busiest Airports in the U.S.; Phoenix Sky Harbor International Airport. During his time there, he learned airport parking from the ground up, starting off as the most junior manager on our team and rising up to become General Manager of that operation.

Mike has shown his ability to maximize profits for the Airport Authority, while at the same time maintaining high levels of customer service. Mike works closely with many key Airport Authority team members and we feel he has become a valuable member of your team.

n. Financial ability to perform the agreement based on the Reimbursement Method

Ace Parking will be able to perform the contract based on the Airport Authority's reimbursement method given the expected reimbursable monthly costs. The company can finance the receivables internally or, if necessary, utilize a credit facility in place with California Bank & Trust (CB&T). As of December 31, 2010, Ace Parking's current assets exceeded its current liabilities by approximately $12,788,000. Ace's strong working capital position will allow it to absorb the carrying costs of the receivables. Additionally, Ace Parking has an $8,000,000 revolving line of credit with CB&T which may be utilized at Ace's discretion.

o. Customer Service Capability

Ace Parking understands that quality customer service is one of the most important factors to running a successful parking operation. We understand that our employees are oftentimes the first, or last people visitors to San Diego come into contact with when traveling through San Diego International Airport. We have the ability to "set the tone" and leave a lasting impression with visitors that they will share with family and friends when they return home. This is a tremendous responsibility that we take seriously, and it is the reason why we invest so much into the proper hiring, training and monitoring of our employees.

The first step in providing quality customer service is hiring the right employees. All pre-hires go through a criminal background check, reference checks, and drug screens before they are offered a position with our company. They also go through two interviews; the first with a human resources representative, and the second with the department manager they would ultimately be working for. Only the friendliest, most qualified employees receive the green light to be hired.

By the time we hire an employee, we have already invested a significant amount of time and money into that person. As such, we understand that they must be nurtured with quality training and a positive working environment in order to be successful. All new-hires undergo orientation and training with a qualified trainer who has been selected because of their proven ability to lead others, do their jobs well, and provide outstanding customer service.

Additionally, we strongly feel that happy employees who enjoy work will be the best in terms of providing quality customer service. This is part of the reason why we have an extensive employee incentive/recognition program. Some examples of this program are listed below:

- Annual company barbecues
- Employee of the month program
- Holiday buffets for Thanksgiving and Christmas
- Positive recognition for successfully passing secret shopper tests
- Monthly Birthday and Anniversary recognition
- Employee suggestion boxes
- Quarterly newsletter (LPI's News You Can Use)

- Company wellness program that includes an annual "Biggest Loser" weight loss competition

We understand that hiring the right person is only the first step toward providing world class customer service. It is equally important to continually monitor our performance in this area, and we do so in a variety of ways:

Quality Supervision - Our supervisors undergo extensive training and understand the importance of being positive, proactive leaders. Our supervisors routinely check on employees, both in person and with a closed circuit camera system to ensure they have what they need to be successful, and are using the customer service skills they were taught during training.

Secret Shopper Program - We set up secret shopper tests on random employees each month and provide feedback to the employee. This system not only helps us monitor customer service levels, but also helps us identify possible problems with employee theft and dishonesty. A list of employees who successfully pass the shop tests are posted each month to provide positive reinforcement, as well as to remind all employees that the shoppers are keeping an eye on things.

Customer Comment Card Program - One of the most important components to any sound customer service program is the feedback provided by the customers themselves. This is why we have customer comment cards located at each exit booth and ground transportation island. Customers have the ability to take a comment card and fill out the questionnaire, or add specific comments if they choose. The information we gather through the customer comment card program has been very helpful in identifying areas of improvement over the years.

Complaint Resolution -While our goal is for every customer to have an excellent experience when visiting SDIA, we understand that sometimes problems occur. This is why we have a proven system in place that allows us rectify problems when they are brought to our attention. The first step in the process is to speak directly with the customer to find out exactly what the problem is. It is important to be a good, empathetic listener when dealing with an unhappy customer. It is also important to gather the facts so that remedial action can be taken whenever possible. We can usually satisfy an unhappy customer by listening to their complaint, offering a sincere apology, and perhaps a free day of parking on their next trip through SDIA.

p. In-house services and subcontractors (list each out, for subcontractors provide additional requested information as stated on page 14 of the original RFP doc)

Ace Parking will handle all parking, both self and valet, all taxi/shuttle for hire dispatch services, janitorial, auditing and management duties in-house. We utilize subcontractors for Parking Equipment and Security. See specific information below.

SAS Access Systems

Qualifications and Experience

SAS Access Systems has been serving the San Diego Area since 1989 and are rated #1 in Parking & Building Access Service and Installation in San Diego County. They provide unsurpassed technical knowledge, quality equipment and service for our valued customers.

Currently, employing five highly trained and experienced technicians to provide installation and service to a wide variety of parking and building access systems, SAS Access Systems has the experience needed to provide the high level of service the airport needs.

By maintaining equipment on a regular basis, SAS drastically reduce equipment failures and costly service calls. Properly installed and maintained equipment will help to ensure better reliability and a peace of mind.

Our main office is conveniently located in Kearny Mesa San Diego, which means an expedited response to most San Diego locations.

We offer the fastest response time in the industry and our technical staff is on call twenty-four hours a day, three hundred and sixty five days a year. If you desire service, attached is a copy of our Service Technician Dispatch Information and Service Rates.

Services

SAS Access Systems provides installation, service and maintenance of Airport Self Parking Operation Equipment that includes the Magnetic, Zeag/CTR Parking Equipment with Pay-on-Foot Stations and DSX Card Access System.

References

Horton Plaza: 1995-Present
324 Horton Plaza
San Diego, CA 92101
Installation, Service and Maintenance of
Retail Self Park Operation
Amano McGann Parking Control
System with Pay-on-Foot Stations.
Ernest Villareal (619) 233-1491

San Diego International Airport: 2000-Present
Lindberg Parking Inc.
3665 North Harbor Drive
San Diego, CA 92101
Installation, Service and Maintenance of
Airport Self Parking Operation
Magnetic, Zeag/CTR Parking Equipment
with Pay-on-Foot Stations and DSX
Card Access System.
Michael DeGraffenreid (619) 291-2087

Convention Center Hotel Parking
37 8th Ave
San Diego, CA. 92040
Installation, Service and Maintenance of
Self Park Operation
Federal APD Parking Revenue and
Access Control System
2004-Present
Rick Martin (619) 237-0399

A Class Security

Qualifications and Experience

A-Class Security has provided quality, disciplined security guards backed by experienced supervision and training to major corporations, governmental facilities, airports, commercial and industrial clients in Northern and Southern California.

We focus on our clients' specific requirements, delivering proactive security solutions day after day, night after night. Our 100% coverage results in satisfied clients who feel secure with their choice of security provider. The key to our continued success has been our innovative approach to the security business, combined with the support of a well-respected workforce.

Our goal is to rank number 1 with clients, prospects, and employees. We are committed to effective security and exceptional customer service. We have a customer service team that communicates with you on a weekly basis from the corporate office. This contact is in addition to the communication with your local managers. The customer service representative is there to ensure quality service and satisfied customers.

Our company philosophy is to provide cost-effective security programs to meet client needs. We view our clients as partners in their own security projects. As such, we recognize the importance of ongoing client input. Our success may depend on meeting a specific concern or early identification of a potential problem. That's why we have policies in place that provide immediate access to officer training records and background checks. We provide for immediate replacement of officers deemed unsatisfactory by our clients.

Our mission is: "Leverage our experience and diversity to provide exceptional quality security services, state-of-the-art security systems and expert consulting to clients who value effective security, risk management, and expert professional service." Our motto is: "Customer satisfaction, security, and protection."

Services

A-Class Security will manage the total work effort associated with the guard services required herein to ensure full and timely completion of services. Such management includes, but is not limited to, planning, scheduling, report preparation, establishing and maintaining records, and quality control. **A-Class Security** will provide the on-site management expertise to ensure the

performance of the required work. **A-Class Security** will designate in writing the following full-time positions to serve as **Key Personnel on the program:**

- ***Security Operations Manager***
- ***Director of Operations***
- ***Security Supervisor(s)***

References

Seaport Village
849 West Harbor Dr. Ste. D
San Diego, CA 92101
2007-Present
Patrolling the premises/ securing property assets and the safety of all persons at the specified location
Terry Hall (619) 235-4624

Circle Foods Inc.
8411 Siempre Viva Road
San Diego, CA 92154
(619) 342-8295
2007-2010
Monitoring all property access/ patrolling the facility/ enforcing property regulations
Virginia Onodera (619) 671-3900 Ext. 3904

Jacob Center / Diamond Management, Inc.
404 Euclid Ave.
San Diego, CA 92114
2008-Present
Patrolling the premises/ securing property assets and the safety of all persons at the specified location
Duane Phillips (619) 838-3144

q. Total projected gross revenues and expenses for five years

We have included our combined 5 years operating projections and an expense for all aspects of the Airport's parking operations. This includes Self parking, San Parks, valet and CSR positions. Additionally we have provided first year projections for each of the groups listed above.

INCOME	DETAIL	FY2012	FY2013	FY2014	FY2015	FY2016
	Estimated Annual Revenues					
Transient		30,720,000	43,008,000	44,298,240	45,627,187	46,996,003
Employee Parking		1,095,600	1,128,468	1,162,322	1,197,192	1,233,107
Credit Card Fees		(699,300)	(989,184)	(1,018,860)	(1,049,425)	(1,080,908)
TOTAL INCOME		31,116,300	43,147,284	44,441,703	45,774,954	47,148,202

EXPENSES	DETAIL	FY2012	FY2013	FY2014	FY2015	FY2016
PAYROLL						
	Minimum daily cashier service levels for all parking facilities *Day Shift 12 Cashiers* *Evening Shift 13 Cashiers* *Graveyard Shi 7 Cashiers*					
Management						
General Manager		93,000	95,790	98,664	101,624	104,672
Asst. General Manager		60,000	61,800	63,654	65,564	67,531
Operations Manager		50,000	51,500	53,045	54,636	56,275
Valet/CSR Manager		52,000	53,560	55,167	56,822	58,526
Pacific Hwy Manager		45,000	46,350	47,741	49,173	50,648
HR Manager		47,000	48,410	49,862	51,358	52,899
Ops Supervisors		329,201	339,077	349,249	359,727	370,518
CSR Supervisors		90,520	93,236	96,033	98,914	101,881
Valet Supervisors		89,352	92,033	94,794	97,637	100,566
Staff						
Audit		103,981	107,101	110,314	113,623	117,032
Office Coordinators		65,083	67,036	69,047	71,118	73,252
Cashiers		939,072	967,244	996,261	1,026,149	1,056,934
Lot Checkers		90,228	92,935	95,723	98,595	101,552
Maintenance		106,872	110,078	113,381	116,782	120,285
CS Reps		533,484	549,489	565,973	582,952	600,441
Valet		560,366	577,177	594,493	612,327	630,697
Clerical		70,720	72,842	75,027	77,278	79,596
Other						
Vacation		123,010	126,700	130,501	134,416	138,449
Sub-Total Payroll Expenses		3,448,889	3,552,356	3,658,927	3,768,695	3,881,755

OPERATING EXPENSES	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
Overhead						
Payroll Overhead		379,379	390,759	402,482	414,556	426,993
Health Insurance		367,200	370,872	374,581	378,327	382,110
Recruiting, Testing & Training		13,200	13,266	13,332	13,399	13,466
Payroll Processing		38,400	38,592	38,785	38,979	39,174
Employee Incentives		10,200	10,226	10,251	10,277	10,302
Shopping Tests		13,800	13,814	13,828	13,841	13,855
Armored Transport		32,400	32,562	32,725	32,888	33,053
Professional Security		63,300	63,363	63,427	63,490	63,554
Supplies		88,800	89,022	89,245	89,468	89,691
Uniforms		69,600	69,635	69,809	69,983	70,158
Tickets & Decals		70,800	70,977	71,154	71,332	71,511
Signs		8,400	8,421	8,442	8,463	8,484
Vehicle Fuel and Maintenance		31,200	31,278	31,356	31,435	31,513
Lockouts		1,200	1,203	1,206	1,209	1,212
Equipment Rental		77,400	77,594	77,787	77,982	78,177
Janitorial Supplies		53,700	53,834	53,969	54,104	54,239
Office Supplies		38,100	38,195	38,291	38,386	38,482
Equipment Repairs & Maint.		219,000	219,548	220,096	220,647	221,198
Surface Repairs		9,000	9,023	9,045	9,068	9,090
Telephone		33,000	33,083	33,165	33,248	33,331
Water and Sewer		3,000	3,008	3,015	3,023	3,030
Electricity		30,000	30,075	30,150	30,226	30,301
Business License and Taxes		3,000	3,008	3,015	3,023	3,030
Misc. Expense		18,600	18,647	18,693	18,740	18,787
Customer Service		8,400	8,421	8,442	8,463	8,484
Sub-Total Operating Expenses		1,681,079	1,698,423	1,716,291	1,734,556	1,753,227
Total Expenses		5,129,968	5,250,779	5,375,218	5,503,250	5,634,983
NET OPERATING INCOME		25,986,332	37,896,505	39,066,484	40,271,703	41,513,220

r. Insurance Coverage

Ace Parking can obtain all insurance coverage as required in the RFP.

F. References

1. **San Diego International Airport**
   Dates of work performed: 1971-Present
   Name: Jim Myhers
   Title: Ground Transportation Manager
   Company: San Diego County Regional Airport Authority
   Address: P.O. Box 82776, San Diego CA, 92138-2776
   Telephone: 619-400-2690
   E-mail: jmyhers@san.org



   Role of Ace Parking: Manage 7400 parking stalls over 6 public and employee parking facilities. Ace Parking provides management of Self and Valet Parking, Employee Parking program including access card management, Ground Transportation Dispatch Services for all taxis and shuttles for hire, Shuttle operations for all remote lots, employee lots, and inter-terminal transit (29 shuttles).

2. **Phoenix Sky Harbor Airport**
   Dates of work performed: 12/8/2000 – Present
   Contact Name: Carl Newman
   Title: Assistant Aviation Director
   Company: Phoenix Sky Harbor Airport
   Address: 3400 E Sky Harbor Blvd. Phoenix, AZ 85034
   Email: carl.newman@phoenix.gov.
   Telephone: 602-273-3327



   Role of Ace Parking: Ace Parking Manages 10 public and 3 employee parking facilities encompassing more than 30,000 parking stalls and collecting nearly 75 million in annual revenue. Ace Parking provides daily parking management, event parking, employee parking, and Ground Transportation Dispatch Services.

3. **Tucson International Airport**
   Dates of work performed: 09/01/1993 - Present
   Contact Name: Karen Thomas
   Title: Director of Concessions and Terminal Properties
   Company: Tucson Airport Authority
   Address: 7005 S Plumer Ave Tucson, AZ 85756
   Telephone: 520-573-4806
   E-Mail: kthomas@tucsonairport.org



   Role of Ace Parking: Manage 6 different parking lots (Hourly, Daily, Economy, Economy Covered, Garage, Employee), 8,431 total parking spaces. Ace Parking provides Parking Management, Shuttle Bus Management and Roadway Management Services.

ACE PARKING MANAGEMENT, INC.
TEAM MEMBER INFORMATION HANDBOOK

Mission Statement: By valuing our team members, listening to our clients, and operating under the ideals of moral integrity, quality, and accountability, we will lead the parking industry in service and financial results for our clients.

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CHAIRMAN'S MESSAGE



WELCOME. . .

Congratulations! You are now part of a very special company. Ace Parking is one of the finest parking companies in the world, as well as one of the largest privately held parking companies in the United States.

Founded by San Diego native Evan V. Jones in 1950, Ace Parking started with a single parking lot in downtown San Diego that still is in operation today. Years of hard work and knowledge led to continual growth within the region over the next 30 years. Growth outside of San Diego began in the 1980's when existing clients requested Ace Parking's expertise in managing parking for their facilities in other regions of the state and country. In 1992, Ace Parking received its first major out-of-state contract for managing parking at the Portland International Airport. Today, we operate every conceivable type of parking operation imaginable. Ace Parking manages parking for convention centers, sports arenas, stadiums, hospitals, hotels, office complexes, mix-use projects, special events, and airports.

The parking management business is a service industry – people taking care of the needs of other people. By joining our staff you have become an important part in maintaining the company's reputation of quality and exceptional service. You have been selected because your customer friendly attitude measures up to our established high standards. In order to continue to achieve superior levels of service, each of us on a daily basis must strive for excellence in the execution of our job duties and responsibilities. Remember, no task is too small or insignificant to demand your best efforts. Your job responsibilities should be focused on one primary goal – to provide for the needs of our clients and customers. Everything we do while at work is to accomplish this.

The management team is committed to providing you with the direction and support needed to meet and exceed the expectations of our clients' and their customers.

I look forward to working with you toward our goal of service excellence in the true Ace Parking Spirit.

SCOTT JONES, CHAIRMAN
ACE PARKING MANAGEMENT, INC.

INTRODUCTION

ABOUT THIS HANDBOOK

This handbook is a tool to help you become acquainted with Ace Parking. It gives an overview of key employment related policies and practices for the everyday use and education of team members. The handbook only highlights these policies and procedures, and does not represent a complete or absolute description of any employment relationship at Ace Parking. It is not a contract and should not be construed as creating a contractually obligation.

From time to time, we revise this handbook to keep abreast of changes, but we cannot republish the handbook each time a change occurs; therefore some material may become obsolete without notice to you. If any information contained in this handbook is in conflict with new information published at a higher level of authority within the company, the information contained in those bulletins, policies, etc. will prevail.

The contents of this handbook are presented as a matter of information only and are not intended to create, nor are they to be construed to constitute a contract, expressed or implied, between Ace Parking and its facilities or any of its team members. Nothing in this handbook should be construed as a promise or assurance of continued employment.

The company reserves its rights to modify, change, disregard, suspend or cancel at any time without written or verbal notice all or any part of the handbook's contents, other than the employment-at-will provisions, as circumstances may require.

Any previous verbal or written representations to the contrary are invalid and should not be relied upon by current or prospective team members. This handbook replaces and supersedes any previous handbook or any previous verbal or written representations published by Ace Parking. It shall also supersede any and all prior handbooks, written documents or oral representations, issued by Ace Parking that contradict the "at-will" nature of your employment.

Unless otherwise provided by an applicable collective bargaining agreement, the information provided in this handbook applies to all team members. If you are covered by a collective bargaining agreement, you should consult that agreement for information regarding your employment, privileges, responsibilities, and benefits.

Ace Parking is located in various different states and each state and local law may be different. Contact the Human Resources department should you have any questions about the laws of your state.

ABOUT THE EMPLOYMENT RELATIONSHIP – "At-Will" Employment

Ace Parking recognizes that working relationships are not always mutually satisfactory.

It must be remembered that the continuing employment relationship is based upon the mutual consent of the team member and the company. Unless otherwise provided by an applicable collective bargaining agreement, the employment relationship with all team members is terminable at will. Employment with Ace Parking is for an indefinite and unspecified duration of time. Employment at Ace Parking is employment "at-will" and may be resigned, transferred, reassigned, suspended, demoted, or terminated at any time, with or without reason, with or without cause, and with or without advance notice at the will of either Ace Parking or the team member. You have the right to terminate your employment at any time, with or without cause or notice, and Ace Parking has a similar right.

Although other terms or conditions of employment may change, this "at-will" employment relationship as defined above will remain in effect throughout your employment with Ace Parking. The "at-will" nature of your employment relationship cannot be changed, waived or modified except by an individual written employment agreement signed by the team member and the Chief Executive Officer of the company. Furthermore, no team member or representative of Ace Parking, other than the Chief Executive Officer has any power or legal authority to alter the

"at-will" nature of the employment relationship. Employment "at-will" is the sole and entire agreement between Ace Parking and you concerning the duration of your employment and the circumstances under which your employment may be terminated.

SERVICE EXCELLENCE

SERVICE STANDARDS

Our business is more than parking cars or collecting parking fees – our business is customer service and hospitality!

The success of Ace Parking has been the result of the level of service our team members provide to our clients and customers. Whatever your job at Ace Parking, you will be a part of an organization dedicated to providing our clients and customers with the best parking management experience possible. This is a responsibility of all of us at Ace Parking accept and are proud to have.

Our continued success depends on your hospitality and caring for our clients and customers. Your challenge, then, is to deliver not ordinary but extraordinary service by anticipating customer's needs and responding with the highest levels of service.

Our service standards include, but are not limited to the following:

- Show courtesy and respect to the customer at all times.
- Move quickly when approaching a customer. Make our customers feel that you are anxious to be of service to them.
- Greet them with an appropriate greeting such as "Good Morning"; thank them when they leave.
- Any adjustments to the customer's car (i.e. mirrors, seatbelts) must be put back in original position.
- If you have a problem, call your supervisor for assistance.
- Never approach a customer on any other basis than total politeness. On the rare occasion when a customer refuses to pay or uses abusive language, stay calm and call for a supervisor's assistance.

As an Ace Parking team member, it is expected that you understand and support these standards at all times.

GROOMING AND DRESS STANDARDS

The first element of providing excellent customer service is making a good first impression. At Ace Parking, professional image is important and is maintained, in part, by the image that team members present to clients, visitors, and vendors. No one has a second chance at a first impression. Team members are expected to consistently utilize good judgment in determining their dress and appearance on a daily basis.

Team members are expected to check with their supervisor or the Human Resource Department if they are unsure about their grooming and dress appearance.

This is an overview of the company's policy on grooming and dress standards. Client policies, contracts, and/or collective bargaining agreements may dictate other standards. Please check with your Division and/or site managers for specific standards for your departments/locations.

Grooming

Team members are required to exercise care in personal hygiene, such as daily bathing, shaving, use of deodorant, cleaning of teeth, and maintaining clean and neatly trimmed fingernails without designs or excessive polish. Colognes/perfumes should be used conservatively. In addition, make-up should be conservative and tastefully applied. Jewelry should be kept to a minimum. Tattoos should be covered and not visible to the general public.

Hair should be conservative in style (and in color) and should not fall on the face or obstruct eye-to-eye contact. Cornrows are not allowed. Hats are not permitted unless they are part of an issued uniform. Mustaches must be clean and closely trimmed. **Beards and goatees are not permitted.**

Dress/Uniforms

Team members who have been issued uniforms are required to wear them and to keep them clean and neat. A small deposit may be required as security for the return of the uniform(s) furnished. In the event, the uniform(s) is not returned; the company may keep the deposit and deduct from team member's last check the remaining balance of the cost of the uniform(s) furnished. No deductions shall be made for normal wear and tear. All items furnished by the company must be returned upon completion of the job.

If a portion of or the entire uniform needs to be replaced, contact your manager immediately. Non-uniformed team members are required to wear appropriate business attire that is conservative in color and design. All company issued uniforms must be returned at the time of termination of employment.

Footwear that meets the company's safety rules and helps prevent potential work hazards is required in all work areas. All shoes must be well maintained at all times.

Jewelry, which may impede effective work performance or be a potential hazard to team member safety, is not permissible. Hazardous jewelry may include, but is not limited to, pendant adornments, necklaces, chains, hoop earrings, facial piercings, and bracelets.

Compliance

Team members who are inappropriately groomed and/or dressed will be sent home and directed to return to work properly groomed and/or in proper attire that conforms to the company's standards. Team members who are asked to leave because of inappropriate dress or grooming will not be compensated for the time away from work.

Team members may be subject to discipline if they appear to work inappropriately groomed and/or dressed.

EMPLOYMENT RELATED POLICIES AND PROCEDURES

EQUAL EMPLOYMENT OPPORTUNITY

Non-Discrimination

Ace Parking is committed to providing equal employment opportunity for applicants and team members. The company does not discriminate against qualified team members or applicants because of race, color, religion, sex, gender identity, pregnancy, national origin, ancestry, citizenship, veteran status, age, marital status, physical disability, mental disability, medical condition, sexual orientation, or any other characteristic protected by state or federal law. Equal employment opportunity will be extended to all persons in all aspects of the employer-team member relationship, including recruitment, hiring, training, promotions and transfers, compensation, benefits, social and recreational programs, layoff, recall and termination. The company also makes reasonable accommodation for the known physical or mental disability or known medical condition of a qualified individual, consistent with its legal obligations to do so.

Reasonable Accommodation

As part of its commitment to make reasonable accommodations, the company also wishes to participate in a timely, good faith, interactive process with the disabled applicant or team member to determine effective reasonable accommodations, if any that can be made in response to a request for accommodations. Applicants and team members are invited to identify reasonable accommodations that can be made to assist them to perform the essential functions of the position they seek or occupy. They should contact the Human Resources Department as soon as possible to request the opportunity to participate in a timely interactive process. By working together in good faith, the company hopes to implement any reasonable accommodations that are appropriate and consistent with its legal obligations.

HARASSMENT POLICY

Ace Parking is committed to maintaining a work environment that is free of discrimination, including harassment. Accordingly, the company will not tolerate harassment of its team members by anyone (including executives, supervisors, co-workers, vendors, clients or customers) on the basis of the team member's gender, color, race, age, national origin, physical or mental disability, medical condition, religion, marital status, veteran status, sexual orientation, gender identity or other status protected by law, or on the basis of the team member's friends, relatives, or associates. Team members are expected to avoid any conduct which could reasonably be interpreted as prohibited harassment.

What is Harassment?

Sexual harassment includes unwanted sexual advances, offering employment benefits in exchange for sexual favors and making or threatening reprisals after a negative response to sexual advances. However, sexual harassment is not limited to conduct concerning demands for sexual favors. Rather, it may also include other conduct, such as (1) visual conduct, including leering, making sexual gestures, displaying of sexually suggestive objects or pictures, cartoons or posters; (2) verbal conduct, such as sexual-oriented verbal kidding, teasing or jokes, repeated offensive sexual flirtations, advances or propositions, derogatory comments, epithets, slurs , verbal abuse of a sexual nature, verbal comments about an individual's body or sexual activity, suggestive or obscene letters, notes or invitations; or (3) physical conduct, such as touching, hugging, pinching, brushing up against another's body, or impeding or blocking movements

Examples of Sexual Harassment

It is not possible to identify each and every act that constitutes or may constitute sexual harassment. However, examples of sexual harassment are provided below:

- Unwelcome requests for sexual favors; lewd or offensive comments or jokes; comments regarding sexual behavior or the body of another team member; sexual innuendo and other vocal activity such as cat calls or

whistles.
- Obscene letters, notes, invitations, photographs, cartoons, articles, or other written or pictorial materials of a sexual nature. This includes e-mail and other electronic messages.
- Continuing to express sexual interest after being informed the interest is unwelcome.
- Retaliating against a team member for refusing a sexual advance.
- Offering or providing factors or employment benefits such as promotions, favorable evaluations, favorable assigned duties or shifts, etc. in exchange for sexual favors.
- Any unwanted physical touching or assault or blocking or impeding movements.

Reporting Harassment

Any team member who believes that he or she has been subjected to or witnessed any conduct prohibited by this policy is expected to report the conduct to the Human Resources Department, or any other member of the company's management staff. Team members are also expected and encouraged to inform others in the workplace whenever their conduct is unwelcome, offensive, in poor taste or inappropriate.

All reports of harassment will be investigated fully and promptly and, to the extent reasonably possible, on a confidential basis. However, in some instances, it may be necessary to disclose team members' statements, since information sometimes must be shared to further the investigation.

Any team member who is determined to have engaged in conduct prohibited by this policy or other inappropriate conduct will be subject to discipline, up to and including termination of employment. In the event of harassment by a non-team member, Ace Parking will take whatever corrective action is appropriate under the circumstances.

All team members have a personal responsibility to conduct themselves in compliance with this policy and to report any observations of harassment. Every manager has a personal responsibility to work to ensure a harassment-free work environment, and to refer all reports that come to his or her attention to the Human Resources Department.

Non-Retaliation Policy

No team member will suffer reprisals or retaliation for reporting sexual harassment, or any other unlawful conduct, or for initiating or assisting in any action or proceeding regarding unlawful harassment or retaliation.

If it determines that harassment has occurred, the Company will take remedial action to 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

OPEN DOOR COMMITMENT

In our spirit of willingness to listen, the company believes in an open-door process.

The management of Ace Parking believes in an open door process and encourages all team members to discuss work-related concerns or problems with management. Team members should feel free to bring their work related concern to their immediate supervisor, or if unable to do so, to other levels of management, including the Corporate Office and/or the Chairman's Office. The Human Resources Department can also provide assistance or answer any questions regarding work related issues or company policies.

The policy of open communication between all levels of staff has full management support. There will be no reprimand for initiating communication with management under this policy.

Team members covered by a collective bargaining agreement shall utilize the grievance procedure outlined in their agreements.

Problem Solving Procedure

We believe that the best and most rewarding team member relations process results from a direct relationship between management and team members. We encourage you to bring any concerns to your supervisor, manager,

Human Resources and any officer or the CEO of the Company. You will never be treated adversely for voicing a complaint. The Company values your input and you should feel free to raise issues of concern, in good faith, without the fear of retaliation.

JOB OPPORTUNITIES

Ace Parking is committed to promoting the professional growth of each team member and encourages team members to apply for transfers and promotions for which they are qualified. Towards that goal, the company generally posts notices of open positions within the company and encourages team members to apply for any posted position for which they are qualified. However, the company reserves the right to hire the best qualified person for each open position, regardless of whether the applicant is an existing team member or an outside applicant. The company may, in its discretion, determine that certain positions are inappropriate for posting and reserves the right to hire qualified candidates without posting the position internally

A team member's past performance, qualifications, potential, abilities, and job experience are important factors that are considered in the selection of team members for transfer or promotion. Collective bargaining agreement provisions for team members covered by such agreements will also be considered.

If you are interested in a transfer or promotion, you should discuss the matter with your immediate supervisor or department head who will advise you as to whether you are eligible and how you can apply. If the transfer or promotion is to a position in another division, your supervisor may refer you to the Human Resources Department. Only team members who have worked in their present position for at least 90 days and are in good standing will be considered.

The company reserves its right to transfer, reassign, demote or promote team members as required to support its business needs.

CONFLICTS OF INTEREST

Team members must avoid entering into transactions where it may appear that they are improperly benefiting from their employment with the company. This includes the use of a team member's relationship with the company for personal profit or advantage, either directly or indirectly.

Team members are expected to devote their full efforts, energies, and loyalty to their jobs. Due to the importance of this requirement, the company strictly prohibits any outside employment or other activities or relationships that creates any actual, potential or apparent conflict of interest. Examples of situations that may violate this policy include acting as an team member, independent contractor or consultant of or with a competitor, customer or vendor of the company, owning any significant interest (other than as a shareholder of a publicly traded company) in any business or organization that conducts or seeks to conduct business with the company, or using any assets or resources of the company for personal gain or advantage.

In order to achieve compliance with the company's policy, team members are required to report to the Human Resources Department immediately any actual, potential, or apparent working relationship, investment, or circumstances that may interfere with their obligations under this policy. Written approval of such activities must be obtained from Human Resources, the CEO, or Chairman of the company.

TEAM MEMBER INVENTIONS, CONFIDENTIALITY, AND NON-COMPETITION

Trade Secrets and Confidentiality

Team members may come into contact or be provided with confidential, proprietary, secret, or trade secret information as a result of their employment with the company. The protection of such information is of critical importance to the company, its workforce, and its clients. It is therefore essential that all team members take steps to safeguard such information. Team members must not use any confidential, sensitive, or proprietary information of the company in any manner that is unauthorized or detrimental to the best interest of the company.

Inventions and Assignments

As a team member of ACE, team members are required to assign to the Company any and all ideas, improvements, inventions, contributions, discoveries, research, product development, and output conceived or reduced to practice by team members while in the employ of the Company and related to the business of the Company. All models, drawings, memoranda and other materials and records made or used by team members in connection with their employment with the Company and all Inventions shall be the property of the Company and shall be left with the Company upon termination of employment.

This does not apply to Inventions for which no equipment, supplies, facilities, trade secrets or Confidential Information of the Company was used and which were developed entirely on team member's own time and not on the Company property or utilizing any Company resource or asset, unless (1) the Invention relates directly to the business of the Company or to the Company's actual or demonstrably anticipated research or development; or, (2) the Invention results from any work performed by team member for the Company.

INTRODUCTORY PERIOD OF EMPLOYMENT

The company has established the first 90 calendar days of employment as the Introductory Period. All new team members must complete an Introductory Period as well as any and all pre-employment and employment-related screenings. The purpose of this Introductory Period is to provide new team members the opportunity to demonstrate their ability to do the job and to decide if the new position meets their expectations. The Company uses this Introductory Period to evaluate new team members' capabilities, work habits, compatibility for the position and with the Company, and overall performance. Employment during the Introductory Period is at will, just as it is for all team members of the Company. Team members are not eligible for Company benefits until after having satisfactorily completed the first 90 days of employment or unless otherwise stipulated by the Company in writing.

Team members rehired after a separation in employment from the Company for more than 90 days will be considered a new team member and must complete an Introductory Period as well as any and all pre-employment and employment-related screenings.

FRATERNIZATION POLICY

The company desires to avoid misunderstandings, complaints of favoritism, and possible claims of sexual harassment and team member morale dissension problems that can result from personal or social relationships between team members. Accordingly, all team members are prohibited from fraternizing or becoming romantically involved with other team members when, in the opinion of the company, their personal relationships may create a potential conflict of interest, cause disruption, create a negative or unprofessional work environment, or present concerns regarding supervision, safety, security or morale. Team members who are dating one another may request to be transferred in order to comply with this policy. A manager or supervisor also may request to be transferred or removed from a manager or supervisor level position. When possible, the company will consider such requests.

SOLICITATION AND DISTRIBUTION

Solicitation of team members during working time by or on behalf of an individual, organization, club or society is prohibited. The distribution of any literature, pamphlets or other material in a company work area is likewise prohibited. This means that team members may not solicit while they are engaged in the performance of work tasks, nor may team members be solicited while working. "Working area" is defined as all areas of the facility, except company designated lunch and break rooms, restrooms, and lounging areas (inside or outside) the facility.

TEAM MEMBER NO-ACCESS RULE

Team members are not permitted access to the facility during off-duty hours unless authorized by their manager. Any team member entering the business premises after hours must have permission to do so and must be there for authorized business.

VOICE MAIL, ELECTRONIC MAIL AND COMPUTER FILES

Voice mail, electronic mail (e-mail), Internet access and other computer information systems are made available to various positions throughout the company in order to enhance productivity and provide services that are more efficient to our clients. The company's e-mail, voice mail, and any Internet access are Company property and are intended solely for carrying out company business. All files and messages sent, received, composed and/or stored on any computer system is the property of the company.

Proper Use

All team members should keep e-mail and voice messages businesslike and refrain from using the systems for gossip and personal messages. The voice mail, e-mail, Internet and other computer systems are restricted and are to be used exclusively for business purposes only. Some specific examples of prohibited use of the company voice mail, e-mail, Internet or other computer systems include but are not limited to transmitting, retrieving, downloading, or storing discriminatory, sexual or offensive messages, comments, indignities, obscenities, jokes, graphics, pictures or images relating to race, religion, color, sex, national origin, citizenship status, age, handicap, disability, sexual orientation, or any other status protected under Federal, State and local laws; making threatening or harassing statements to another team member, or to a vendor, client, or other outside party; sending or receiving confidential or copyrighted materials without prior authorization; soliciting personal business opportunities, or personal advertising; gambling, monitoring sports scores, or playing electronic games. Any team member misusing the voice mail, e-mail, Internet, or computer systems will be subject to discipline up to and including termination.

All team members who have access to the company's computerized capabilities should be prepared to provide IT with all pass codes upon request.

Monitoring

The company reserves the right to access, search and monitor the voice mail, e-mail, internet, computer files or messages of any team member, without advance notice, that are stored on or deleted from the computer and voice mail systems. Accordingly, no team member should expect his or her voice mail, e-mail, computer files, communications, or usage to be confidential, private, or that deleted messages are necessarily removed from the system.

System Integrity

Because outside disks may contain viruses, team members are not permitted to use personal disks or copies of software or data in any form on any Company computer without first (1) obtaining specific authorization from the Information Technology Department, and (2) scanning the data for viruses. Any team member who introduces a virus into Ace Parking's system via use of personal software or data shall be deemed guilty of gross negligence and/or willful misconduct and will be held responsible for the consequences.

Similarly, information is not to be downloaded directly from the Internet onto Ace Parking's computer system. All information downloaded from the Internet is to be placed on a disk and scanned for viruses before being introduced into Ace Parking's system.

Although Ace Parking does all that it can to prevent Virus and Spyware from entering the ACE network team members must remain vigilant. A team member can and will be held responsible for the consequences of infecting the network (or a single computer) intentionally or unintentionally.

Enforcement

Violations of this policy may result in disciplinary action, up to and including termination of employment. Team members who damage Ace Parking's computer system through its unauthorized use may additionally be liable for the costs resulting from such damage. Team members who misappropriate copyrighted or confidential and

proprietary information, or who distribute harassing messages or information, may additionally be subject to criminal prosecution and/or substantial civil money damages.

PERSONAL TELEPHONE CALLS AND MAIL

Personal Calls

In general, Company phones are available only for company business. Because of the volume of business calls required during business days, personal calls on company telephones during working hours are to be made or received only in cases of emergency. Personal telephone calls should be handled outside of working hours. During non-work time (rest breaks and meal periods), team members are expected to limit and not misuse company telephones for personal calls. No long distance or toll calls are permitted. Team members may be required to reimburse the employer for any unauthorized charges resulting from personal use of the telephone.

Mail

The company will assume that all mail addressed to the office is official Company mail, even though it may be addressed to an individual. Any personal mail delivered to the office will not be treated as personal and confidential and will be subject to viewing and/or inspection by Company officials. The use of company paid postage for personal correspondence is not permitted. Please avoid any inconvenience and possible penalties and disciplinary action by having all personal mail delivered to your home.

CELL PHONE POLICY

The use of personal cellular phones and pagers for personal reasons is not permitted during working time or in working areas, including customer or business areas. The use of such devices is permitted only during authorized rest and meal periods and in designated team member break areas or outside of the office building.

Any team member using a personal pager or cellular phone for personal messages must keep it on a muted system (vibration). Responses to pages are permitted only during authorized rest and meal periods. In the event of receipt of an emergency page, the team member must get authorization from his or her supervisor before leaving the workstation.

Personal Use of Company Cell Phone

Team members who are provided a Company cell phone may use the phone for personal reasons only in case of an emergency. Other personal use is prohibited.

Use of Company Cell Phone While Driving

In the interest of the safety of our team members and other drivers, team members are prohibited from using cell phones while driving on Company business and/or Company time.

Team members are to use only a hands-free device and must safely pull off the road before conducting company business via cell phone. Under no circumstances should team members place phone calls while operating a motor vehicle while driving on Company business and/or Company time. Violating this policy is a violation of Company rules and team members may be subject to disciplinary action, including termination.

SMOKING

Smoking is prohibited in all enclosed work locations. Smoking is permitted only in designated outside areas during regularly scheduled rest and meal periods. Team members who smoke are expected to keep the environment as smoke-free as possible by refraining from smoking within 20 feet of an entrance to the building.

HOUSEKEEPING

We want to keep all our facilities a pleasant and safe place to work. All team members are expected to keep their work areas clean and organized. It is important that you understand and fulfill your responsibility to the company and to your fellow team members when it comes to housekeeping. All team members must do their part.

All food and drinks are to be consumed in designated areas during rest and meal periods. Dirty containers must be deposited in appropriate trash receptacles in these designated areas and NOT in or around the workstation area. It is everyone's responsibility to keep their area and client worksites clean and trash free.

EMPLOYMENT RECORDS

Keeping personnel information current is important. It enables the company to reach team members in an emergency, forward benefit, pay and other company communications, and maintain insurance and other benefits. Please contact Human Resources with any personal information changes.

Ace will attempt to restrict disclosure of team member's personnel file to authorized individuals within the Company. Only personnel within HR are authorized to release information about current or former team members. Disclosure of personnel information to outside sources will be limited. However, Ace will cooperate with requests from authorized business affiliates, law enforcement or local, state or federal agencies conducting official investigations and as otherwise legally required. Team members are responsible for updating the information in their personnel file.

EMPLOYMENT ELIGIBILITY (I-9 POLICY)

Ace is required by law to verify each team member's eligibility to work in the U.S. Generally, verification of eligibility is conducted at the time of hire; however, Ace conducts documentation audits every quarter to ensure that documents are unexpired, updated, and accurate. In the event that team members are unable to produce a new unexpired document within 10 days of company request, team members may be subject to suspension, disciplinary action, and/or termination.

ACCESS TO PERSONNEL FILES

Team members have a right to inspect certain documents in their personnel file, as provided by law, in the presence of a Company representative at a mutually convenient time during normal work hours. Any request for information from personnel files must be directed to Human Resource and must be in writing. No copies of documents in a team member's file may be made, with the exception of documents that team members have previously signed. Team members may add their version of any disputed item to the file.

TEAM MEMBER REFERENCES

All requests for references or employment verification must be directed to the Human Resources department. No other manager, supervisor or team member is authorized to release references or employment verifications for current or former team members.

USE OF PERSONAL VEHICLES

The company requires that team members who are required to drive their own vehicles between locations as part of their job duties carry at least the minimum statutory auto liability insurance required in the state in which the vehicle is to be operated at all times. Failure to maintain appropriate insurance may result in disciplinary action, suspension of driving privileges, and/or termination of employment.

When a team member is required to use his/her own vehicle for company business, the company will reimburse the team member mileage expense at the rate of $50.5 cents per mile. Please check with Human Resources for the most up-to-date mileage expense rate in effect at the time.

DRIVING RECORDS

The company is committed to making certain that team members in driving positions do not place the company, team members, or members of the general public at risk. The company also has responsibilities to its insurance carrier.

In keeping with this policy, the company requires that team members driving on company business maintain safe driving records and the State minimum required insurance as a condition of employment and continued employment. Team members who fail to maintain such driving records and appropriate insurance may become unsuitable for their positions. In such cases, the company reserves the right to discipline or terminate the employment of team members whose driving records become unsatisfactory or whose insurance has lapsed, in the sole discretion of the company.

In order to verify an individual's driving status and insurance coverage, team members who hold positions that involve driving responsibilities for the company; receive mileage reimbursements or auto allowance will be required to submit an original copy of their driving record to the Risk Management office annually as a condition of employment and continued employment. This will ensure driver safety and a team member's eligibility as a licensed and insured driver for employment.

Notice of Suspension or Revocation of License

The company requires team members in driving positions to inform Human Resources or the Risk Management office within 24 hours if the team member's driver's license has been suspended or revoked. Team members who fail to comply with this requirement will be subject to disciplinary action found appropriate by the company, up to and including immediate termination of employment.

DRUG AND ALCOHOL FREE WORKPLACE POLICY

The company is firmly committed to supporting a workplace that is drug and alcohol free. In keeping with this commitment, the company has a strict policy regarding the inappropriate use and possession of drugs and alcohol. This policy recognizes that employment involvement with drugs or alcohol can be extremely disruptive and harmful to the workplace. It can adversely affect the quality of work and the performance of team members, pose serious safety and health risks to users and others, and have a negative impact on our business. Accordingly, the use, possession, distribution, transfer, manufacture or sale of drugs or alcohol, or being under the influence or drugs or alcohol is strictly prohibited while on duty, while on the employer's or any work premises or in a vehicle while performing company business. Legally prescribed medications (with the exception of medical marijuana) are excluded from this rule and permitted only to the extent that the use of such medications does not adversely affect the team member's work ability, job performance, or the safety of the team member or others. Ace does not recognize medical marijuana as a legal prescription drug. Marijuana is still an illegal drug under federal law. Users of medical marijuana shall not be exempt from this policy.

Violation of Drug and Alcohol Policy

As a condition of employment, team members are required to comply fully with this policy. Team members who violate this policy are subject to disciplinary action, up to and possibly including immediate discharge. If a team member is under the influence of any prescribed medication, it is the team member's responsibility to advise his/her supervisor of this fact before performing any job duties.

Team Member Testing

The company may require that a team member take a drug and/or alcohol test when management has reasonable cause to suspect that the team member may be under the influence of drugs or alcohol, or has been using drugs or alcohol on company premises or while carrying out his/her job assignment.

Mandated Testing for Certain Positions

Where the company contracts with a client that mandates random drug and/or alcohol testing, such testing will be required. Currently, the company does not accept/honor certification for medical marijuana use. A positive test will disqualify an applicant and/or current team member from employment.

ATTENDANCE AND PUNCTUALITY

The Company is depending on you to be at work on a regular basis and to be at work on time. You are also expected to remain at work for the entire work schedule, except for meal periods or when required to leave on authorized Company business. Late arrival, early departure or other absences from scheduled hours are disruptive and must be avoided. Any combination of absence, late attendance, or leaving early will be considered equally for the purpose of determining poor attendance. Poor attendance may result in disciplinary action up to and including termination.

Tardiness

Tardiness is defined as arriving after the starting time of your workday. You are expected to allow sufficient time to commute to work or a job site, arriving before the actual starting time of the workday and to remain at work until the completion of your shift/workday. Requests to leave early must be approved by your supervisor. Failure to comply with these rules may result in disciplinary action.

If you are going to report to work late, you are required to notify your supervisor as early as possible. The company defines excessive tardiness as more than **four** times late within a 30 day period.

Absences

If you are unable to report for work as scheduled on any particular day, you are required to call the office as early as possible - a minimum of four (4) hours before your official start time. If circumstances permit, report your absence the night before the beginning of your next shift. If you are unable to contact the office yourself, please have someone contact the office on your behalf. Leaving a voice-mail with your supervisor or with another team member is not acceptable. In all cases of absence or tardiness, team members must provide their supervisor with an honest reason or explanation. You also must inform your supervisor of the expected duration of any absence.

Excessive absenteeism or tardiness (whether excused or not) will not be tolerated. The company defines excessive absenteeism as more than **two** days unexcused absence within a 30 day period. Your attendance records will be considered along with other aspects of your performance at the time of a review.

Any team member who is absent for more than three consecutive workdays due to illness or injury will be required to present a physician's statement upon returning to work. All medical notices are to be turned into Human Resources ONLY.

Any team member who fails to report to work without notice for three consecutive workdays will be considered to have voluntarily terminated (job abandonment) employment effective at the close of business on the third day, unless other arrangements have been made in writing and approved by Company management.

Authorized Absences

Authorized absences include the following:

- vacation time scheduled in advance
- time off for a worker's compensation injury, or other approved disability
- jury duty and witness leave
- time off to vote
- emergency situations beyond your control
- personal leave approved in advance by management
- time off/leave permitted by Federal and/or State law

To be classified as an excused absence, specific approval must be granted in writing in advance by the team member's immediate supervisor.

Unexcused Absences

Unexcused absences can be defined as an unscheduled or unapproved time off.

Team members are required to maintain a satisfactory attendance record. When a team member exhibits unsatisfactory attendance, disciplinary action up to and including termination of employment may result.

Personal Emergency

Any personal emergency that occurs while a team member is working must be reported to your supervisor before leaving work

Return to Work

Team members should not return to work following an extended absence necessitated by an illness or injury without their doctor's approval. Team members who are absent from work for three or more consecutive scheduled work days due to an illness or injury may be required to submit doctor's release before returning to work and resuming their duties. The doctor's statement must verify that the team member is able to return to work without any restrictions.

Team members who fail to provide doctors' statements as required will not be returned to work until such statements are provided and failure to provide such documentation may result in termination of employment.

SECRET SHOPPER INSPECTIONS

To ensure sound financial management practices, the proper controls over revenues are imperative in determining budget, forecasting, reconciliations and general oversight over the various revenues collected. As such, Ace contracts with a secret shopper service to ensure that proper controls exist. Team members will be randomly "tested" on various revenue transactions and customer service policy and procedures. Depending on the results of the secret shopper report, team members may be subject to disciplinary action, up to and including termination. In cases involving fraud, theft of company funds, or serious policy or procedural violations, team members will be terminated on first offense.

CASH HANDLING AND SHORTAGES

The company has a strict policy on cash handling, and each team member is accountable for his/her performance in this area. It is the responsibility of each team member to handle all parking fees collected, validations, and deposits with the highest level of integrity and care possible. All procedures for collection, recording, and depositing of parking fees must be followed at all times. Attention must be given to ensure accuracy. Repeated cash shortages or a one-time cash shortage of $35.00 or more may result in disciplinary action up to and including termination.

DISCIPLINE

Violation of Company policies and rules may warrant disciplinary action. Ace does not follow an established system of progressive discipline. Options for discipline include verbal warnings, written warnings and suspension at the discretion of supervisors and managers. Therefore, the Company may, in its sole discretion, utilize whatever form of discipline is deemed appropriate under the circumstances, up to and including termination of employment.

WORKPLACE CONDUCT

Prohibited Conduct and Reasons for Disciplinary Action

Proper standards of conduct are necessary to provide for the orderly and efficient operation of our business, as well as to protect the health and safety of all team members. Violation of any of these rules shall be sufficient cause for disciplinary action ranging from a reprimand to immediate termination. The following list of prohibited conduct is not exhaustive and is meant only to illustrate examples. Other types of conduct, not specified below, may also be prohibited if it is injurious to security, personal safety, team member welfare, or the Company's operations or reputation:

- Violation of any company policy, including policies described in this handbook, as revised from time to time.
- Theft, attempted theft or unauthorized possession or removal of property from the company, fellow team members, clients or customers; aiding in such offense.
- Malicious or willful damage or damage of property of the company, fellow team member, client or customer.
- Actual or verbal threats of physical violence towards persons or property, disparaging or derogatory remarks or slurs, and name calling.
- Rude or discourteous behavior toward customers, clients, fellow team members, or management personnel; use of profane or vulgar language, or failure to render appropriate degree of service and courtesy to any person.
- Fighting, hitting pushing or otherwise striking another person or any other disorderly conduct while on company or company managed premises, or while on company time or arising out of company business relations.
- Insubordination, including failure to carry out a reasonable job assignment or job request of management after being warned that failure to do so can result in termination.
- Misappropriation or unauthorized use of money, credit, property or equipment of the company or belonging to another team member, a client or a customer.
- Altering or falsifying any time-keeping record, intentionally punching another team member's timecard, allowing someone else to punch your time card, removing any time-keeping record from the designated area without proper authorization or destroying such a record.
- Failure to abide by set standards for meal and rest periods, and working unauthorized overtime.
- Falsifying, altering, or making material omission on company forms, records or reports including but not limited to employment applications, payroll, financial or customer records.
- Failure to abide by set standards for cash handling.
- Failing a "Secret Shopper" audit/test.
- Horseplay or any other action that endangers others, company property, or disrupts work.
- Possession of a weapon while on company property or while on company business.
- Leaving company premises or one's job during working hours without notifying the company or obtaining authorization.
- Sleeping while on duty.
- Gambling on company time or the company's premises, or company managed premises
- Use, possession, distribution, transfer, manufacture or sale of drugs or alcohol, or being under the influence or drugs or alcohol while on the company's or any work premises or in a vehicle while performing company business.

- Repeated absences and tardiness.
- Conviction of a felony.
- Unsatisfactory job performance.
- Serious misconduct.
- Violation of the company's policy against harassment.

Off-Duty Conduct

While the Company does not seek to interfere with the off-duty and personal conduct of its team members, certain types of off-duty conduct may interfere with the Company's legitimate business interests. For this reason, team members should be aware of the following policies:

Team members are expected to conduct their personal affairs in a manner that does not adversely affect the Company or their own integrity, reputation or credibility. Illegal or immoral off-duty conduct on the part of a team member that adversely affects the Company's legitimate business interests or the team member's ability to perform his or her job will not be tolerated. The Company reserves the right to terminate the employment relationship if a team member's off duty conduct so jeopardizes the reputation and credibility of the Company.

TEAM MEMBER CLASSIFICATION AND PAY

TEAM MEMBER CLASSIFICATION

Ace Parking has established classifications of employment to meet its operating needs. A change in a team member's classification is effective only if made in writing by the company. All team members are to be classified into one of the following categories:

FULL-TIME: Team members hired for uninterrupted service that are regularly scheduled to work 40 or more hours per week.

PART-TIME: Team members hired for uninterrupted services that are regularly scheduled to work 20 - 39 hours per week.

SHORT-HOUR: Team members hired for uninterrupted services that are regularly scheduled to work less than 20 hours per week.

ON-CALL: Team members hired for interrupted services that are not regularly scheduled to work. Hours may vary from 0-40 hours per week as needed.

TEMPORARY: Team members hired as interim replacement or to assist in the completion of a specific project. Such assignments may, but ordinarily do not, exceed ninety (90) business days. Temporary team members may work a full or part-time schedule and are paid only for hours worked. Unless otherwise stated, temporary team members are not eligible for company benefits or privileges except as required by federal or state law. When the temporary assignment is completed, temporary team members ordinarily will be separated. A team member will not automatically change from temporary to another status merely by working in excess of the period originally expected or designated unless required by the benefit plan.

Some collective bargaining agreements may define team member classifications differently. Accordingly team members covered under a collective bargaining agreement should refer to their respective agreement for guidance in this area.

JOB CLASSIFICATION

Each position in the company has been given a job title, and classified as either exempt or non-exempt for payroll and benefit purposes. Team members are advised upon commencement of employment whether their position is classified as exempt or non-exempt. However, the company reserves the right to change the exempt or non-exempt classification of any team member as appropriate to reflect changes in job duties or the requirements of federal or state laws.

Exempt Team members

Exempt team members are those who meet specified criteria as exempt executive, administrative or professional team members or outside salespersons. Exempt team members are paid a fixed salary that constitutes all of the compensation to which they are entitled and are not eligible for payment for overtime hours worked.

Non-exempt Team members

Non-exempt team members are all other personnel not classified as exempt. Nonexempt team members are paid for actual hours worked and are entitled to overtime pay for all overtime hours worked in accordance with state and federal law.

JOB DUTIES

Generally, team members will be assigned duties for which they were hired to perform. However, depending on the work that must be accomplished at any given time, your supervisor may assign additional or other duties to you. Be aware that your job responsibilities will likely change many times during your employment. From time to time, you may be asked to work on special projects or to assist with other work that is necessary or that is important to the operation of Ace. Your cooperation and assistance in performing such additional work is expected.

Ace reserves the right, at any time, to alter or change job responsibilities, reassign or transfer job positions, or assign additional job responsibilities as business necessitates.

WORK WEEK AND PAY PERIODS

For payroll purposes, the workweek for all team members begins at 12:01 a.m. on Sunday and ends at 11:59 p.m. on the following Saturday. The hours and days of work for individual team members may vary by department or individual assignment according to the needs of the company.

Generally, all wages are paid on a semi-monthly basis; accordingly, paychecks are for work performed during the prior pay period. Paydays normally occur on the 7th and 22nd of every month. Unless the company provides written notice for a different payday schedule, if a regular payday falls on a holiday observed by the company, team members will be paid on the preceding workday. Paychecks will not be given to anyone other than team members, except with their prior written authorization.

The Company reserves the right to modify the payday schedule at any time; however, we will attempt to notify you of the planned change at least one full payroll cycle in advance of the new schedule.

Corrections in Pay

Team members are expected to report any errors in a paycheck to the immediate attention of their supervisor or the Payroll Department. Any corrections in pay will be made on the next regular payroll check. If an overpayment was accidentally made, the company will deduct the entire overpaid amount from the team member's next regular payroll check.

Advances

It is the general policy of this Company not to grant payroll advances or extend credit to team members.

Lost Paycheck

If a paycheck is lost or stolen, please report the loss immediately to your supervisor and/or payroll department and fill out the proper paperwork so that a stop payment notification may be issued.

OVERTIME

All team members are expected to be available for overtime work. Such overtime work is considered a requirement of every job and the cooperation of all team members is expected. Effort will be made to give team members sufficient notice when they will be required to work overtime.

Non-Exempt Team members

Non-exempt team members who are required or permitted to work overtime will receive overtime pay in accordance with the requirements of state and federal law. Team members are not permitted to work any overtime or perform any job duties or functions outside of their normal working hours unless the overtime work is scheduled and approved in advance by management. Overtime is *never* at the team member's discretion. It shall only be incurred and paid at the request of the Company through the team member's supervisor or manager. Disciplinary action up to and including termination may be taken if unauthorized overtime is accumulated.

Overtime is based only on actual hours worked, as required by law. Sick time, holiday, vacation, personal day and all other hours paid (i.e. funeral leave, jury duty, etc.) but not worked are not included when calculating whether overtime hours have been worked.

The company does not permit team members to take time off in lieu of receiving overtime pay.

Team members covered under a collective bargaining agreement should refer to their agreement for information about overtime pay rules.

WAGE GARNISHMENTS AND ATTACHMENTS

If the company receives a formal notice of garnishment or attachment from a court, we are required by law to withhold a specified amount from your earnings until receiving an official notice to stop collecting the debt. If you receive a judgment against the garnishment, report this to HR along with a formal notice from the court.

MAKE-UP TIME

Currently, the company does not allow the use of makeup time when non-exempt team members need time off to tend to personal obligations. Team members should use vacation benefits, if available.

TIME KEEPING RECORDS

Time clocks are provided for recording work time by all team members who are not specifically exempt from doing so. A team member's time card is the record of his or her hours worked, from which a payroll check is computed. Accordingly, team members should take care to see that their time card is an accurate record of time worked. If for any reason an team member fails to punch his or her card or punches it incorrectly, the team member should see his or her supervisor immediately so that the error or omission can be corrected and initialed by both the supervisor and team member. The company rounds time card punches for the *start* of the shift and the *end* of the shift to the nearest one-quarter hour.

The following rules must be observed regarding time cards:

1. Team members must ensure that their timecards include their name, team member number, lot #, and period ending date, including month, date, and year.

2. All time worked must be recorded on time cards each day and include time reported to work, time reported out for meal breaks, time reported in from meal breaks, and time reported out from work. Repeated occurrences of hand-written times are not acceptable. Team members submitting two or more manual written time cards per month will be subject to disciplinary action, up to and including termination. The only team members exempt from violating this policy are those who work at locations that do not have a time keeping system.

3. Team members should not work or punch their time cards more than seven minutes before or seven minutes after their shift. Exceptions are permissible only when a team member has received advance approval by his supervisor to work overtime.

4. At no time may any team member clock in or clock out on behalf of another team member, alter or complete the time card of another team member, ask a fellow team member to alter or complete his or her timecard, or falsify his or her own timecard

5. In the event a team member feels a supervisor is requiring him/her to work unrecorded overtime, he/she is to report this situation immediately to Human Resources.

6. Time cards must be returned to the time card rack immediately after being punched. They are the property of the company and are not to be removed from the time card rack, time clock area, or the premises unless authorization to remove them has been granted in advance by a supervisor.

7. Recording errors on time cards are to be referred to a supervisor for correction. Altering one's own time card is not permissible. The team member and his or her supervisor must initial all changes to timecards.

8. Immediately report lost or stolen time cards to your supervisor.

9. Both the team member and his or her supervisor must attest to the accuracy of timecards by signing timecards in ink. Supervisors cannot sign a timecard on behalf of the Team member.

10. Overtime must be authorized by a supervisor *before* it is worked.

11. Any alterations or modifications on a team member's time card must be initialed by the team member and his/her supervisor.

12. Team members must sign their time cards at the end of each pay period, provided they are completely correct.

Violation of these rules will result in disciplinary action, up to and including termination of employment.

Due to the nature of our business it may not be feasible for time clocks to be used in certain operations. In these situations, team members will be provided with manual time keeping records with which to record times in and out for the start of their shift, meal periods, and the end of their shift. Team members utilizing manual time keeping records are still responsible to abide by all time keeping rules and policies.

REST AND MEAL PERIODS

Breaks

Full time non-exempt team members are allowed two 10-minute rest periods - one during each four-hour work segment.

Your manager or supervisor will schedule your rest periods. Being "customer-oriented" means that our customers come first. Work schedules and timing for breaks may change in order to provide consistent, high-quality service. You may not combine rest breaks or add them to meal breaks nor may they be used to come in 10 minutes late or leave 10 minutes early. All team members are required to remain on the premises during the rest break.

Meal Periods

Team members are allowed one unpaid meal period of no less than 30 minutes. You must take your lunch break at the scheduled time. Work schedules and timing for lunches may change in order to provide consistent, high-quality service. Meal periods may not be combined with rest periods. You are expected to clock out for meal periods and are expected to return from them within the given time frame and to be ready and available to resume work. However, if six hours of work will complete the day's work, you may waive your right to a meal break.

Working through a lunch break is strictly prohibited. Any missed meal or rest period must be noted on the appropriate *Missed Meal and Rest Period Individual Employee Record* (CA only) for each day that it occurs. It is the responsibility of each team member to comply with this procedure. Failure to do so will result in corrective action.

On-Duty Meal Breaks

Team members may take on-duty meal breaks in limited circumstances. An on-duty meal break:

- Is permitted only when the nature of the work prevents an team member from being relieved of all duty
- Must be agreed to in writing by the team member and the company
- May be revoked at any time in writing by the team member

SAFETY AND SECURITY

WORKPLACE SECURITY AND ACTS OR THREATS OF VIOLENCE

The company has a "zero tolerance" policy with respect to workplace violence and is committed to providing a workplace that is free from acts or threats of violence. Although some kinds of violence result from societal problems that are beyond the company's control, the company believes that measures can be adopted to increase protection for team members and to provide a secure workplace. Accordingly, the company prohibits any team member from threatening or committing any act of violence in the workplace or while, while on duty, or while on company-related business. This policy also forbids team members from carrying or bringing a gun or other weapons on to company premises or while on company business.

A violence-free workplace is *every team member's responsibility.* Team members are required to report any incident involving threat of violence or act of violence immediately to their supervisor or any member of management or Human Resources.

When faced with a difficult situation or security problem team member should request assistance from the nearest available management representative to help resolve the situation. Do not confront any person who is hostile or overly agitated. Instead, immediately report to management any persons who act in a suspicious, hostile or violent manner. It is also important that team members limit access to work areas by unauthorized persons.

SAFETY FIRST

Every team member is responsible for safety. To achieve our goal of providing a safe workplace and preventing work-related injuries, everyone must be safety conscious. Please report any unsafe or hazardous condition directly to your supervisor immediately. Every effort will be made to remedy the problems as quickly as possible.

In case of an accident involving personal injury, regardless of how serious, please notify your supervisor or the Human Resources Department immediately. Failure to report accidents can result in a violation of legal requirements, and can lead to difficulties in processing insurance and benefit claims. It can also lead to your termination of employment.

The company carries workers' compensation insurance coverage as required by law to assist team members who suffer legitimate injuries on the job or in the course of their work. If you have any questions regarding the worker's compensation insurance program, please contact the Human Resources Department.

Each operation has safety programs and policies so that all team members will be familiar with the safety procedures that must be followed by every team member at that operation.

Inspections

In order to promote a safe, productive, and efficient workplace, the company reserves the right to inspect, with or without cause, any articles and property in team members' possession to detect inappropriate materials. The company also reserves the right to inspect lockers, desks, tool boxes, company vehicles, personal vehicles on company premises, packages, lunch boxes, containers, articles in such areas, and other objects brought onto company premises or company controlled areas that might contain alcohol, illegal drugs, and/or other inappropriate materials.

Company facilities, including offices, desks, cabinets, lockers, computers, vehicles, equipment, and other property that you may use in the performance of your job duties, are the sole and exclusive property of the company. Accordingly, the company reserves the right to inspect such facilities and property at any time, whether during work hours or not, with or without cause, and with or without advance notice. This policy applies to all company property, regardless of whether it is for your exclusive use and regardless of whether you are allowed to maintain a lock or other means to limit access to the property.

Injury Prevention and Hazardous Materials Communication

Ace Parking maintains a Workplace Injury and Illness Prevention Plan (IIPP) at each location, which is available for inspection by all team members. This plan includes important information about the Company's safety rules and regulations. All team members are advised to refer to this written program for more detailed information on matters of work place safety.

In addition, the Workplace Injury and Illness Prevention Plan provide information about handling hazardous materials used at Ace Parking Facilities. Team members may request access to information about Hazardous Materials and material safety data sheets (MSDS) for detailed information about the materials used in their work area. Supervisors will inform and train their team members regarding safety precautions for any hazardous materials used in their department.

BENEFITS

The company has established a number of benefit programs for its eligible team members. *Team members covered under a collective bargaining agreement may be subject to different eligibility and enrollment provisions as well as different group or retirement plan and holiday and paid time off plans.*

This section is not intended to set forth all terms and conditions under which the benefits may be provided. Team members are responsible for reading all of the literature available on each of the benefits. Human Resource is available to answer any questions team members may have regarding the company benefits.

- The Company reserves the right to change coverage or add or change team member contribution rates at any time with or without advance notice.
- Team members shall not accrue eligibility for any benefits, rights, or privileges beyond the last day worked.
- Temporary, short-hours, and on-call team members are not eligible for Company-sponsored benefits.

GROUP INSURANCE

The company offers a flexible insurance benefits program for eligible team members and their eligible dependents. Group plan options include medical, dental, vision, life insurance, flexible health care and dependent care spending accounts. Additional voluntary plans are also offered. Specific details of the current plans can be obtained from the Human Resources Department.

It is the team member's responsibility to return the enrollment forms to Human Resources in a timely manner. Team members who fail to enroll within established timelines will not be able to enroll for insurance coverage until the next "open enrollment" period. **Additional eligibility requirements and restrictions may also be imposed.**

Team members on leave of absence are required to pay 100% of the cost of their health insurance during the leave except as otherwise required by law. Eligible team members on medical and family leave may continue their group health insurance coverage provided they make timely payments for their portion of premium costs. Failure to make timely payments for the team member's portion may put the team member's coverage at risk. It is the team member's responsibility to notify Human Resources and to discuss the procedures to continue health insurance coverage during any leave of absence.

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401(k) RETIREMENT PLAN

The Company has elected, on a voluntary basis, to provide a 401(k) plan for eligible team members in order to assist in planning for their retirement. For information regarding eligibility, contributions, benefits and tax status, contact the Human Resources Department.

HOLIDAYS

Eligibility

Full-time and part-time team members are eligible for holiday pay after the successful completion of 90 days of service with the company. To be eligible for holiday pay, team members must work their full scheduled shift the day before and the day after a holiday. If they are also scheduled to work on the holiday, they must work that day also in order to receive holiday pay.

The only exception to this rule is if team members are currently on a pre-approved leave such as vacation. Approved non-paid days are not treated as vacation days and will not qualify team members for holiday pay.

Partial day absences or partial work shifts, the day before and after the holiday, regardless of reason (doctor's appointment, etc) disqualifies team members from receiving holiday pay.

The following eight (8) holidays are observed by the company each year:

New Year's Day
Martin Luther King Jr. Day
Easter Sunday
Memorial Day
Independence Day
Labor Day
Thanksgiving Day
Christmas Day

If a holiday observed by the company occurs on a Saturday, the holiday will generally be observed on the proceeding Friday. If an observed holiday occurs on a Sunday, it will generally be observed the following Monday.

In the event team members are required to work on a day the Company has designated as a paid holiday, team members will receive payment for the holiday plus all hours worked on the day designated as a holiday. No special overtime pay requirements apply on holidays.

Team members on leave of absence for any reason are ineligible for holiday pay for holidays that are observed during the period they are on leave of absence.

If a holiday falls during a team member's approved paid vacation period, the team member will be paid for the holiday and will not be charged with a vacation day for the holiday observed.

VACATION

The company believes that our team members are the key to what makes a great company. While work makes up a large portion of a team member's life, we believe that a balance between work and play is essential in maintaining quality performance and a fun atmosphere in which we work. To help foster this idea, the company offers full-time and part-time team members vacation benefits.

All **full-time** team members will accrue vacation hours according to the following table:

Months/Years of Service	Hours Per Pay Period	Hours Per Year	Days Per Year
0 – 6 months	0	0	0
7 months – 12 months	3.33	40	5
13 months – 4 years	3.33	80	10
5 + years	5	120	15

Part-time team members will accrue vacation hours according to a pro-rata amount based on the amount of hours worked each pay period. For purposes of determining vacation accrual, hours worked includes regular hours (not overtime hours) actually worked during a pay period.

Short-hour, on-call, and temporary team members are not eligible for vacation benefits.

Vacation hours will continue to accrue thereafter unless broken by an absence without pay, a leave of absence, or termination of employment. Vacation is a form of wages. Each day work, earns team members a portion of the total of the annual amount of paid time off; therefore, if team members are on a leave of absence, vacation will not continue to accrue.

Team members will be entitled to use the appropriate number of vacation hours/days that they have earned. In other words, as long as team members have hours accrued, they may use them after six (6) months of continuous employment. Team members may not receive advance vacation pay for time taken in excess of their vacation balance or take time not yet earned.

The purpose of vacation is to provide team members with time to rest and relax and to use for personal reasons; therefore, no additional wages or salary will be paid in lieu of time off. In other words, the company does not allow for the cashing out of vacation benefits, except upon separation of employment.

Every effort will be made to grant team members time off at the time team members request. However, time off cannot interfere with company operation and therefore must be approved by a team member's manager at least 30 days in advance. If any conflicts arise in requests for vacation time, preference will be given to the team member with the most seniority. The Company reserves the right to grant, deny or modify any time off request.

Vacation may be taken in increments of no less than eight (8) hours at any one-time for exempt team members, and four (4) hours for non-exempt team members. The request will be granted as long as the absence will not seriously affect the company's operations. Time off will not be approved following notification of resignation or termination of employment.

If a company paid holiday falls during a scheduled vacation/time off, team member's vacation balance will not be charged.

Should a team member's employment relationship with the Company terminate; any and all accrued and unused vacation time will be paid according to State requirements.

Accumulation Rights

Vacation time can accrue up to a maximum of 1 ½ times the team member's current annual accrual rate. For instance, if a team member accrues 40 hours or one week per year, the maximum number of hours he/she can earn is 60 hours or 1 week and 2.5 days for the year. Once this cap is reached, no further vacation time will accrue until some vacation time is used. The following illustration should be helpful:

Current Annual Rate of Accrual (Hrs./Week)	Capped Amount (Hrs./Week)
40 Hours / 1 week	60 Hours / 1 week and 2.5 days
80 Hours / 2 weeks	120 Hours / 3 weeks
120 Hours / 3 Weeks	180 Hours / 4 weeks and 2.5 days

Using Vacation Time

Any vacation time exceeding one (1) week must be approved by team member's immediate supervisor and the supervisor's manager.

Mandatory Use of Vacation during Company Shutdown

In the unfortunate event that company operations cannot begin/resume due to threats to the company or property or when recommended by civil authority or when public utilities fail, such as water, gas, electricity, etc. or when work is interrupted by an act of God or other causes not within the Company's control, team members will be required to use accrued vacation time during this Company shutdown. In the event that company operations cannot resume within 30 days, the Company will make every effort to relocate team members to another job or location, but is not required to do so. If the Company is unable to relocate team members affected by job site closures, the affected team members will be put on layoff status until the job site is reopened or the Company is able to relocate them.

Required Use of Vacation before Unpaid Leave

Team members are required to take accrued and unused vacation time before taking unpaid leave, or having unpaid absences. Family and Medical Leave (under both state and federal law) are included in this requirement, unless the absence is pregnancy-related.

SICK PAY

Eligibility

Paid sick leave is available to all Full-time and PT personnel of Ace Parking Management, Inc., who have completed their 90 day introductory period.

Sick leave is a form of insurance that team members accumulate in order to provide a cushion for incapacitation due to illness. It is intended to be used only when actually required to recover from illness or injury; sick leave is not for "personal" absences. Time off for medical and dental appointments will be treated as sick leave. A medical certification may be required to verify eligibility for this benefit.

If team members are absent for more than three (3) days due to illness, medical evidence of illness and/or medical certification of the team member's fitness to return to work satisfactory to the Company will be required before the Company honors any sick pay requests. The Company may withhold sick pay if it suspects that sick leave has been misused. Sick leave will not be granted if all sick time has been used up.

All **Full-time and Part Time** team members will accrue sick hours according to the following table:

Months/Years of Service	Hours Per Pay Period	Hours Per Year	Days Per Year	Maximum # Hours/Days
0 – 90 days	0	0	0	0
91 days +	1	24	3	80Hours/10days

Unused sick days will be carried over from year to year to a maximum of 10 days. The Company does not pay team members in lieu of unused sick leave/time. Any unused sick leave will be forfeited upon termination of employment.

KIN CARE

Team members may use up to one-half (1/2) of their yearly sick leave benefit to attend to a child, parent, spouse, domestic partner, or domestic partner's child who is ill.

'Kin' Defined

The definition of child, parent, spouse and registered domestic partner for the purposes of kin care are:

- **Child**. A biological, adopted or foster child; a stepchild; a legal ward; or a child a team member has accepted the duties and responsibilities of raising, such as when a grandmother raises her grandchild. This includes children of a registered domestic partner. The child does not have to be a minor.
- **Parent**. A biological, foster or adoptive parent; a stepparent; or a legal guardian. Mothers-in-law, fathers-in-law and grandparents are not considered "parents" for purposes of this benefit.
- **Spouse**. Applies to an individual to whom the team member is legally married.
- **Registered Domestic Partner**. Applies to two adults who have chosen to share one another's lives in an intimate and committed relationship of mutual caring and who file a Declaration of Domestic Partnership with the Secretary of State.

State law or city ordinances as well as collective bargaining requirements impact eligibility and the amount of sick days allowed. Team members should contact Human Resources for further details.

TEAM MEMBER ASSISTANCE PROGRAM

Ace Parking maintains referral information about Assistance Programs available to regular team members and their families. These services offer experienced counselors, who can provide immediate treatment, or referral to appropriate professional if needed. All contact with Team member Assistance program is kept private. For EAP resource information, contact your Human Resources Business Partner. A team member's decision to seek assistance will not be used as a reason for disciplinary action.

PARKING

Free parking is made available to team members at or close to the job site.

LEAVES OF ABSENCE

Ace Parking recognizes that circumstances beyond a team member's control may require absence from work for medical and other compelling reasons.

Whenever possible, leave is to be requested in advance. A team member must request leave by contacting the Human Resources Department and completing forms and other documentation requirements. **Paid time off and any other benefits that are based on continuous employment do not accrue at any time during a leave of absence.**

Leaves of absence are not granted to team members who cannot report for work because they have been incarcerated or convicted of a criminal conviction.

All absences which meet the state and federal leave of absence criteria will count towards a team member's company leave of absence entitlement, including those covered under a collective bargaining agreement.

FAMILY AND MEDICAL LEAVE

The company has established a family and medical leave policy that conforms to the requirements of state and federal law. Eligible team members can request a leave of absence of up to 12 workweeks of unpaid leave per twelve-month period (as explained below) under this policy for any of the following reasons:

- for the birth of his/her child and to care for his/her child after birth or for placement of a child with him/her for adoption or foster care;
- to care for his/her child, parent or spouse who has a serious health condition; or
- Because of his/her own serious health condition that renders him/her unable to perform the functions of his/her position.
- For any "qualifying exigency" because the team member is the spouse, son, daughter, or parent of an individual on active military duty (or has been notified of an impending call or order to active duty) in the Armed Forces in support of a contingency operation; or
- A team member who is the spouse, son, daughter, parent, or next of kin of a covered service member shall be entitled to a total of 26 workweeks of leave during a 12-month period to care for the service member.

Leave taken to care for a team member's newborn child or newly-placed child must be completed within 12 months after the child's birth or placement. Spouses may take a combined maximum of 12 weeks of family and medical leave for the birth or placement of a child, or to care for the child after birth or placement, or to care for a parent with a serious health condition.

Family and medical leave may be taken intermittently or on a reduced schedule.

Family and medical leave is generally unpaid, though team members can substitute accrued sick and/or vacation time for the otherwise unpaid time. The company requires team members to use earned sick and vacation time for family leave, except for pregnancy related leaves.

A leave taken due to a "qualifying exigency" related to military service must be supported by a certification of its necessity. A leave taken due to the need to care for a service member shall be supported by a certification by the service member's health care provider.

Eligibility

An team member is eligible for family and medical care leave if he or she has worked for the company at any locations for at least 12 months and has worked at least 1,250 hours during the previous 12 months, and is employed at a worksite where the company employs at least 50 team members within a 75 mile radius of that worksite. **"Hours worked" does not include pay for time not actually worked such as vacation, sick and holiday time.**

The amount of leave available to a team member will be determined by use of the "rolling twelve-month" method – **that is, the amount of leave available to an eligible team member at any point in time will be the difference between 12 weeks and the amount of designated leave that he/she has taken during the 12-month period preceding the beginning of his/her requested leave**

Team members should consult with the Human Resources Department if they have any questions regarding their eligibility for a leave under this policy.

Requesting a Leave

A "Request for Leave Of Absence Form" must be completed at least 30 days prior to a foreseeable leave. When the need is not foreseeable, the team member must notify the company within 1 to 2 business days of learning of the need. The leave request form must be sent to the Human Resources Department.

Whenever a serious health condition is involved, the team member must submit written certification from a health care physician or practitioner documenting the serious health condition, specifying the date that the serious health condition commenced, estimating the amount of leave time needed, and stating that the team member is either 1) unable to perform his or her job due to the serious health condition, or 2) is needed to care for his or her child, parent or spouse.

The company may require an team member on a family/medical care leave of absence periodically to submit additional written certifications and reports from their physician or practitioner regarding his or her medical status or the requirement for continued care of the family member who prompted the need for the leave, and/or the team member's ability to return to work.

Benefit Continuation

During the family and medical care leave period, team members will continue their eligibility for health coverage as if they had remained employed. Team members are responsible for their share of the premiums, if applicable. The team member will not lose any team member benefits or seniority that was accrued before taking a family/medical care leave.

Vacation and other benefits such as sick pay that are based on continuous employment, do not accrue at any time during a leave of absence.

Return from Leave

Team members granted a family and medical leave of absence will be reinstated to the same or an equivalent job position at the end of the leave, unless the job ceased to exist for legitimate business reasons entitled to or other circumstances allowed by law. An team member, who is ready to return to work from a family/medical care leave due to his or her own serious illness, must contact Human resources at least 5 days before the end of their leave so arrangements for work scheduling can be made. Certain key team members (as defined by state and federal law) may not be returned to their former or equivalent position following a leave if restoration of employment will cause substantial economic injury to the company. The company will provide notification at the time leave is requested if a team member falls into this category as defined by state and federal law

Failure to return on the approved date, to receive written approval for a leave extension, to provide in a timely manner any medical certification or other documentation required under this policy, or to comply with any other

requirement of this policy, will be considered a voluntary resignation. The acceptance of another job while on any authorized leave is grounds for immediate termination.

In most cases, the employment of individuals on leave for a period of time greater than twelve work weeks will be administratively terminated, however such individuals will be eligible to apply for reemployment at such time as they are ready to return to the workforce. This policy may vary in accordance with business needs or as required by applicable state or federal law.

PREGNANCY DISABILITY LEAVE

Pregnancy, childbirth or related medical conditions will be treated like any other disability, and a team member on leave may be eligible for temporary disability benefits. Contact Human Resources regarding your State's disability requirements and eligibility for benefits.

All female team members should advise their supervisor or Human Resource Business Partner of their intent to take pregnancy disability leave as early as possible. Team members should make an appointment with their human resource representative so that he/she may explain the following procedures:

- Provide written notice to the Company of your intent to take leave and/or transfer. The notice should include the anticipated timing and duration of the leave or transfer.
- If the need for the leave is foreseeable because of the pregnancy, you must provide at least 30 days' advance notice before the pregnancy disability leave or transfer is to begin, unless any unforeseen circumstances exist. If 30 days' advance notice is not possible, notice must be given as soon as practicable.
- You will be eligible to transfer to a less strenuous or hazardous position or to less strenuous or hazardous duties, if the transfer is medically advisable.
- Requests for transfers of job duties will be reasonably accommodated if such requests are made in writing and submitted to human resources in a timely fashion.
- Temporary transfers due to health considerations will be granted where possible. However, you will receive the pay that accompanies the job, as is the case with any other temporary transfer due to temporary health reasons.

Pregnancy leave usually will begin when ordered by the team member's physician. Team members must provide the Company with a certification from a health care provider. Contact human resources for specific certification requirements.

- Leave returns will be allowed only when your physician provides a release.
- Duration of the leave will be determined by the advice of your physician.
- Leave does not need to be taken in one continuous period of time and may be taken intermittently, as needed. Leave may be taken in increments of one hour for hourly non-exempt team members and eight (8) hours for salaried exempt team members.
- Check with human resources regarding policies under State family and medical leave laws.

Under most circumstances, upon submission of a medical certification that you are able to return to work from a pregnancy disability leave, you will be reinstated to your same position held at the time the leave began or to an equivalent position if available and provided the job can be performed satisfactorily. However, you have no greater right to reinstatement than if you had been continuously employed. For example, if you would have been laid off had you not gone on leave, or if your position was eliminated or filled in order to avoid undermining the Company's ability to operate safely and efficiently during the leave, and there are no equivalent or comparable positions available, then you would not be entitled to reinstatement.

If you are on pregnancy disability leave and are not eligible for continued paid coverage, or if paid coverage ceases after 12 workweeks, you may continue your group health insurance coverage through the Company in conjunction with federal COBRA guidelines by making monthly payments for the amount of the relevant premium.

Contact human resources for state specific-disability insurance benefits, eligibility, and additional information.

MILITARY LEAVE OF ABSENCE

The company provides unpaid leave as required by federal law for team members' service in the Armed Forces of the United States, the National Guard, or a reserve component thereof. Military leaves of absence are granted without pay. However, in order to be eligible, team members must submit written verification from the appropriate military authority, unless prevented from doing so by military necessity. Details about team members' right to military leave and reinstatement to employment, or regarding entitlement to or accrual of benefits during such leave may be obtained from the Human Resources Department.

PERSONAL LEAVE OF ABSENCE

Team members who have been continuously employed with the Company for at least one year may request a personal leave of absence for a reasonable period of up to 30 days. A leave may be extended for a reasonable period of up to 30 additional days due to special circumstances, as determined on an individual basis by Human Resources. Personal leaves of absence are not guaranteed. Requests for such leaves of absence will be considered on the basis of a combination of factors, including the team member's length of service, performance, position, responsibility level, the reason for the request, whether other individuals are already out on leave, and the expected impact of the leave on the operation.

Requests for leaves must be submitted in writing and approved in writing by the Human Resources Representative before the leave begins. Requests for extensions of leaves must also be submitted in writing and approved in writing by the Human Resources Representative before the extended period of a leave begins. The Company does not guarantee reinstatement from a leave, but will make a reasonable effort to return a team member to his or her former position, if it is available, or to another position for which the team member is qualified. It is the team member's responsibility to be available and report to work at the end of the approved leave. A team member who fails to return to work promptly upon expiration of an approved leave of absence will be considered to have voluntarily resigned.

Team members do not earn or accrue any benefits during the period of a personal leave of absence. The company does not pay for group health insurance and other benefit plan premiums during any portion of a personal leave of absence. Team members should make arrangements with Human resources for the payment of any premiums before the leave begins to avoid the possibility of a loss or interruption in coverage.

WORK RELATED DISABILITY LEAVE

Work-related disabilities will be treated like any other disability, and a team member on leave may be eligible for disability benefits through the State Workers' Compensation Insurance program. Check with human resources regarding your state workers' compensation policy and benefits.

Any person who makes or causes to be made any knowingly false or fraudulent material statement or material misrepresentation for the purpose of obtaining or denying workers' compensation benefits is guilty of a felony and subject to termination.

NON-WORK REALTED DISABILITY LEAVE

Other than the legally-mandated leaves (FMLA, CFRA, Pregnancy Leave, Workers Compensation), the Company will consider all non-work-related disability or request for leave, a personal leave of absence; therefore, non-work-related disability leaves are unpaid and does not guarantee reinstatement to a job. However, you may be eligible for State Disability Insurance (SDI). Contact HR for specific rules and regulations governing your State's disability benefits, eligibility and requirements.

LEAVES UNDER COLLECTIVE BARGANING AGREEMENT

The company will provide for other leaves as required by a collective bargaining agreement. Team members should contact Human Resources for more information.

OTHER TIME OFF

Jury Duty

Team members are encouraged to fulfill their civic responsibilities by serving on jury duty when required. If you receive a call to jury duty, please notify your supervisor immediately so he or she may plan the work with as little disruption as possible. The salary of exempt team members will not be reduced for any week in which they perform any work for Ace and serve on a jury. Team members may use accrued time off/vacation while on jury duty service.

When on jury duty, team members must report for work whenever their presence is not required at court. Team members who are released from jury service before the end of their regularly scheduled shift or who are not asked to serve on a jury panel are expected to call their supervisor as soon as possible and report to work if requested.

Within three days upon receiving a jury duty notice, team members must immediately provide a copy of this notice to his or her supervisor that specifies the dates that the team member will be serving as a juror. Team members must also give a copy of the jury duty notice to the Human Resource Department for retention in their personnel file before reporting for jury duty service.

Bereavement Leave

The Company provides unpaid time off for team members to attend funerals of family members and friends; however, available accrued vacation benefits may be used to subsidize "unpaid" time. No more than five (5) days should be taken under bereavement leave.

Other leaves may be available, please contact Human Resources for more information.

Other Leaves

California offers several leave laws applicable to only California team members:

- Paid Family Leave (PFL)
- California Family Leave (CFRA)
- Domestic Violence Leave
- Voting
- School Activities

Please be sure to contact human resources for further information and for requirements, policies, and benefits applicable to your State of employment.

TERMINATION OF EMPLOYMENT

As explained in this handbook, employment is at the mutual consent of the team member and the company. Employment is at-will, and accordingly, both the team member and the company are free to terminate the employment relationship at anytime, with or without cause or notice.

VOLUNTARY RESIGNATION

Team members resigning from their position are encouraged to give written notice of their resignation using the "Resignation Notice" form. The form can be submitted to their supervisor. Generally, at least two weeks' notice is requested, but is not required. Under some circumstances, the company may exercise its option to accept the notice of resignation immediately without requiring further work to be performed by the team member. Ordinarily, personal, sick and other time off requests will not be granted after a resignation has been received.

INVOLUNTARY TERMINATION

An team member may be subject to termination due to 1) a reduction in the company's workforce, 2) elimination of a job or position, 3) in connection with the termination of a management contract in which the team member is not offered continuing or new employment by the new contractor or the company, or 4) discharged with or without cause or notice in accordance wit the "at will" nature of the employment relationship.

COBRA

According to the federal Consolidated Omnibus Budget Reconciliation Act (COBRA) of 1985, in the event of your termination of employment with the company or loss of eligibility to remain covered under our group health insurance program, you and your eligible dependents may have the right to continued coverage under our health insurance program for a limited period of time at your own expense. Please check with the Benefits department within Human Resources for eligibility and requirements.

FINAL PAY

Final pay will be paid out in accordance with the state law. Any accrued and unused vacation benefits will be paid out at the time of separation.

RETURN OF PROPERTY ISSUED BY THE COMPANY

At the time of termination, team members are expected to return all company-furnished tools, equipment, ID Cards, keys, headsets, pagers, cellular phones, uniforms etc. Arrangements for clearing any outstanding debts with the company and to receive final pay are also made at the time of termination. Failure to comply with these procedures may result in the team member being ineligible for rehire.

RE-EMPLOYMENT

Team members who are rehired by the Company after termination will lose their original anniversary date as well as any seniority.

CONCLUSION

This handbook contains an overview of Company personnel policies. The contents of this handbook are general and intended solely as a guide.

The terms and conditions of the Company policies are subject to change, with or without notice, and at management's sole discretion and according to management's view of the needs of the Company with respect to

administration, supervision, and control. Should you have any questions concerning any of the information contained in this handbook, please contact your supervisor, manager or Human Resources.

NOTE: If there is a discrepancy in the language between this team member handbook and other existing Ace policies, this team member handbook/manual will prevail.

Acknowledgment of Receipt of Team member Handbook

I have received my copy of Ace's employment Handbook. I understand and agree that it is my responsibility to read and familiarize myself with the policies and procedures contained in the Handbook. I also understand that it is my responsibility to ask my supervisor or Human Resources any questions that I may have about the policies, rules or practices. I agree to accept the policies, rules and procedures promulgated by the Company as a condition of my employment.

I understand and recognize that this Handbook is not to be construed as a contract of employment, either for an indefinite or fixed period of time. I recognize that the Company and I are both able to terminate the employment relationship with or without cause.

I also recognize that there are no other agreements, whether express or implied, with regard to the at-will nature of the employment relationship, and that this agreement constitutes the entire understanding between me and the Company with regard to the at-will nature of the employment relationship.

I understand that, except for employment at-will status, Ace can change any and all policies or practices. Ace reserves the right to change my hours, wages and working conditions at any time. I understand and agree, that no manager, supervisor or representative of Ace has authority to enter into any agreement, express or implied, for employment for any specific period of time, or to make any agreement for employment other than at-will; only the CEO of Ace has the authority to make any such agreement and, then, only in writing.

My signature below certifies that I understand that the above agreement regarding the at-will status of my employment with Ace Parking Management, Inc. The agreement supersedes all prior agreements, understandings and representations concerning my employment with the Company.

Team member Name	Position
Team member Signature	Date

Manager Use Only	
☐ Copy to Team member	☐ Original in Personnel File

Training and Development



People have to be educated, but they have also to be left to educate themselves. ~Abbé Dimnet, *Art of Thinking*, 1928

We value our staff and provide professional development courses, seminars, and workshops to support and advance organizational and individual performance effectiveness. Training is geared to impart missing skill sets, such as increasing proficiency in office applications or enhancing customer service skills, whereas development programs are designed to further employee competencies that impact organizational performance.

Ace Parking utilizes the latest technological advancements to deliver comprehensive course content. The Company complies with all federal and state mandatory training included but not limited to harassment, discrimination, ADA and OSHA Safety training. Ace Parking ensures that all team members receive all applicable training and certifications prior to starting work.

Our training programs such as Customer Service Standards, Cash Handling and Driver Awareness training are re-enforced through incentives. Contests and reward programs are other methods of ongoing training methodologies used at Ace Parking locations.

All employees receive specific position training in conjunction with customer service training. Our employees are given the tools needed to be successful in their position. Each department has assigned trainers who facilitate new hire departmental training and assist with on-boarding the new hire to their new position.

The following training is an integral part of our on-boarding process for our new hires:

- New Hire Orientation
- V.A.L.E.T. Guest Service Standards Program
- Valet Certification
- Customer Service Representative Training Program
- Revenue Audit Department Training Program
- Operations Department Position Training Programs
- Safety Training Programs
- Management Readiness Program
- Career Development
- Compliance Training- Harassment, Discrimination, ADA, ADEA
- Best Practice Assessments:
    - Discipline
    - Employee Retention
    - Hiring
    - Job Applicatins
    - Layoffs/Downsizing
    - Military Leave
    - Performance Evaluations
    - Religion in the workplace
    - Termination
    - Wage and Hour
    - Workplace Investigations
    - Workplace privacy

Training Program Summaries:

New Hire Orientation:
Our new hire orientation includes an overview of Ace Parking, including our sustainability initiatives and business ethics as well as a site specific overview, i.e, customer service training, review of our Company policies and procedures, introduction to key personnel and a tour of the site.

V.A.L.E.T. Guest Service Standards Training Program:
The VALET Guest Service Standards is a collection of five service standards all Ace Parking valets are expected to know and follow. The goal is to provide every guest with a high level of service that is consistently delivered at each Ace Parking valet location. These standards are based on AAA 4-Diamond standards for valet operations.

Valet Certification:
The Valet Certification Program is a structured on-the-job training program for valets.The program is intended to establish a set of standard valet procedures that will lead to reduced damage claims and more consistent customer service. All Ace Parking valets must complete a four-part training program before assuming customers' vehicles.

Part 1: New Hire Orientation
The orientation consists of an introduction to Ace Parking as well as an overview of basic work rules and procedures.

Part 2: Valet Training

The classroom portion of the training introduces valets to Ace Parking's standard valet procedures.

Part 3: Site-Specific Training
The site-specific training familiarizes valets with location procedures, location specific training and safety hazards at their location.

Part 4: Testing, Final Review Checklist & Valet Job Description
This section consist of everything that Human Resources and each location should have on file for valet employees. Valets must pass a written and a driving test before being certified to valet customers' vehicles.

Customer Service Representative Training Program:
Customer Service Representatives (CSR's) undergo a two-week training period. The first week provides training for our taxi services that encompasses taxi islands and the taxi hold-lot. The second week of training is designated for shuttle services, shuttle islands and the shuttle hold-lot.

Revenue Audit Department Training:
Our auditors undergo a thirty- day training and assessment period. Training includes our policy and procedures that govern the management of revenue control and reporting. In addition, our auditors are crossed trained and participate in mandatory job rotation to ensure proficiency in all functions of the auditing department.

Operations Department Training Programs:
Our cashiers undergo a five day on the job New Cashier Orientation training program that is supervised by an Ace Certified Cashier Trainer. The program includes the Cashier Steps of Service, cash handling and reporting procedures, booth operation, emergency and safety procedures and lot specific training. After each training day and at the end of the five days, our Certified Cashier Trainer reviews, evaluates and documents our trainee's progress. Evaluations and reviews are also conducted and documented after the sixth, seventh and eighth week of employment.

Our Operations Department Supervisors undergo a two week training program that includes scheduling, supervising cashiers and office coordinators, booth operation, and handling emergencies. They have be proficient in both the cashier function and in our operation hub, the supervisor's office where they are trained to supervise the cash banks, ticket inventory control, phone calls, customer service and equipment. Our Office Coordinators undergo a two week training program as well and serve as support staff to our supervisory staff. Both positions are an integral part of maintaining the continuity of our operation.

Our Vehicle Inventory Lot Checkers participate in a two week training program that includes the utilization of our inventory control procedures and technology, customer service standards, safety and lot maintenance. Our Vehicle Inventory Lot Checkers maintain daily, accurate vehicle inventory which also supports our revenue control system.

Safety Training:
The main purpose of this Safety Training program is to contribute to accident prevention at Ace Parking. The Safety program is designed to ensure that all personnel are aware of the fact that they are responsible for their own safety and that they have a major role to play in the prevention of risks. The aim is also to inform them of the risks
that they may be exposed to, the rules that must be followed, the services and people to know and the behavior to adopt in the case of an accident. Every month the Career Development Center publishes a

safety memo highlighting a different safety topic. The topics vary from general safety awareness to heat illness awareness to robbery procedures. The supervisors and managers meet with our team members to discuss the monthly topic and the memo is then posted in a location where it is visible for all to view for the month.

Management Readiness Program:
This program is mandatory for all salaried supervisors, assistant managers, management trainees, and newly hired managers. This program is designed to be completed within 10 weeks. The program must be completed within a maximum of 14 weeks. The Management Readiness Program consists of 8 self-directed modules, 3 quizzes, an evaluation process, and an exit meeting. It is designed so that each participant has the support of their immediate supervisor or a designated operational trainer and a Career Development Coach.

Modules
Each module contains a series of assignments you must complete to demonstrate your knowledge and ability. These assignments are easiest to complete during the course of a normal working day, since you will be doing many of these tasks anyway. The assignments are also indexed, so you can check off items you complete ahead of time.

Quizzes
There are three quizzes designed to test your knowledge of the material covered. The first covers modules 1-3, the second covers 4-6, and the third covers 7-8.

Evaluation Process
There are two evaluations; a self-evaluation completed by the participant and an evaluation completed by the participant's immediate supervisor or training manager.

Exit Meeting
An exit meeting between the participant and their T & D mentor is the final step in the Management Readiness Program. The goal of this meeting is to assess the individual's training progress and outline recommendations for continued development.

Career Development:
Ace Parking's certificate programs – Business Leadership, Human Resources Management, and Management Essentials are designed to provide an opportunity for managers to expand their knowledge base and skill set and build additional expertise and credentials. The certificate programs are made up of three broad programs, each containing a sequence of courses in a specialized area that builds both theoretical knowledge and practical skills. Each course is designed to quickly and effectively increase individual and organizational skill sets and success within participants' specific area of interest.

Compliance Training:
All new employees are required to complete compliance training within 30 days of hire. All managers are required to participate in compliance training once every two years. The purpose of Compliance Training is to provide basic information about laws, regulations, policies and procedures with which employees must comply.

Best Practices Training Programs:

Discipline

To reduce liability risks, good risk management includes enforcing carefully drafted discipline policies and procedures in a consistent and fair manner. Review your organization's discipline practices to make sure they do not increase the risk of liability. Consider the following questions, then choose and check your answer. Your answers will not be recorded. Where can you improve your risk management practices when it comes to your organization's discipline policy?

Employee Retention

Organizations and businesses can reduce their potential liabilities by retaining valuable employees. Managing employee retention can be a challenge in an ever-changing job market, but an organization that periodically reviews its approach to retaining employees can also help its bottom line. Consider the following questions, then choose and check your answer. Where can your organization improve its risk management practices regarding employee retention?

Hiring

Good risk management includes selecting employees and volunteers for your workplace through a thoughtful process designed to reduce safety and liability risks. Review your organization's hiring practices to make sure they do not increase the risk of liability for claims like discrimination, invasion of privacy, or statutory violations. Consider the following questions, then choose and check your answer. Your answers will not be recorded. Ask yourself: where can I improve risk management practices when it comes to hiring?

Job Applications

The starting point of most employment relationships is the job application. Check how your job application stands up to our best practices test by choosing an answer and checking the results. Good luck.

Layoffs and Downsizing

Layoffs are stressful for both managers and employees. Job loss is one of the most stressful events in life—ranking in severity with divorce and death of a family member. As such, layoffs present a heightened risk of litigation. Typical resulting litigation claims include discrimination, breach of contract, and retaliation. To reduce liability risks, good risk management includes effective planning and executing of layoffs. How decisions are made, announced, and implemented can affect whether litigation follows. Review your organization's practices to make sure they are as proactive as they can be. Consider the following questions, then choose and check your answer. Your answers will not be recorded. Where can you improve your organization's risk management approach to layoffs?

Military Leave

To reduce the risk of lawsuits by employees who participate in the military, organizations must review their military service procedures and policies. Laws governing military leave have changed recently and will continue to do so in the future as our troops return home or are replaced. Consider the following questions, then choose and check your answer. Is your organization current on what should be managed regarding employees with military commitments?

Performance Evaluations

Good risk management includes carefully evaluating the work performance of your employees. Review your organization's evaluation or appraisal practices to make sure you are doing everything you can to help your organization avoid risks from the outset. Consider the following questions, then choose and check

your answer. Where can you improve your risk management practices when it comes to evaluating the performance of your employees? Your answers will not be recorded.

Religion in the Workplace

Organizations and businesses can often mitigate liability risk and improve their financial bottom lines by paying close attention to the workplace risk issues stemming from religion in the workplace. Managing religious issues in the workplace can be challenging, but it is the law. Reviewing your organization's approach to managing workplace religion concerns can help eliminate legal risks. Consider the following questions, then choose and check your answer. Where can your organization improve its risk management practices regarding religion in the workplace?

Termination

Terminating an employee is the catalyst for many employment lawsuits. You can reduce the likelihood of liability risk by approaching terminations thoughtfully—with risk management principles in mind. Consider the following questions, and then click in the circle next to the answer that most accurately describes your organization. Your answers are not recorded. So…how can you improve your termination practices?

Wage and Hour

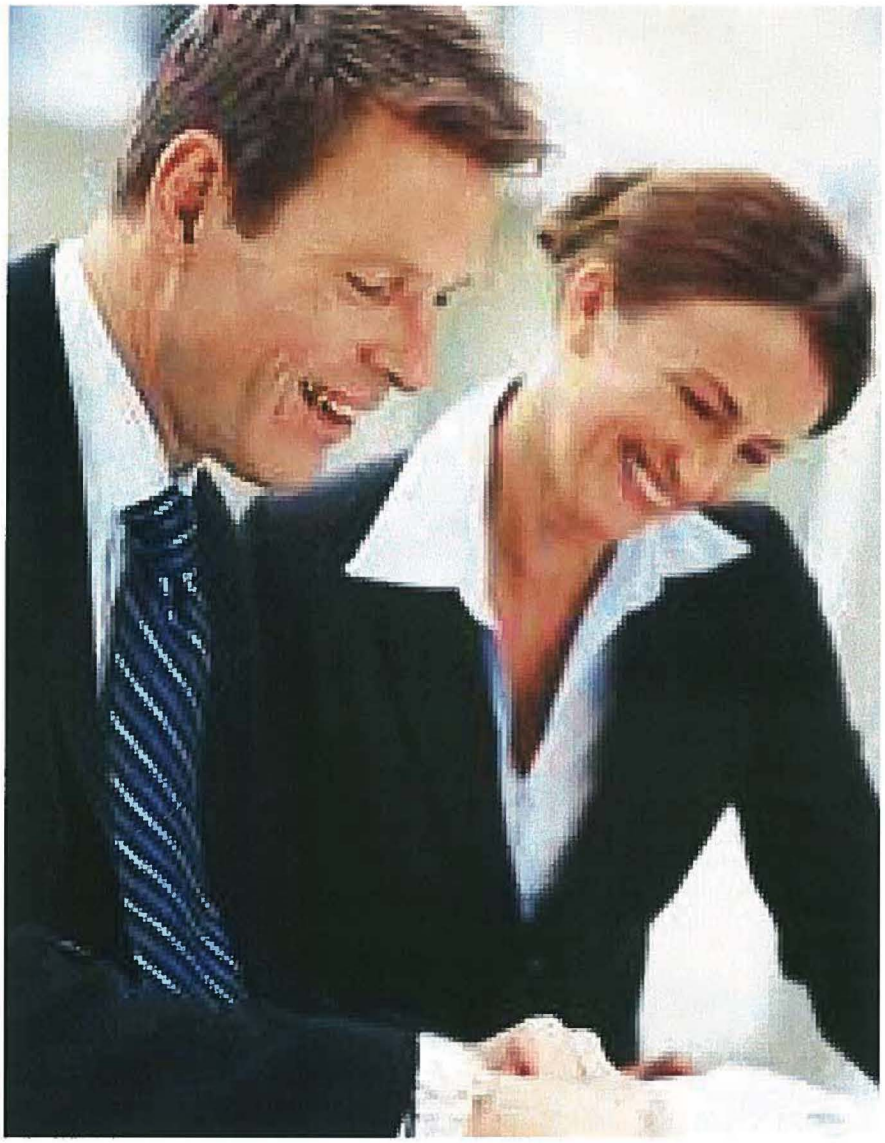
Good risk management includes making sure your employees are properly classified as exempt or nonexempt under federal and state overtime regulations. Determining which category an employee falls into is not a simple matter, but today it is more important than ever. News of wage and hour class action lawsuits with double damages and penalties fills the media, and savvy employees are wanting verification that they are being properly paid. Reviewing your organization's approach to wage and hour can help eliminate these legal risks. Consider the following questions, then choose and check your answer. Where can you improve your risk management practices regarding wage and hour compliance?

Workplace Investigations

Well-managed organizations know that workplace wrongdoing investigations are one of their most valuable tools for preventing and managing workplace risks. Like other risk management tools, investigations must be implemented properly to reduce the likelihood of liability. When performed improperly, investigations can create liability. Consider the following questions, then select your answer. How can your organization improve its approach to workplace investigations?

Workplace Privacy

To reduce the risk of liability for invasions of employee privacy, organizations must have workplace privacy practices that not only respect employee privacy, but also allow the organization to have enough information to protect itself and monitor employee conduct that could cause organizational liability.



Introduction to Ace Parking

New Team Member Orientation Participant Guide

San Diego International Airport

Name: _____

Date: _____

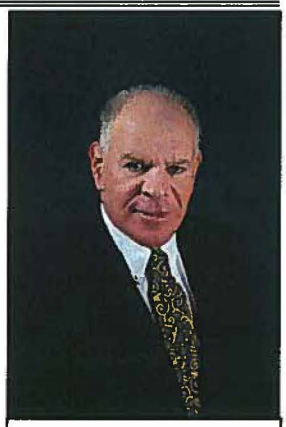


Welcome and congratulations on becoming an active member of the Ace Parking Management team. The intent of this handbook is to provide you with the basic information needed for a successful beginning as a new team member. This copy is yours to keep. You may access an online version at any time at http://www.aceparking.com/employee

Today's Topics

- Overview of Ace Parking Management, Inc.
- Ace Parking History, Value, and Culture
- Mission Statement & Service Pledge
- Service at Ace Parking
- Introduction to Team Member Handbook and Policies
- One month follow-up

Ace Parking Management: past, present, and future



Scott Jones,
Chairman and Owner

✓ Founded in _____ by Evan Jones.

✓ First lot on 4th & B in _____ _____, CA.

✓ Currently owned by Scott Jones

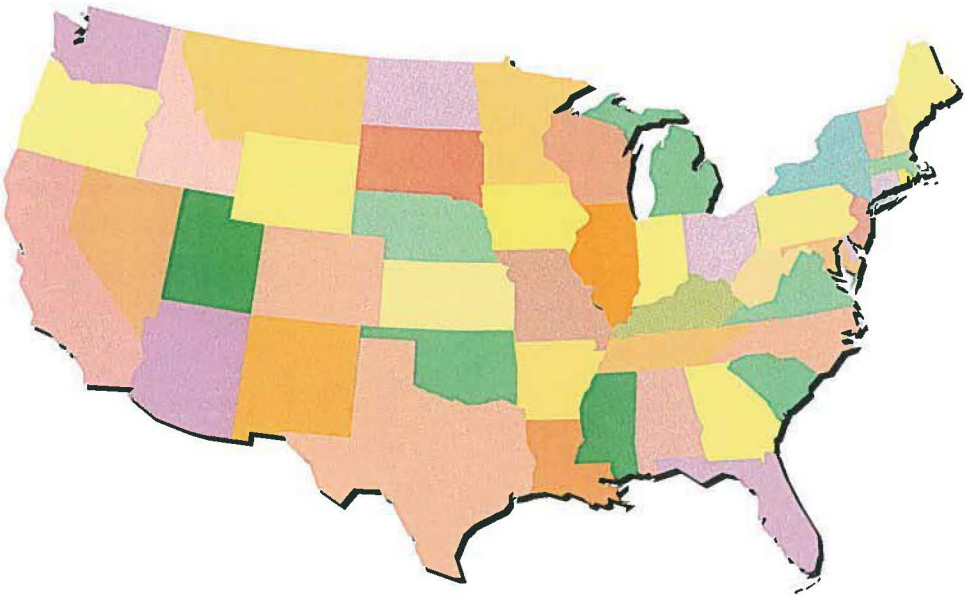


<___% of companies last _____+ years!

Notes:

Ace Parking Today

Circle the 8 states that Ace Parking is located in.



Ace Parking Executives

- Owner & Chairman - _____
- CEO - _____
- President - _____
- Principal - _____

Introduction to Core Values

Ace's Mission Statement

By valuing our employees, listening to our clients, and operating under the ideals of moral integrity, quality, and accountability, we will lead the parking industry in service and financial results for our clients.

Our goal =

Ace's Service Pledge

We Promise You:

- ✓ *A **C**lean and Well Maintained Facility*
- ✓ *Friendly and **C**ourteous Employees*
- ✓ ***P**rompt Service*

Should we EVER fail to meet your expectations, please inform our attendant. Each is empowered to ensure your complete satisfaction.

Scott A. Jones
Chairman

Section Review

1. What year was Ace Parking founded?

2. What are the eight states that Ace Parking is located in?

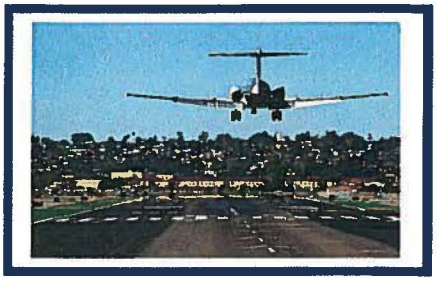
3. Who is the owner and chairman of Ace Parking?

4. According to our Mission Statement, what is Ace Parking's goal as a company?

5. What does CCP stand for in our Service Pledge?

The Importance of Customer Service

1. **List two reasons why customer service is important?**



A. _____

B. _____

2. **What does outstanding customer service mean to you?**

_____

_____

3. **Why do customers quit?**

Unscramble the words below to reveal reasons why customers quit:

1%	eid	_____
3%	veom	_____
5%	rlshipetiona	_____
9%	tiocompetin	_____
14%	dproctu	_____
68%	tudeiatt fo inecdiffnere	_____

Making a Positive First Impression

How quickly do we form an impression?

It only takes _____.



Factors that influence our First Impression

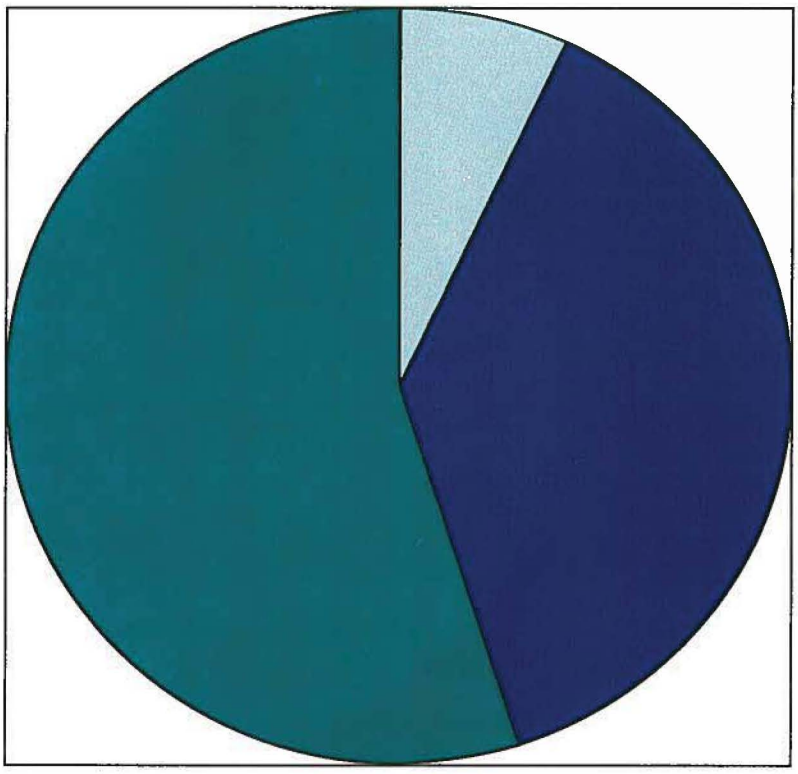
- _____
- _____
- _____

Uniforms and Grooming

- ❖ Always wear a c_____, neat and complete uniform
- ❖ N_____ should always be visible
- ❖ B_____ and goatees are not permitted
- ❖ T_____ should not be visible
- ❖ Hair should be c_____ in style and in color

In-Person Communication

- ✓ What percentage of our message is communicated through ***body language***? _____
- ✓ What percentage of our message is communicated through our ***tone***? _____
- ✓ What percentage of our message is communicated through the ***words*** that we use? _____



Customer Greeting

- ✓ S_____
- ✓ Maintain _____ contact
- ✓ Be e_____.
- ✓ Have a p_____ attitude & sincere expression
- ✓ Use their n_____

Your best greeting:

Section Review

1. What are the three factors that influence a first impression?

2. How many seconds is a first impression made in?

3. Are beards and goatees permitted according to our grooming standards?

4. What are three things that should be included in your customer greeting?

5. What percentage of our message is communicated through our body language during in-person communication?

NEW TEAM MEMBER CHECKLIST

Employee Name:	Social Secuity No.

Hire Date:	Position:	Department/Division:

Post Hire Forms		
Employee Information Input Sheet	_____	_____
W4	_____	_____
I9	_____	_____
E-Verify Notice	_____	_____
8850 WOTC and Accompanying Tax Forms	_____	_____
Confidentiality Agreement	_____	_____
Prior Injury/Illness Certification	_____	_____
Essential Elements/Requirements	_____	_____
Benefits Enrollment Form (FT/PT)	_____	_____
Policies and Notices Acknowledgement (5)	_____	_____
Driver Certification and Insurance Acknowledgement	_____	_____
Team Member Handbook	_____	_____
Union Forms		
Union Enrollment Form	_____	_____
Dues/Initiation Fee Authorization Form	_____	_____
Initiation Fee Acknowledgement Form **(SD Only)**	_____	_____
CBA	_____	_____
Notices		
Benefits Brochure	_____	_____
Sexual Harassment Pamphlet-DFEH 185	_____	_____
WC Pamphlet & Physician Pre-Designation	_____	_____
SDI Pamphlet	_____	_____
Paid Family Leave	_____	_____
Service Pocket Guide	_____	_____

Orientation Acknowledgement:

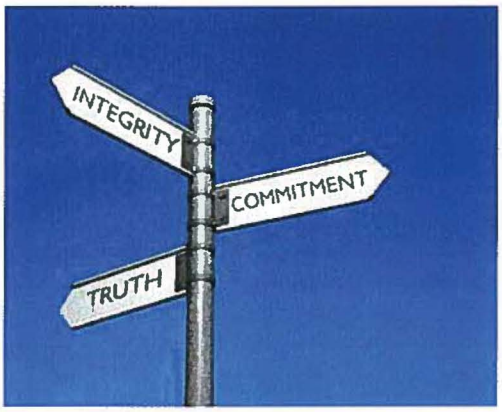
I acknowledge completing the documents indicated and receiving and understanding the information outlined and discussed in this orientation. I further acknowledge that receipt of the above materials do not constitute an employment contract, and that I am employed at-will, and the terms of employment including, but not limited to termination, demotion, promotion, transfer, compensation, benefits, duties, and location of work may be changed at any time, for any reason, with or without cause and with or without notice, unless I am a member of a collective bargaining unit.

Employee Signature:	**Date:**

Team Member Handbook and Policies

Corporate Governance

I. Ethics



Ace Parking has an excellent reputation of conducting all of our business according to the highest principles of business ethics. We are proud of this reputation. We are committed to conducting our business activities with honesty, and in full compliance with the laws and regulations of the states in which we do business. We also believe in treating our employees with the same principles.

As a team member, you should know where we stand on basic ethical issues, so that you can act accordingly. The Business Ethics Policy provides the guidelines for business conduct at Ace Parking. It is our firm intention that these standards and rules guide the actions of all team members. We ask everyone to pledge his or her support to this important policy.

II. Sustainability



Ace Parking is committed to a vision of corporate sustainability, which places an emphasis on innovation as the means to add value, not just to the bottom line, but to the environment and society at large.

The Company is committed to safeguarding the environment and minimizing or reducing adverse environmental impacts in our daily operations.

Ace Parking conducts its businesses in a manner that protects the environment, and the health and safety of its team members, clients, and the public. We integrate this philosophy into our business planning and operations by establishing and maintaining environmentally responsible practices to reduce our company-wide environmental footprint to the greatest extent possible.

At Ace Parking, social responsibility has become a point of concern and action. Over the past year, our efforts have yielded increased company awareness and change in all areas of practice. The following are the key areas of focus:

- ❑ We are continuing to move toward a paperless work environment. This includes instituting electronic financial statements to our clients, full scanning capabilities, electronic filing system, e-fax documents, electronic policy issuances, and digital archiving of historical files.

- ❑ We have continued to implement recycling programs that address paper waste, aluminum products, and plastic goods.

- ❑ We donate and properly dispose of unused computer equipment including monitors, printers, laptops, and processing units.

III. Harassment

Ace Parking team members and others acting on the Company's behalf are entitled to respectful treatment in the workplace. Being respected means being treated honestly and professionally, with your unique talents and perspectives valued. A respectful workplace is about more than compliance with the law. It is a working environment that is free of inappropriate behavior of all kinds and harassment because of age, disability, marital status, race or color, national origin, religion, sex, sexual orientation or gender identity.

IV. Drug and Alcohol Free Workplace

Alcohol and drug abuse and the use of alcohol and drugs in the workplace are issues of concern to Ace parking. It is the policy of the Company to ensure that its team members do not: report for work in an impaired condition resulting from the use of alcohol or drugs; consume alcohol while on duty; or unlawfully possess or consume any drugs while on duty, at a work site or on Company property.

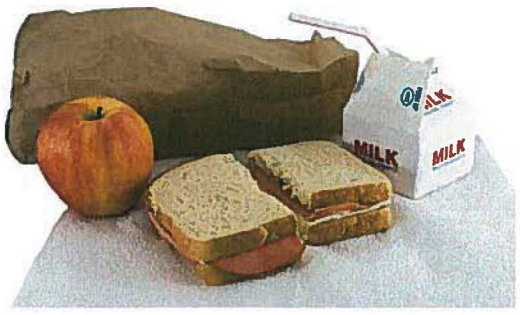
V. Pay Day

The workweek for all team members begins at 12:01 a.m. on Sunday and ends at 11:59 p.m. on the following Saturday.

All wages are paid on a semi-monthly basis. Paydays normally occur on the 7th and 22nd of every month unless the company provides written notice for a different payday schedule. If a regular payday falls on a holiday observed by the company, team members will be paid on the preceding workday. Paychecks will not be given to anyone other than team members, except with their prior written authorization.

VI. Time Cards

- ✓ You are responsible for accurate time keeping.
- ✓ All breaks and meal periods must be documented.
- ✓ Timecards must be signed before they are turned in. Time cards are due the day after the last day of the pay period.



Where to turn in timecards: _____

Where to get your paycheck: _____

VII. REST AND MEAL PERIODS

Breaks

Full time non-exempt team members are allowed two _____ minutes rest periods - one during each four-hour work segment.

Your manager or supervisor will schedule your rest periods. Being "customer-oriented" means that our customers come first. Work schedules and timing for breaks may change in order to provide consistent, high-quality service. You may not combine rest breaks or add them to meal breaks nor may they be used to come in 10 minutes late or leave 10 minutes early. All team members are required to remain on the premises during the rest break.

Meal Periods

Team members are allowed at least one unpaid meal period of no less than _____ minutes. You must take your lunch break at the scheduled time. Meal periods may not be combined with rest periods. Working through a lunch break is strictly prohibited. Any missed meal or rest period must be noted on the appropriate *Missed Meal and Rest Period Individual Employee Record* (CA only) for each day that it occurs. It is the responsibility of each team member to comply with this procedure.

On-Duty Meal Breaks

Team members may take on-duty meal breaks in limited circumstances. An on-duty meal break:

- _____
- _____
- _____

VIII. Workplace Safety

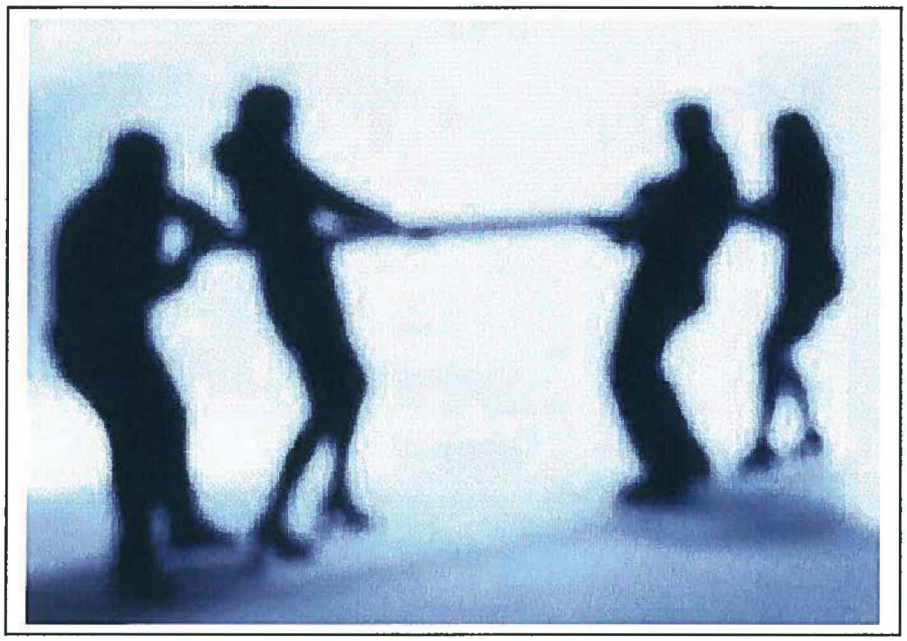
1. Safety is **e**_____ responsibility.

2. There are **m** _____ safety awareness programs.

3. Always **r** _____ hazards in the workplace.

4. Always report all work-related injuries to your manager, no matter how minor you think that they are.

Each Ace Parking site has an Injury and Illness Prevention Plan. Your location manager will train you on site-specific and job-specific safety procedures. You may also request a copy of your location's Injury and Illness Prevention Plan.



IX. Problem Solving Procedure

1. See your Supervisor and/or Manager
2. Speak to your Member Services Advisor

Member Services Advisor: _____

Member Services Phone #: _____

X. Attendance and Punctuality

The Company is depending on you to be at work on a regular basis and to be at work on time. Late arrival, early departure or other absences from scheduled hours are disruptive and must be avoided. Any combination of absence, late attendance, or leaving early will be considered equally for the purpose of determining poor attendance.

Quiz:

1. Excessive tardiness is defined as:

_____

_____

2. If you are unable to make it to work, you are required to call the office at least _____ hours in advance.

3. Excessive absenteeism is defined as:

_____

_____

XI. Benefits

Ace Parking has established a number of benefit programs for its eligible team members. The Company offers:

- ❑ _____
- ❑ _____
- ❑ _____
- ❑ _____
- ❑ _____
- ❑ _____
- ❑ _____
- ❑ _____
- ❑ _____
- ❑ _____

XII. Leaves

Ace Parking recognizes that circumstances beyond a team member's control may require absence from work for medical and other compelling reasons. Whenever possible, leave is to be requested in advance.

Ace Parking offers the following leaves:

- ❑ _____
- ❑ _____
- ❑ _____
- ❑ _____
- ❑ _____
- ❑ _____
- ❑ _____
- ❑ _____

XIII. Team Member Code of Conduct

We have certain reasonable policies and rules for the conduct of our business. Our most important rule is the "rule of reason". Below are some important "rules of reason" to remember.

- Ace values diversity in the workplace. Accordingly, all employees are expected to never engage in discrimination or harassing behavior.
- Report all work-related injuries, no matter how minor you think they are.
- Good attendance ensures that our customers receive the best service. Make sure that you are on time, follow the call in procedures, and avoid excessive absenteeism.
- Never engage in the illegal sale, distribution, or use of drugs, alcohol, or other controlled substances while on the job or on Company property.
- Always clock in and out in accordance with Company requirements and never falsify any timekeeping records.

Section Review

1. What dates do paydays fall on?

2. Who is responsible for accurately recording time on your timecard?

3. What should you do when your manager shows you the monthly safety memo?

4. What type of work related injuries and illnesses should you report?

5. What should you do if you run into a work-related problem or issue?

Meal Waiver and Rest Period Exception Sheet

Employee Name _____ Employee # _____

Lot Number _____ Pay Period End Date _____

MEAL BREAK WAIVER

This section is to be used by employees who wish to waive the following: 1) The first meal period when six (6) hours of work completes the workday; or 2) The second meal period when 12 hours of work completes the workday and the first meal period has not been waived.

Date	From	Circle One	To	Circle One	Employee Signature	Manager Signature	Date Entry Offset in Stromberg
		am/pm		am/pm			
		am/pm		am/pm			
		am/pm		am/pm			
		am/pm		am/pm			
		am/pm		am/pm			
		am/pm		am/pm			
		am/pm		am/pm			
		am/pm		am/pm			
		am/pm		am/pm			

*Employee Acknowledgement: As an employee of Ace Parking Management, Inc., I understand that California law requires employers to make available a meal period of at least 30 minutes one an employee has worked five hours. I have been advised that I am allowed to waive the meal period by signing this waiver, providing I have not worked more than six hours in my regularly scheduled workday. My signature above indicates that I am waiving my meal period for the date(s) indicated in order to leave work at the end of six straight hours of work and that I acknowledge that any time worked in excess of six hours will require a meal period. I also understand that I am entitled to a second unpaid meal break of not less than 30 minutes if I work more than then (10) hours during a work day. However, I understand that I can waive the second meal period when my total day's work will be completed within a work period of not more than twelve (12) hours, as long as I did not waive the first meal period. I certify the information entered above is true and correct.

Employee Signature: _____ Date: _____

REST BREAK EXCEPTION LOG

This section is to be used by employees who were not authorized, permitted or provided with a 10 minute rest break(s) according to the hours scheduled/worked.

Rest breaks will be provided toward the middle of the work period whenever possible; however supervisors/managers have the discretion to schedule rest breaks according to business and operation necessity. Employees may not combine rest breaks nor add them to meal breaks nor may they be used to allow an employee to come in 10 minutes late or leave 10 minutes early.

*Employee Acknowledgement: By signing this form I certify that unless an exception was listed with an explanation on the log above, I was authorized, permitted and provided with all the rest periods I was entitled to.

Employee Signature: _____ Date: _____

Using the Ace Parking Telephone Attendance System

Punch Edit Authorization Sheet

Standard Punch in (No department Transfer)

- **Step 1** - Dial 619-325-0350
- **Step 2** - When the call is answered, enter your badge number and your PIN (the last 2 digits of your birth year) followed by #. Example 4662372
- **Step 3** - Listen to the badge number as it is repeated back to you, if it is correct, press 1 to continue,
- If it is incorrect, press 2 to re-enter it
- **Step 4** - Press 1 to enter a punch
- **Step 5** - If there is another person who would like to punch, Press 8, 8 and hand the phone to the next person and repeat from Step 2
- **Step 6** – When complete, hang up

Department Transfer Option

- **Step 1** - Dial 619-325-0350
- **Step 2** - When the call is answered, enter your badge number and your PIN (the last 2 digits of your birth year) followed by #. Example 4662372
- **Step 3** - Listen to the badge number as it is repeated back to you, if it is correct, press 1 to continue, if it is incorrect, press 2 to re-enter it
- **Step 4** – Press the * key followed by 2
- **Step 5** – Enter the four digit department code followed by the # key. Leading zeros must be included.
- Listen for the prompt to confirm the department transfer and punch.
- **Step 6** – Press 1 to confirm the department
- **Step 8** - If there is another person who would like to punch, Press 8, 8 and hand the phone to the next person and repeat from Step 2
- **Step 9** – When complete, hang up

Notes for either option:

- Leading zeros in your employee number are not required.
- When you first enter the system, it will announce the current time. You can listen to this announcement or continue right to step

Employee Name _____ Employee # _____

Lot Number _____ Pay Period End Date _____

This sheet should be used to note any missed or incorrect punches that the employee authorizes his supervisor/manager to edit online in the Stromberg system. The employee is responsible for entering on the log below; the time of the missed/incorrect punch, the reason for the missed/incorrect punch, and a signature authorizing the supervisor/manager to edit the punch. All employees are responsible for their own accurate timekeeping. Times entered should be based on the employee's determination of the exact in or out time for their shift and/or meal period. Employees will be held responsible for accurately reporting their time.

Date	Time In		Meal Out		Meal In		Time Out		Reason	Employee Initials	Manager Initials
		am/pm		am/pm		am/pm		am/pm			
		am/pm		am/pm		am/pm		am/pm			
		am/pm		am/pm		am/pm		am/pm			
		am/pm		am/pm		am/pm		am/pm			
		am/pm		am/pm		am/pm		am/pm			
		am/pm		am/pm		am/pm		am/pm			
		am/pm		am/pm		am/pm		am/pm			
		am/pm		am/pm		am/pm		am/pm			
		am/pm		am/pm		am/pm		am/pm			
		am/pm		am/pm		am/pm		am/pm			
		am/pm		am/pm		am/pm		am/pm			
		am/pm		am/pm		am/pm		am/pm			
		am/pm		am/pm		am/pm		am/pm			
		am/pm		am/pm		am/pm		am/pm			

Employee Acknowledgement/Authorization: By signing below I authorize my supervisor/manager to adjust my timecard with using the times indicated above. I certify that the reasons given for the missed/incorrect punch are true and correct to the best of my knowledge.

*All missing punches must be recorded and acknowledged by employees by completing this form.

Employee Signature: _____ Date: _____

Managers:

*All punch edits must be at the authorization and acknowledgement of the employee only. The manager completing the edit should indicate when the edit has been made by initialing the log above.

**Punch Edit Authorization Sheets must be submitted to the Payroll Department at the end of the pay period with the location's signed timecards. Please retain a copy for your records.



Ace Parking Management, Inc.

VALET TRAINING MANUAL

PART II -**Classroom Training

NAME:_____

DATE:_____

Welcome to Ace Parking Management, Inc! We are very pleased to have you on our team of knowledgeable, friendly, and safety-conscience valets. In order to help ensure your success in this position, we have created a comprehensive training program that begins with a general orientation, followed by classroom-based valet training, and supplemented by on-the-job training with a Trainer.

Now that you have completed your general orientation, you should have a basic understanding of our policies and procedures. You are now ready to move into the next phase of your training.

This manual is intended to provide a step-by-step guide to safely receiving, parking, retrieving, and delivering a vehicle to our guest. Please pay close attention and ask your trainer any questions you may have.

All valet candidates will be required to receive a passing grade on the section quizzes in this manual before moving on to the next step in training at the location for which you were hired.

TABLE OF CONTENTS

Certified Training Manual

I. Getting Started

II. The Valet Ticket

III. Step – By - Step Procedures

IV. Service Shop

V. Section Review #1

VI. Unusual Circumstances

VII. Avoiding Claims

VIII. Car Damage Policy

IX. Safety

X. Section Review #2

XI. General Location Guidelines

XII. VALET Service Standards

XIII. Final Notes

I. GETTING STARTED

It is our goal to provide every valet candidate with all of the information and on-the-job training necessary to successfully carry out their job duties. During the training process and beyond, every valet should be aware of some basic guidelines:

Know your location

You will need to familiarize yourself with your location and become aware of the site-specific safety considerations and how to give directions to guests. You should be able to identify the 'VIP's" at your location. Your Trainer will assist you with this information but it is your responsibility to learn about your location before ever parking a vehicle.

Service is number one

Providing excellent customer service is a top priority. A sincere, warm, friendly greeting is a must. WOW every guest.

Follow all safety procedures

Understanding the general safety guidelines and the specific hazards at your location is your responsibility.

Ask questions!

During your training and beyond, you will be encouraged to ask your supervisor, manager, or certified trainer any questions you may have. When in doubt about any procedure or process, or if you have a safety concern, it is your responsibility to ask for assistance.

II. THE VALET TICKET

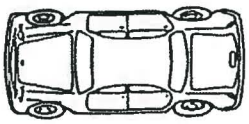
T1-

0001

T1-0001

CAR DAMAGE

EMP | CUST



LIC. # _____

MILEAGE _____

BLACK	ACURA	HYUNDIA	NISSAN
BLUE	AUDI	INFINITI	OLDS
GOLD	BMW	ISUZU	PLYMOUTH
GRAY	BUICK	JAGUAR	PONTIAC
GREEN	CAD	JEEP	PORSCHE
MAROON	CHEV	KIA	ROLLS
ORANGE	CHRY	LEXUS	SAAB
RED	DAEWOO	LINCOLN	SATURN
SILVER	DODGE	MAZDA	SUBARU
TAN	FORD	MERCEDES	TOYOTA
WHITE	GMC	MERCURY	TK/VAN
YELLOW	HONDA	MITSUBISHI	VOLKS
			VOLVO

☐ SAME DAY RETURN

LOC/INIT_____ LOC/INIT_____

LOC/INIT_____ LOC/INIT_____

LOC/INIT_____ LOC/INIT_____

SAN PARK VALET PARKING

THIS CONTRACT LIMITS OUR LIABILITY - READ IT

This a license to park only, no bailment is created. In accepting this contract, Holder agrees to use Owners parking facility at Holder's own risk. The Owners and Operators of this parking facility hereby specifically disclaim any responsibility, expressed or implied, to protect against the loss of or damage to your vehicle or its contents. Your acceptance of this ticket shall constitute an acknowledgment and acceptance of this condition on your right to use our parking facility. Operators attendant is on duty for collection of fees only. Rates are posted. Please lock your car and take your keys.

T1-0001

EXIT CHECK T1-0001

PRESENT TO ATTENDANT

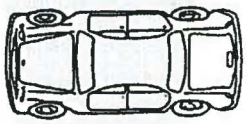
T2-

0001

T2-0001

CAR DAMAGE

EMP | CUST



LIC. # _____

MILEAGE _____

BLACK	ACURA	HYUNDIA	NISSAN
BLUE	AUDI	INFINITI	OLDS
GOLD	BMW	ISUZU	PLYMOUTH
GRAY	BUICK	JAGUAR	PONTIAC
GREEN	CAD	JEEP	PORSCHE
MAROON	CHEV	KIA	ROLLS
ORANGE	CHRY	LEXUS	SAAB
REO	DAEWOO	LINCOLN	SATURN
SILVER	DODGE	MAZDA	SUBARU
TAN	FORD	MERCEDES	TOYOTA
WHITE	GMC	MERCURY	TK/VAN
YELLOW	HONDA	MITSUBISHI	VOLKS
			VOLVO

☐ SAME DAY RETURN

LOC/INIT_____ LOC/INIT_____

LOC/INIT_____ LOC/INIT_____

LOC/INIT_____ LOC/INIT_____

SAN PARK VALET PARKING

THIS CONTRACT LIMITS OUR LIABILITY - READ IT

This a license to park only, no bailment is created. In accepting this contract, Holder agrees to use Owners parking facility at Holder's own risk. The Owners and Operators of this parking facility hereby specifically disclaim any responsibility, expressed or implied, to protect against the loss of or damage to your vehicle or its contents. Your acceptance of this ticket shall constitute an acknowledgment and acceptance of this condition on your right to use our parking facility. Operators attendant is on duty for collection of fees only. Rates are posted. Please lock your car and take your keys.

T2-0001

EXIT CHECK T2-0001

PRESENT TO ATTENDANT

ADDITIONAL DAMAGE INFO

_____

_____

_____

Name_____

Contact #_____

Return Date_____

Return Time_____

Airline_____

Flight Number_____

For Fast Valet Return

1. When you arrive at San Diego International Airport, please collect your luggage from the baggage claim area.
2. Proceed to Valet Cashier Kiosk located in the baggage claim area to pay your fee.
3. Cashier will direct you to vehicle pickup area outside.
4. Present claim check to valet attendant. Please call the following number to notify us if there are changes to your flight information or return date: (619-400-2121)

SAN PARK VALET
619-400-2121

III. STEP-BY-STEP PROCEDURES

Presentation

Once you set foot on the property you are on stage and need to be in a complete uniform.

If you are in uniform then guests will assume that you are on the clock.

Post up at the designated location.

Ensure that your work area is clean at all times.

Remember to be professional at all times.

Guest Arrival

5 & 10 rule.

Make eye contact with the guests inside the vehicle as soon as it pulls on to the drive.

Direct the vehicle to the correct staging area.

Open any available cars doors. Women first! You have the ability to open all the doors.

Welcome guests with the proper greeting. *(Welcome to the San Diego International Airport!)*

Introduce yourself. (My name is Your Name, how may I assist you?)

Ask the guest for their correct last name and write it on the "key tag" and "claim check". (Can I please have your last name?)

Repeat the guest name back to the guest. (Thank you Mr./Mrs. Last Name)

Issue a ticket, with an entrance time stamped on both the "key tag" and "claim check".

Issue the "claim check" to the guest. (Here is the claim check for your vehicle.)

Offer retrieval information. (When you are ready for your vehicle you may bring your claim check to our valet desk or call the number on the back of the ticket when you land.)

Offer assistance with any baggage or belongings. (Would you like me to assist you with any of your belongings? / Would you like me to assist you with your luggage?)

Direct the guest inside. (Your airline is this way.)

Guest Arrival – Notes

Inquire if there are any specials things to know about operating the vehicle (mechanical issues, an alarm, kill-switch, etc.). Note this on the "key tag".

Have the guest close convertible top.

Complete Valet Ticket

Complete the vehicle information on the "key tag" including: vehicle color, vehicle make, last 3 digits of the license plate, and state listed on the license plate.

Initial the "key tag" indicating that you are parking the vehicle.

Walk the entire vehicle and note ANY damage on the "damage check".

Have supervisor sign-off on any significant damage.

"No Damage" must be written on the damage check if you do not locate any preexisting damage on the vehicle.

Attach "key-tag" to set of keys.

Entering Vehicle

Open door and seat yourself in the driver seat cautiously.

Place the "head tag" on the dashboard with the numbers facing out.

Look in the mirrors (side/rear).

Check to see if you can comfortably reach the brake/gas pedal.

If any safety items seem necessary to move, do so before driving vehicle. Make sure to mentally note the original position and return item to original position when finished.

While the intent is not to move seats/mirrors, this sometimes may be necessary to safely drive the vehicle.

Make sure vehicle is in park (automatic) or in neutral (manual) with the parking brake on.

Start the vehicle.

Safe Driving Procedures

Look around at your surroundings (other vehicles, traffic, people, poles, etc.) before placing the car in gear.

Once safe/clear, proceed cautiously to the designated parking area/stall.

Always drive defensively with utmost caution.

Keep your eyes constantly surveying the area to avoid other cars, people, poles, etc.

Never drive faster than 10 miles per hour, except when on city streets. Valets are responsible for all infractions and accidents that occur while driving on city streets.

Keep both hands securely on the steering wheel.

Honk horn around corners to warn on-coming drivers. Some locations will requires you to flash the vehicle's headlights.

Pay attention to performance of vehicle and note any problems such as: irregular noise, flat tire, transmission issues. Inform the on duty captain and/or supervisor if any problems exist.

Parking

Identify an appropriate stall for the vehicle you are driving. For example a Suburban requires a full-size stall with adequate clearance. Never pick a stall that looks questionable.

Once you are sure the stall is appropriate in size/clearance for the vehicle, you may approach the stall.

Stop the vehicle at an angle that allows you to back the car in. All vehicles are to be backed in for safety/efficiency. Ace Parking backs all vehicles in unless the stall is marked at an angle or your manager tells you otherwise.

Slowly proceed in reverse, using the side mirror and looking out the back window for obstacles.

Turn your head around to check the safety of your progress.

Use your rear mirror for clearance beyond the rear bumper once you get close to the stall.

Use the side mirrors to check the side clearance from other vehicles, poles or obstructions. These become your main tools in aligning the car appropriately to the stall.

If at ANY time it appears/feels like you are too close to an obstruction, or you are uncomfortable with your approach to the stall, stop the vehicle and reassess.

If necessary, turn the engine off, engage the parking break, exit the vehicle and observe the area that is in question.

Once out of the vehicle look at the area of concern (clearance, other vehicle, pillars) and reassess for a safer approach.

Once you are safely backed into the stall put the car into park (automatic) or neutral (manual) and set the parking brake.

Using the steering wheel make sure the front tires are pointing straight and not to the side. This will allow for a safe exit out of the stall when the vehicle is retrieved.

Turn off the engine and remove the keys.

Exiting Vehicle

Try to reposition the seat and mirrors to the original position if they were moved.

Look down into the seat/vehicle to make sure you didn't drop/leave keys, pens, change, etc.

Check the windows to make sure they are closed completely. You may need to turn the power on if they are power windows.

Make sure the headlights and dome lights are off (especially important at night or in bad weather).

Take the keys securely in your hand and exit the vehicle.

Lock the doors with the remote when possible, and make sure all other areas (rear doors, hatchback, trunk, etc) are locked.

Walk around the vehicle to insure there is proper clearance from surrounding vehicles and obstructions.

Note the stall number and write it on the "key tag" before leaving the stall to avoid forgetting.

Leave the stall and return to booth with keys.

Securing Keys

Keys should be returned to the valet desk (or secured keyboard) immediately after parking the vehicle. Keys not returned immediately could get lost and/or misplaced.

Keys will be hung in numerical order.

All customer keys need to be in a locked key box/board and monitored by a valet/attendant at all times.

In the case of a one-person operation this locked box needs to be checked each time the valet/attendant leaves to retrieve a vehicle.
Unsecured keys can be stolen and could result in a stolen car.

In the event the operation has a captain he/she will be responsible for organizing and securing keys.

Security is our main concern in this area.

Guest Departure

When a customer comes to the attendant to claim their vehicle a "claim check" matching the "key tag" should be presented.

If there is no matching "key tag" or the attendant/valet is suspicious of the customer's intent, an Official ID (State/Military) should be asked for before releasing the vehicle.

In this case a "missing ticket form" must be completed with the customers ID information (name, address, ID number). Explain this procedure is to protect them and to eliminate the possibility of theft. (An example of this form will be introduced to you)

The "exit check" should be separated from the "claim check" and given to the guest so that the valet retrieving the vehicle will be able to verify that they are giving it to the correct guest.

If a charge is ever taken on a valet ticket a receipt must always be given.

Retrieving the Vehicle

Using the "key tag" find the location where the vehicle is parked.

It is important to always hustle.

Initial the ticket indicating that you are about to deliver it to the customer.

Do a walk-around to check again for any new damage/problems.

This is typically a good opportunity to separate the "key tag" from the keys and hold on to it. The "key tag" must be returned to the valet desk.

Note the guest last name listed on the "key tag" so it can be used when handing over the vehicle.

At this point all the steps explained in ***Entering Vehicle*** and ***Safe Driving Procedures*** must be followed. These points will insure the safe delivery of the vehicle and a satisfied customer.

A majority of damage claims occur from vehicle tires being left at an angle. Unsuspecting valets assume that they will pull straight forward when the vehicle actually pulls into a vehicle parked along side of them.

Especially important in exiting the stall is using a slow, cautious manner avoiding all other vehicles and obstructions.

Delivering Vehicle

Drive the vehicle up to the retrieval area slowly and with caution.

Stop the vehicle and place in park (automatic) or neutral (manual).

Turn off the car and remove the keys.

Return the seat to its original position (if necessary) and exit the vehicle.

Look down into the vehicle (like before) to make sure no items (keys, pens, etc.) have fallen out of your pocket.

Deliver the vehicle, and explain the mirrors/seat were adjusted for safety (if necessary). The customer will appreciate being notified.

If you notice the guest coming your direction to retrieve their vehicle begin opening the doors that they might need opened. Leaving a door open might not be appropriate if the location is located on a curb alongside passing traffic.

If you notice that the guest has luggage you can open the trunk.

Offer assistance with the guest luggage if you note that there isn't a doorman or bellman there to assist them. (Mr./Mrs. Last Name can I assist you with your luggage?)

Retrieve the "exit check" from the guest to match to the vehicle's "key tag".

If the two do not match hold onto the keys and inform a captain and/or supervisor.

You may inquire about a guest's experience. (How was your trip?)

Hand the guest their keys. (Here are your keys Mr./Mrs. Last Name.)

Offer driving directions. (Mr./Mrs. Last Name can I offer you driving directions?)

Thank the guest for parking. (Thank you for parking with us.)

Offer a departing greeting. (Have a great day. / Come back and see us.)

Always thank a guest after receiving a tip.

Hold door open while the guest seats themselves in their vehicle. If there is a woman present you may open other doors but must hold her door while she seats herself.

Remember be professional at all times.

Note

Remember that valet parking is the first and last impression of the guest's complete experience. The above step-by-step procedures are the bare minimum. You have the ability to add step in an effort to increase the guest service experience.

Never

While we want you to do as much as you can to increase a guest's experience, there are certain things that must NEVER be done while doing this job. Violation of these rules will lead to disciplinary action, up to and including termination.

Hide damage you've caused to a customers' car. Always notify your supervisor immediately. This will help in handling with the situation in a smooth efficient manner for the manager/supervisor.

Change the radio station, except to turn it down.

Run the air conditioning, except for safety reasons.

Chew gum or smoke in a customer's car.

Go through personal belongings (glove box, trunk, car, compartment, etc.).

Use a customer's cell/car phone.

Remove any item (no matter how small) from a customer's car.

Play with the operation of any item in/on the vehicle.

Speed (above 10 MPH), except on city streets.

"Rev" the engine unnecessarily.

"Squeal" tires.

II. VALET SERVICE SHOP



Title.: **Corporate Valet**
Site ID.:
Shop Date: **Date - Day (Time of Shop)**
Site Name:
Address:

Type of Shop: **Regular**

Customer Service Pass/Fail: **PASS**

Audit Pass/Fail: **PASS**

Transaction Ticket #: **113486**

Amount Charged: **$ 8**
Amount Due: **$ 8**
Amount Handed Cashier: **$ 8**
Amount Received back: **$ 0**
Amount Tipped: **$2**

Employee who greeted you:
Employee who parked your car:
Employee who greeted you upon return:
Employee who brought your car to you:
Employee who you paid:

Rpt# 8779	POS	EARN	%
Employee Descriptions	15	15	100.00%
Facility Overview	6	6	100.00%
Arrival	28	28	100.00%
Departure	26	26	100.00%
Overall	0	0	0.00%
TOTAL	75	75	100.00%

Quarterly Avg.
100.00 %

I) Employee Descriptions — 100.00% (15/15)

1. Was the Cashier wearing a nametag? N/A **Yes** No **5/5**
2. Was the Cashier in complete uniform? N/A **Yes** No **5/5**
3. Did the Cashier meet grooming standards (shirt tucked in, wearing a belt, appropriate hairstyle, etc. in accordance with the Hotel Division's grooming and appearance standards)? N/A **Yes** No **5/5**

   Please comment on questions 1-3 and please comment on the attendant's appearance.
   Comments:
   THE ATTENDANT HAD A UNIFORM SHIRT, PANTS, AND A JACKET ON. HE WAS NEAT AND CLEAN IN APPEARANCE, WITH NO VISIBLE TATTOOS OR PIERCINGS.
4. Was there a second employee involved in your parking experience? **N/A** Yes No **0/0**
5. Was the Initial Employee wearing a nametag? **N/A** Yes No **0/0**
6. Was the Initial Employee in complete uniform? **N/A** Yes No **0/0**
7. Did the Initial Employee meet grooming standards (shirt tucked in, wearing a belt, appropriate hairstyle, etc. in accordance with the Hotel Division's grooming and appearance standards)? **N/A** Yes No **0/0**

   Please comment on questions 4-7 and please comment on the attendant's appearance. Comments:
   THERE WAS ONLY ONE EMPLOYEE WORKING DURING MY EXPERIENCE.

II) Facility Overview — 100.00% (6/6)

8. Was the drive area clean and organized (free of trash and debris, waste receptacles and ash urns clean/empty/acceptable)? N/A **Yes** No **2/2**
9. Was the valet stand clean and in good condition:surface areas clean and organized, no visible food/drink/personal items (newspapers, clothes, etc.) or posted notes/papers around work area?? N/A **Yes** No **2/2**

10. Were all posted, permanent, and free standing rate or directional signage clean and free of any flaws (cracks, dents, scratches, scrapes, dirt, missing letters, etc.). No handwritten or paper signs? N/A **Yes** No **2/2**

Please comment on or describe your initial observations on the facility and appearance of staff.
Comments:
AS I PULLED UP TO THE WELL LIT ENTRANCE, I SAW THE VALET AT THE STAND READY TO GREET ME. BEFORE I TURNED OFF THE CAR, HE WAS AT THE CAR, OPENING THE DOOR.

III) Arrival **100.00% (28/28)**

11. What was the activity and business volume on the front drive?
☒ Slow
☐ Medium
☐ Busy

12. Were associates visible and professionally posted, ready for guest interactions? N/A **Yes** No **2/2**
13. Was your vehicle door opened promptly? N/A **Yes** No **5/5**
14. Were you greeted appropriately with, "Welcome to _____?" N/A **Yes** No **5/5**

Please state exactly what was said in the greeting.
Comments:
"WELCOME TO THE (HOTEL NAME), ARE YOU STAYING WITH US TONIGHT?"

15. Did the associate ask for your surname (last name)? N/A **Yes** No **2/2**
16. Did the associate use your name in the interaction? N/A **Yes** No **8/8**
17. Did the associate inquire about the purpose of your visit and were you then directed appropriately? N/A **Yes** No **2/2**
18. Were you offered assistance and/or assisted with personal belongings? N/A **Yes** No **2/2**
19. Did the associate offer vehicle retrieval information? N/A **Yes** No **2/2**

Please comment on or describe the overall arrival interaction, including associate's service attitude.
Comments:
THE ENTRANCE WAS QUIET AND CLEAN, WITH THE VALET STANDING BEHIND THE DESK. HE ASKED IF I NEEDED HELP WITH ANY BAGS. HE WAS PLEASANT AND PROFESSIONAL.

GRAND TOTAL:
100.00% (75/75)

Mystery Shop Evaluation

Title.: **Corporate Valet**
Site ID.:
Shop Date: **Date - Day (Time of Shop)**
Site Name:
Address:

Type of Shop:	**Regular**
Customer Service Pass/Fail:	**PASS**
Audit Pass/Fail:	**PASS**
Transaction Ticket #:	**113486**
Amount Charged:	**$ 8**
Amount Due:	**$ 8**
Amount Handed Cashier: **$ 8**	
Amount Received back: **$ 0**	
Amount Tipped:	**$2**

Employee who greeted you:
Employee who parked your car:
Employee who greeted you upon return:

Rpt# 8779	POS	EARN	%
Employee Descriptions	15	15	100.00%
Facility Overview	6	6	100.00%
Arrival	28	28	100.00%
Departure	26	26	100.00%
Overall	0	0	0.00%
TOTAL	75	75	100.00%

Quarterly Avg.
100.00 %

Employee who brought your car to you:
Employee who you paid:

IV) Departure — 100.00% (26/26)

20. When exiting the hotel, was an associate present to assist you?	N/A	**Yes**	No	**2/2**
21. Were you adequately informed as to the time it would take to retrieve your vehicle and was the ticket transaction handled efficiently?	N/A	**Yes**	No	**2/2**
22. How long did you wait for your vehicle after you gave the ticket to the valet?			0:21 (MM:SS)	
23. Did the valet hold the vehicle door open and close it after you were seated?	N/A	**Yes**	No	**5/5**
24. Did the valet ask if you needed directions anywhere?	N/A	**Yes**	No	**2/2**
25. Did the valet offer an appropriate departing comment?	N/A	**Yes**	No	**2/2**
26. Did the valet use your name in the departure interaction?	N/A	**Yes**	No	**8/8**
27. Is there ACE signage available for customers to see?	N/A	**Yes**	No	**5/5**

Please comment or describe the overall departure interaction, including associate's service attitude.

Comments:
I WALKED UP TO THE VALET STAND AND HANDED THE CASHIER MY TICKET. I PAID THE FEE, AND HE HANDED ME A RECEIPT AND ASKED ME TO PRESENT TO WHEN THE CAR WAS BROUGHT UP. WHEN HE DELIVERED THE CAR, I HANDED HIM THE RECEIPT. HE ASKED IF I NEEDED DIRECTIONS. I SAID, "YES" AND ASKED FOR THE EASIEST WAY TO GET TO THE FREEWAY. HE GAVE EXCELLENT DIRECTIONS.

V) Overall — 0.00% (0/0)

Please provide the type of shop completed (regular, lost ticket, pre-pulled, etc.), the amount you were charged by the cashier, the amount of money you handed the cashier, the change you were given back (if any), and any other additional commentary regarding your monetary transaction. Also, please be certain to provide the name or description of the employee that processed your payment.

Comments:
THIS WAS A REGULAR VALET SHOP. THE FEE WAS $8.00. I GAVE THE CASHIER EIGHT ONE DOLLAR BILLS.

V. SECTION REVIEW # 1

Step-By-Step Procedures

1. When and where should a damage check be conducted?

2. What steps should you take if you notice a large amount of damage to a vehicle upon arrival?

3. Where should you placing the "head tag"? Which way should the numbers face?

4. What important step should you take to avoid locking keys in the car?

5. What should you do when driving around a corner to let others know you are there?

6. You should never drive over _____MPH unless on a city street at which time you are required to abide by the traffic laws.

7. What are some factors to consider before entering a garage and when finding a spot to park the vehicle?

8. What are some of the parts on a vehicle you should observe prior to attempting to park a vehicle?

9. What should you do if you are unsure of the area that you are parking a vehicle in?

10. Why is it important to leave a vehicle's wheels directed straight forward?

11. If you become aware of information about the vehicle you are driving that may be of relevance to a co-worker who may retrieve the vehicle, where should this information be noted?

12. What should you compare the "exit check" with?

13. What should you do if a guest does not have a matching "exit check"?

14. What should you ask a customer before he or she drives away?

VI. UNUSUAL CIRCUMSTANCES

Keys Locked Inside Vehicle

Paying close attention to the proper procedures and safety guidelines are keys to avoiding problems. However, on rare occasions, you may be faced with an unusual circumstance. If you are unsure of how to handle a particular situation, contact your captain, supervisor, or manager immediately.

Notify the manager/supervisor immediately and they will contact a towing company to provide assistance in retrieving the keys.

Do not attempt to unlock the vehicle with a "slim Jim" or coat hanger. This might cause damage to the vehicle.

Missing Keys

Ask the guest to describe their keys, the color and make of their vehicle, their arrival time, and a description or name of the valet who parked their vehicle (if possible).

Attempt to find the keys and not the "key tag".

Never allow the guest to look for the keys on the key board/box.

If there is any doubt to the ownership of the vehicle, immediately, notify the manager/supervisor.

If you cannot locate the keys, notify the supervisor

Unable To Start Vehicle

Check the "key tag" for any information on how to start the vehicle left by a previous valet.

Do not attempt to diagnose the vehicle problem. Notify the manager/supervisor immediately. Repeated attempts to the start the vehicle may cause further damage or loss of battery power.

Do not take more than a few minutes to attempt to start a vehicle. At this point it will be faster to check with the guest on any issues.

Never jump-start a vehicle UNLESS the waiver form has been completed.

Never change a flat tire UNLESS the waiver form has been completed.

Diesel powered vehicles have a glow plug indicator light that goes on when the ignition is turned on. You must wait for the indicator light to go out before turning the ignition the rest of the way to start the engine. Failure to follow this procedure may cause the battery to drain out.

Difficulty Turning Key

The steering wheel is probably locked. Gently rock it from side to side or try putting your foot on the brake.

Gently rock the shifter and confirm that it is in park.

If you are not successful, do not force anything and inform your supervisor.

Unable To Place Automatic Transmission In Gear

This is an indication that the parking lock safety device has been activated. Try the following techniques to unlock: Put your foot on the brake and then try the gear

Check for a keyhole next to the shifter. Insert and then remove the key

Check to see if the vehicle you are driving requires two buttons to be engaged simultaneously

Never force anything. If you are having difficulties, inform your supervisor.

Lost Vehicle

You will be faced with the situation where a vehicle is not located in the stall listed on the "key tag".

Scan the surround area for a car matching the information on the "key tag".

Some keys will have an alarm that will allow you to attempt to unlock and lock the vehicle by pressing the buttons. Dome lights and headlights should light up on most vehicles.

As a last resort, you can press the panic button on an alarm and listed for the sounding alarm. If the vehicle is located quickly deactivate the panic alarm.

If a vehicle cannot be located, immediately notify the manager/supervisor so a thorough search can begin. The manager will inform them as to the progression of the search.

Lost Claim Check

Politely inform guest that we have a special procedure to ensure that the wrong parties do not claim vehicles.

Take out a Missing Ticket Form and time stamp it.

Ask to see the guest's Drivers License.

Match the guest to the name and picture on their ID.

On the front of the Missing Ticket Form, write the Drivers License number and have the guest sign the form.

On the back of the ticket, be certain to document the guest's name and write the vehicle's license plate number.

Once the vehicle is located and retrieved the missing ticket form must be match to the vehicle's registration or rental agreement. If these do not match then you must inform your supervisor.

Damage To Vehicle

If you are involved in or witness an incident that involves damage to a customer's car or property, notify the supervisor immediately.

Never admit liability to guest or commit Lindbergh Parking to any liability or responsibility.

While waiting for the supervisor you may start to fill out the car damage "speed sheet".

Inspect the damage and make detailed notes of the incident while it is still fresh in your mind.

Customer Unable To Pay / Promissory Note

If a customer owes money, but claims that they have none, the "promissory note" form should be completed

Fill out necessary information on the "promissory note", including: customer name, drivers license number, location number, and date.

Be certain the customer signs the agreement

Attach white copy to the cashier's daily report, give pink copy to customer, and submit yellow copy to the manager/supervisor.

VII. AVOIDING CLAIMS

Location Obstacles

Be aware of the obstacles unique to your location. Some common examples: high curbs, tight turns, low ceilings, small stalls, S-curves.

Heavy Volume

Many claims are caused by inexperienced valets on busy nights. For your own safety and protection, you will not be allowed to work a shift until you are able to demonstrate proficiency in all required areas. Your Trainer will make this determination. If you are uncomfortable driving at any given time, please inform your trainer or manager.

Stacking vehicles

Locations that use the stacking technique are particularly vulnerable to incurring damage claims. If you are assigned to a location that requires stacking vehicles, always be aware of how much clearance you have. Leave plenty of room between vehicles.

Backing Up

Many claims are a result of improperly backing into a parking space. Always back up slowly and look both ways before moving.

Rounding Corners

Similar to backing up, rounding a corner can be dangerous. Always tap your horn to warn others that may not see you coming. Round corners slowly and be aware of how much distance you need before approaching the corner.

Vehicle Specifications

Certain vehicles are equipped with features that make parking more difficult. These items include bicycle racks, large front grills, or spare tires. Always be aware of these obstacles and allow plenty of clearance.

VIII. CAR DAMAGE POLICY

Policy

Ace Parking Management, Inc. takes our responsibility to handle customer cars safely very seriously. All valets are accountable to follow safety and service procedures at all times to ensure the safe parking and retrieval of customer cars.

Disciplinary Procedures for Car Damage:

A full investigation will be conducted following any damage claim. The valet(s) found to be responsible for the damage or who are found to be in violation of any safety and/or service procedure will be formally disciplined, up to and including termination.

Written Warning and 3-Day Suspension

1. First offense of car damage (under $3,500 damage and following 90 days of employment)

Termination

1. Car damage in excess of $500 during the first 90 days of employment.

2. Car damage in excess of $3,500, following 90 days of employment.

3. 2nd car damage during a 12-month period, regardless of dollar amount.

(under $3,500 and following first 90 days of employment) will result in: Written Warning plus 3-day unpaid suspension

IX. SAFETY

Safety is of the utmost importance. In addition to general safety training, you will receive site-specific training from your Trainer. Unsafe driving practices will not be tolerated and will lead to disciplinary action, up to and including termination of your employment.

Wear rubber soled shoes at all times.

Never attempt to park a motorcycle.

Fully stretch muscles before the start of your shift.

Drive defensively; always remain on the alert for other vehicles.

When running up/down stairs always use handrails. Never jump or skip stairs.

Never back out of the valet driveway, always pull the car forward.

Use proper lifting techniques when helping move a customer's luggage.

Use pre-designated routes when running to and from the valet area. Never take shortcuts (running through flowerbeds / grass, jumping over walls, etc.). Always use designated cross-walks.

Never attempt to drive a vehicle that is obviously unsafe.

Please inform your captain, supervisor, or manager if you believe that a guest may be too intoxicated to drive their own vehicle.

X. SECTION REVIEW # 2

Unusual Circumstances, Claims, Safety

1. According to Ace Parking's car damage policy, car damage over $500 to a vehicle within the first 90 days of employment will result in what kind of action?

2. What should you do if a customer on a motorcycle wishes to valet?

3. What should you do prior to your shift in order to avoid pulling a muscle?

4. If you are unable to locate a customer's keys, what questions should you ask the customer?

5. If you encounter the following situation, what should you do?

   (a) Unable to start a vehicle

   (b) Difficulty putting the automatic transmission in gear.

   (c) Unable to locate a vehicle.

   (d) Customer is unable to locate his or her claim ticket.

6. If you are involved in an accident, what should you do first?

7. If you suspect that a customer is too intoxicated to drive, what should you do?

XI. LOCATION GUIDELINES

All valets are responsible for keeping the valet booth and parking facility clean. This includes dumping trash, sweeping all areas and wiping desktop.

Personal telephone calls are not permitted. The valet may use the location phone for business purposes only (calling security, housekeeping, etc.).

Valets must use employee, not guest, facilities (rest rooms, cafe, snack-shop, etc.).

Guest's property should not be stored behind valet desk.

Acts of theft or dishonesty will result in disciplinary action and possible notification of the police. Any mishandling of company funds will result in disciplinary action up to and including termination.

Valets are not allowed to have visitors during working hours.

Never place valet keys in pockets, always keep them in your hands.

Be certain that there is always someone attending to the valet booth. If it is absolutely necessary that the valet leave the area, be certain that the booth and keys are secure.

There is no eating or drinking in the valet booth.

All valets must post up if not parking/retrieving a vehicle.

Be aware of your surroundings and report any unusual conditions to manager/supervisor and/or security.

Check pockets at the end of shift to be certain no tickets or keys have been forgotten.

XII. VALET SERVICE STANDARDS

V	=	Visibility • Smile • Maintain a proper uniform • Wear your name tag • Maintain proper grooming standards
A	=	Awareness • Post up in proper position • Be Attentive • Obey the 5/10 rule
L	=	Lasting 1st Impression • Hustle to open and close doors • Proper greeting for entrance i.e. "good morning, welcome to the (name of property)" • Use "Please" and "Thank You" • Use the guest surname at least once
E	=	Engage • Direct the guest to their destination on property • Provide the correct and necessary knowledge as necessary • Offer luggage assistance • Hand guest the proper ticket and inform them of pricing and validations
T	=	Transition • Proper greeting for exit, i.e. "hello, how may I help you" • Inquire about the guest's day or experience • Hustle to retrieve vehicle upon departure • Ask if they need directions • Use the guest's surname at least once upon exit • Thank guest for visiting and invite them back

XIII. FINAL NOTES

We hope that the information provided to you during training will help you deliver professional, responsible service with honesty and integrity.

We assume, unless you address questions to your supervisor/trainer, that you understand and will adhere to all the expectations explained in this training section.

Congratulations on completing your classroom training. This information will be supplemented by site-specific training.

Once you complete your site specific training program, you will be required to take a driving test and a written test. Your Trainer will be observing your performance and making recommendations to the Location Manager. You will not be assigned any shifts until you have successfully completed your training and passed all the necessary tests.



Ace Parking Management, Inc.

VALET TRAINING MANUAL

PART II -**Classroom Training

NAME:_____

DATE:_____

Welcome to Ace Parking Management, Inc! We are very pleased to have you on our team of knowledgeable, friendly, and safety-conscience valets. In order to help ensure your success in this position, we have created a comprehensive training program that begins with a general orientation, followed by classroom-based valet training, and supplemented by on-the-job training with a Trainer.

Now that you have completed your general orientation, you should have a basic understanding of our policies and procedures. You are now ready to move into the next phase of your training.

This manual is intended to provide a step-by-step guide to safely receiving, parking, retrieving, and delivering a vehicle to our guest. Please pay close attention and ask your trainer any questions you may have.

All valet candidates will be required to receive a passing grade on the section quizzes in this manual before moving on to the next step in training at the location for which you were hired.

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I. GETTING STARTED

It is our goal to provide every valet candidate with all of the information and on-the-job training necessary to successfully carry out their job duties. During the training process and beyond, every valet should be aware of some basic guidelines:

Know your location

You will need to familiarize yourself with your location and become aware of the site-specific safety considerations and how to give directions to guests. You should be able to identify the 'VIP's" at your location. Your Trainer will assist you with this information but it is your responsibility to learn about your location before ever parking a vehicle.

Service is number one

Providing excellent customer service is a top priority. A sincere, warm, friendly greeting is a must. WOW every guest.

Follow all safety procedures

Understanding the general safety guidelines and the specific hazards at your location is your responsibility.

Ask questions!

During your training and beyond, you will be encouraged to ask your supervisor, manager, or certified trainer any questions you may have. When in doubt about any procedure or process, or if you have a safety concern, it is your responsibility to ask for assistance.

II. THE VALET TICKET

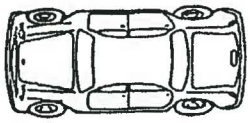
T1-

0001

T1-0001

CAR DAMAGE

EMP | CUST



LIC. # _____

MILEAGE _____

BLACK	ACURA	HYUNDIA	NISSAN
BLUE	AUDI	INFINITI	OLDS
GOLD	BMW	ISUZU	PLYMOUTH
GRAY	BUICK	JAGUAR	PONTIAC
GREEN	CAD	JEEP	PORSCHE
MAROON	CHEV	KIA	ROLLS
ORANGE	CHRY	LEXUS	SAAB
RED	DAEWOO	LINCOLN	SATURN
SILVER	DODGE	MAZDA	SUBARU
TAN	FORD	MERCEDES	TOYOTA
WHITE	GMC	MERCURY	TK/VAN
YELLOW	HONDA	MITSUBISHI	VOLKS
			VOLVO

☐ SAME DAY RETURN

LOC/INIT_____ LOC/INIT_____

LOC/INIT_____ LOC/INIT_____

LOC/INIT_____ LOC/INIT_____

SAN PARK VALET PARKING

THIS CONTRACT LIMITS OUR LIABILITY - READ IT

This a license to park only, no bailment is created. In accepting this contract, Holder agrees to use Owners parking facility at Holder's own risk. The Owners and Operators of this parking facility hereby specifically disclaim any responsibility, expressed or implied, to protect against the loss of or damage to your vehicle or its contents. Your acceptance of this ticket shall constitute an acknowledgment and acceptance of this condition on your right to use our parking facility. Operators attendant is on duty for collection of fees only. Rates are posted. Please lock your car and take your keys.

T1-0001

EXIT CHECK T1-0001

PRESENT TO ATTENDANT

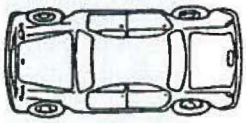
T2-

0001

T2-0001

CAR DAMAGE

EMP | CUST



LIC. # _____

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REO	DAEWOO	LINCOLN	SATURN
SILVER	DODGE	MAZDA	SUBARU
TAN	FORD	MERCEDES	TOYOTA
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			VOLVO

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LOC/INIT_____ LOC/INIT_____

LOC/INIT_____ LOC/INIT_____

LOC/INIT_____ LOC/INIT_____

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T2-0001

EXIT CHECK T2-0001

PRESENT TO ATTENDANT

ADDITIONAL DAMAGE INFO

_____

_____

_____

Name _____

Contact #_____

Return Date _____

Return Time _____

Airline_____

Flight Number_____

For Fast Valet Return

1. When you arrive at San Diego International Airport, please collect your luggage from the baggage claim area.
2. Proceed to Valet Cashier Kiosk located in the baggage claim area to pay your fee.
3. Cashier will direct you to vehicle pickup area outside.
4. Present claim check to valet attendant. Please call the following number to notify us if there are changes to your flight information or return date: (619-400-2121)

SAN PARK VALET
619-400-2121

III. STEP-BY-STEP PROCEDURES

Presentation

Once you set foot on the property you are on stage and need to be in a complete uniform.

If you are in uniform then guests will assume that you are on the clock.

Post up at the designated location.

Ensure that your work area is clean at all times.

Remember to be professional at all times.

Guest Arrival

5 & 10 rule.

Make eye contact with the guests inside the vehicle as soon as it pulls on to the drive.

Direct the vehicle to the correct staging area.

Open any available cars doors. Women first! You have the ability to open all the doors.

Welcome guests with the proper greeting. *(Welcome to the San Diego International Airport!)*

Introduce yourself. (My name is Your Name, how may I assist you?)

Ask the guest for their correct last name and write it on the "key tag" and "claim check". (Can I please have your last name?)

Repeat the guest name back to the guest. (Thank you Mr./Mrs. Last Name)

Issue a ticket, with an entrance time stamped on both the "key tag" and "claim check".

Issue the "claim check" to the guest. (Here is the claim check for your vehicle.)

Offer retrieval information. (When you are ready for your vehicle you may bring your claim check to our valet desk or call the number on the back of the ticket when you land.)

Offer assistance with any baggage or belongings. (Would you like me to assist you with any of your belongings? / Would you like me to assist you with your luggage?)

Direct the guest inside. (Your airline is this way.)

Guest Arrival – Notes

Inquire if there are any specials things to know about operating the vehicle (mechanical issues, an alarm, kill-switch, etc.). Note this on the "key tag".

Have the guest close convertible top.

Complete Valet Ticket

Complete the vehicle information on the "key tag" including: vehicle color, vehicle make, last 3 digits of the license plate, and state listed on the license plate.

Initial the "key tag" indicating that you are parking the vehicle.

Walk the entire vehicle and note ANY damage on the "damage check".

Have supervisor sign-off on any significant damage.

"No Damage" must be written on the damage check if you do not locate any preexisting damage on the vehicle.

Attach "key-tag" to set of keys.

Entering Vehicle

Open door and seat yourself in the driver seat cautiously.

Place the "head tag" on the dashboard with the numbers facing out.

Look in the mirrors (side/rear).

Check to see if you can comfortably reach the brake/gas pedal.

If any safety items seem necessary to move, do so before driving vehicle. Make sure to mentally note the original position and return item to original position when finished.

While the intent is not to move seats/mirrors, this sometimes may be necessary to safely drive the vehicle.

Make sure vehicle is in park (automatic) or in neutral (manual) with the parking brake on.

Start the vehicle.

Safe Driving Procedures

Look around at your surroundings (other vehicles, traffic, people, poles, etc.) before placing the car in gear.

Once safe/clear, proceed cautiously to the designated parking area/stall.

Always drive defensively with utmost caution.

Keep your eyes constantly surveying the area to avoid other cars, people, poles, etc.

Never drive faster than 10 miles per hour, except when on city streets. Valets are responsible for all infractions and accidents that occur while driving on city streets.

Keep both hands securely on the steering wheel.

Honk horn around corners to warn on-coming drivers. Some locations will requires you to flash the vehicle's headlights.

Pay attention to performance of vehicle and note any problems such as: irregular noise, flat tire, transmission issues. Inform the on duty captain and/or supervisor if any problems exist.

Parking

Identify an appropriate stall for the vehicle you are driving. For example a Suburban requires a full-size stall with adequate clearance. Never pick a stall that looks questionable.

Once you are sure the stall is appropriate in size/clearance for the vehicle, you may approach the stall.

Stop the vehicle at an angle that allows you to back the car in. All vehicles are to be backed in for safety/efficiency. Ace Parking backs all vehicles in unless the stall is marked at an angle or your manager tells you otherwise.

Slowly proceed in reverse, using the side mirror and looking out the back window for obstacles.

Turn your head around to check the safety of your progress.

Use your rear mirror for clearance beyond the rear bumper once you get close to the stall.

Use the side mirrors to check the side clearance from other vehicles, poles or obstructions. These become your main tools in aligning the car appropriately to the stall.

If at ANY time it appears/feels like you are too close to an obstruction, or you are uncomfortable with your approach to the stall, stop the vehicle and reassess.

If necessary, turn the engine off, engage the parking break, exit the vehicle and observe the area that is in question.

Once out of the vehicle look at the area of concern (clearance, other vehicle, pillars) and reassess for a safer approach.

Once you are safely backed into the stall put the car into park (automatic) or neutral (manual) and set the parking brake.

Using the steering wheel make sure the front tires are pointing straight and not to the side. This will allow for a safe exit out of the stall when the vehicle is retrieved.

Turn off the engine and remove the keys.

Exiting Vehicle

Try to reposition the seat and mirrors to the original position if they were moved.

Look down into the seat/vehicle to make sure you didn't drop/leave keys, pens, change, etc.

Check the windows to make sure they are closed completely. You may need to turn the power on if they are power windows.

Make sure the headlights and dome lights are off (especially important at night or in bad weather).

Take the keys securely in your hand and exit the vehicle.

Lock the doors with the remote when possible, and make sure all other areas (rear doors, hatchback, trunk, etc) are locked.

Walk around the vehicle to insure there is proper clearance from surrounding vehicles and obstructions.

Note the stall number and write it on the "key tag" before leaving the stall to avoid forgetting.

Leave the stall and return to booth with keys.

Securing Keys

Keys should be returned to the valet desk (or secured keyboard) immediately after parking the vehicle. Keys not returned immediately could get lost and/or misplaced.

Keys will be hung in numerical order.

All customer keys need to be in a locked key box/board and monitored by a valet/attendant at all times.

In the case of a one-person operation this locked box needs to be checked each time the valet/attendant leaves to retrieve a vehicle.
Unsecured keys can be stolen and could result in a stolen car.

In the event the operation has a captain he/she will be responsible for organizing and securing keys.

Security is our main concern in this area.

Guest Departure

When a customer comes to the attendant to claim their vehicle a "claim check" matching the "key tag" should be presented.

If there is no matching "key tag" or the attendant/valet is suspicious of the customer's intent, an Official ID (State/Military) should be asked for before releasing the vehicle.

In this case a "missing ticket form" must be completed with the customers ID information (name, address, ID number). Explain this procedure is to protect them and to eliminate the possibility of theft. (An example of this form will be introduced to you)

The "exit check" should be separated from the "claim check" and given to the guest so that the valet retrieving the vehicle will be able to verify that they are giving it to the correct guest.

If a charge is ever taken on a valet ticket a receipt must always be given.

Retrieving the Vehicle

Using the "key tag" find the location where the vehicle is parked.

It is important to always hustle.

Initial the ticket indicating that you are about to deliver it to the customer.

Do a walk-around to check again for any new damage/problems.

This is typically a good opportunity to separate the "key tag" from the keys and hold on to it. The "key tag" must be returned to the valet desk.

Note the guest last name listed on the "key tag" so it can be used when handing over the vehicle.

At this point all the steps explained in ***Entering Vehicle*** and ***Safe Driving Procedures*** must be followed. These points will insure the safe delivery of the vehicle and a satisfied customer.

A majority of damage claims occur from vehicle tires being left at an angle. Unsuspecting valets assume that they will pull straight forward when the vehicle actually pulls into a vehicle parked along side of them.

Especially important in exiting the stall is using a slow, cautious manner avoiding all other vehicles and obstructions.

Delivering Vehicle

Drive the vehicle up to the retrieval area slowly and with caution.

Stop the vehicle and place in park (automatic) or neutral (manual).

Turn off the car and remove the keys.

Return the seat to its original position (if necessary) and exit the vehicle.

Look down into the vehicle (like before) to make sure no items (keys, pens, etc.) have fallen out of your pocket.

Deliver the vehicle, and explain the mirrors/seat were adjusted for safety (if necessary). The customer will appreciate being notified.

If you notice the guest coming your direction to retrieve their vehicle begin opening the doors that they might need opened. Leaving a door open might not be appropriate if the location is located on a curb alongside passing traffic.

If you notice that the guest has luggage you can open the trunk.

Offer assistance with the guest luggage if you note that there isn't a doorman or bellman there to assist them. (Mr./Mrs. Last Name can I assist you with your luggage?)

Retrieve the "exit check" from the guest to match to the vehicle's "key tag".

If the two do not match hold onto the keys and inform a captain and/or supervisor.

You may inquire about a guest's experience. (How was your trip?)

Hand the guest their keys. (Here are your keys Mr./Mrs. Last Name.)

Offer driving directions. (Mr./Mrs. Last Name can I offer you driving directions?)

Thank the guest for parking. (Thank you for parking with us.)

Offer a departing greeting. (Have a great day. / Come back and see us.)

Always thank a guest after receiving a tip.

Hold door open while the guest seats themselves in their vehicle. If there is a woman present you may open other doors but must hold her door while she seats herself.

Remember be professional at all times.

Note

Remember that valet parking is the first and last impression of the guest's complete experience. The above step-by-step procedures are the bare minimum. You have the ability to add step in an effort to increase the guest service experience.

Never

While we want you to do as much as you can to increase a guest's experience, there are certain things that must NEVER be done while doing this job. Violation of these rules will lead to disciplinary action, up to and including termination.

Hide damage you've caused to a customers' car. Always notify your supervisor immediately. This will help in handling with the situation in a smooth efficient manner for the manager/supervisor.

Change the radio station, except to turn it down.

Run the air conditioning, except for safety reasons.

Chew gum or smoke in a customer's car.

Go through personal belongings (glove box, trunk, car, compartment, etc.).

Use a customer's cell/car phone.

Remove any item (no matter how small) from a customer's car.

Play with the operation of any item in/on the vehicle.

Speed (above 10 MPH), except on city streets.

"Rev" the engine unnecessarily.

"Squeal" tires.

II. VALET SERVICE SHOP



Title.: **Corporate Valet**
Site ID.:
Shop Date: **Date - Day (Time of Shop)**
Site Name:
Address:

Type of Shop: **Regular**

Customer Service Pass/Fail: **PASS**

Audit Pass/Fail: **PASS**

Transaction Ticket #: **113486**

Amount Charged: **$ 8**
Amount Due: **$ 8**
Amount Handed Cashier: **$ 8**
Amount Received back: **$ 0**
Amount Tipped: **$2**

Employee who greeted you:
Employee who parked your car:
Employee who greeted you upon return:
Employee who brought your car to you:
Employee who you paid:

Rpt# 8779	POS	EARN	%
Employee Descriptions	15	15	100.00%
Facility Overview	6	6	100.00%
Arrival	28	28	100.00%
Departure	26	26	100.00%
Overall	0	0	0.00%
TOTAL	75	75	100.00%

Quarterly Avg.
100.00 %

I) Employee Descriptions — 100.00% (15/15)

1. Was the Cashier wearing a nametag? N/A **Yes** No **5/5**
2. Was the Cashier in complete uniform? N/A **Yes** No **5/5**
3. Did the Cashier meet grooming standards (shirt tucked in, wearing a belt, appropriate hairstyle, etc. in accordance with the Hotel Division's grooming and appearance standards)? N/A **Yes** No **5/5**

Please comment on questions 1-3 and please comment on the attendant's appearance.
Comments:
THE ATTENDANT HAD A UNIFORM SHIRT, PANTS, AND A JACKET ON. HE WAS NEAT AND CLEAN IN APPEARANCE, WITH NO VISIBLE TATTOOS OR PIERCINGS.

4. Was there a second employee involved in your parking experience? **N/A** Yes No **0/0**
5. Was the Initial Employee wearing a nametag? **N/A** Yes No **0/0**
6. Was the Initial Employee in complete uniform? **N/A** Yes No **0/0**
7. Did the Initial Employee meet grooming standards (shirt tucked in, wearing a belt, appropriate hairstyle, etc. in accordance with the Hotel Division's grooming and appearance standards)? **N/A** Yes No **0/0**

Please comment on questions 4-7 and please comment on the attendant's appearance. Comments:
THERE WAS ONLY ONE EMPLOYEE WORKING DURING MY EXPERIENCE.

II) Facility Overview — 100.00% (6/6)

8. Was the drive area clean and organized (free of trash and debris, waste receptacles and ash urns clean/empty/acceptable)? N/A **Yes** No **2/2**
9. Was the valet stand clean and in good condition:surface areas clean and organized, no visible food/drink/personal items (newspapers, clothes, etc.) or posted notes/papers around work area?? N/A **Yes** No **2/2**

10. Were all posted, permanent, and free standing rate or directional signage clean and free of any flaws (cracks, dents, scratches, scrapes, dirt, missing letters, etc.). No handwritten or paper signs? N/A **Yes** No **2/2**

Please comment on or describe your initial observations on the facility and appearance of staff.
Comments:
AS I PULLED UP TO THE WELL LIT ENTRANCE, I SAW THE VALET AT THE STAND READY TO GREET ME. BEFORE I TURNED OFF THE CAR, HE WAS AT THE CAR, OPENING THE DOOR.

III) Arrival **100.00% (28/28)**

11. What was the activity and business volume on the front drive?
☒ Slow
☐ Medium
☐ Busy

12. Were associates visible and professionally posted, ready for guest interactions? N/A **Yes** No **2/2**
13. Was your vehicle door opened promptly? N/A **Yes** No **5/5**
14. Were you greeted appropriately with, "Welcome to _____?" N/A **Yes** No **5/5**

Please state exactly what was said in the greeting.
Comments:
"WELCOME TO THE (HOTEL NAME), ARE YOU STAYING WITH US TONIGHT?"

15. Did the associate ask for your surname (last name)? N/A **Yes** No **2/2**
16. Did the associate use your name in the interaction? N/A **Yes** No **8/8**
17. Did the associate inquire about the purpose of your visit and were you then directed appropriately? N/A **Yes** No **2/2**
18. Were you offered assistance and/or assisted with personal belongings? N/A **Yes** No **2/2**
19. Did the associate offer vehicle retrieval information? N/A **Yes** No **2/2**

Please comment on or describe the overall arrival interaction, including associate's service attitude.
Comments:
THE ENTRANCE WAS QUIET AND CLEAN, WITH THE VALET STANDING BEHIND THE DESK. HE ASKED IF I NEEDED HELP WITH ANY BAGS. HE WAS PLEASANT AND PROFESSIONAL.

GRAND TOTAL:
100.00% (75/75)

Mystery Shop Evaluation

Title.: **Corporate Valet**
Site ID.:
Shop Date: **Date - Day (Time of Shop)**
Site Name:
Address:

Type of Shop: **Regular**
Customer Service Pass/Fail: **PASS**
Audit Pass/Fail: **PASS**
Transaction Ticket #: **113486**
Amount Charged: **$ 8**
Amount Due: **$ 8**
Amount Handed Cashier: **$ 8**
Amount Received back: **$ 0**
Amount Tipped: **$2**

Employee who greeted you:
Employee who parked your car:
Employee who greeted you upon return:

Rpt# 8779	POS	EARN	%
Employee Descriptions	15	15	100.00%
Facility Overview	6	6	100.00%
Arrival	28	28	100.00%
Departure	26	26	100.00%
Overall	0	0	0.00%
TOTAL	75	75	100.00%

Quarterly Avg.
100.00 %

Employee who brought your car to you:
Employee who you paid:

IV) Departure — 100.00% (26/26)

20. When exiting the hotel, was an associate present to assist you?	N/A	**Yes**	No	**2/2**
21. Were you adequately informed as to the time it would take to retrieve your vehicle and was the ticket transaction handled efficiently?	N/A	**Yes**	No	**2/2**
22. How long did you wait for your vehicle after you gave the ticket to the valet?				0:21 (MM:SS)
23. Did the valet hold the vehicle door open and close it after you were seated?	N/A	**Yes**	No	**5/5**
24. Did the valet ask if you needed directions anywhere?	N/A	**Yes**	No	**2/2**
25. Did the valet offer an appropriate departing comment?	N/A	**Yes**	No	**2/2**
26. Did the valet use your name in the departure interaction?	N/A	**Yes**	No	**8/8**
27. Is there ACE signage available for customers to see?	N/A	**Yes**	No	**5/5**

Please comment or describe the overall departure interaction, including associate's service attitude.

Comments:
I WALKED UP TO THE VALET STAND AND HANDED THE CASHIER MY TICKET. I PAID THE FEE, AND HE HANDED ME A RECEIPT AND ASKED ME TO PRESENT TO WHEN THE CAR WAS BROUGHT UP. WHEN HE DELIVERED THE CAR, I HANDED HIM THE RECEIPT. HE ASKED IF I NEEDED DIRECTIONS. I SAID, "YES" AND ASKED FOR THE EASIEST WAY TO GET TO THE FREEWAY. HE GAVE EXCELLENT DIRECTIONS.

V) Overall — 0.00% (0/0)

Please provide the type of shop completed (regular, lost ticket, pre-pulled, etc.), the amount you were charged by the cashier, the amount of money you handed the cashier, the change you were given back (if any), and any other additional commentary regarding your monetary transaction. Also, please be certain to provide the name or description of the employee that processed your payment.

Comments:
THIS WAS A REGULAR VALET SHOP. THE FEE WAS $8.00. I GAVE THE CASHIER EIGHT ONE DOLLAR BILLS.

V. SECTION REVIEW # 1

Step-By-Step Procedures

1. When and where should a damage check be conducted?

2. What steps should you take if you notice a large amount of damage to a vehicle upon arrival?

3. Where should you placing the "head tag"? Which way should the numbers face?

4. What important step should you take to avoid locking keys in the car?

5. What should you do when driving around a corner to let others know you are there?

6. You should never drive over _____MPH unless on a city street at which time you are required to abide by the traffic laws.

7. What are some factors to consider before entering a garage and when finding a spot to park the vehicle?

8. What are some of the parts on a vehicle you should observe prior to attempting to park a vehicle?

9. What should you do if you are unsure of the area that you are parking a vehicle in?

10. Why is it important to leave a vehicle's wheels directed straight forward?

11. If you become aware of information about the vehicle you are driving that may be of relevance to a co-worker who may retrieve the vehicle, where should this information be noted?

12. What should you compare the "exit check" with?

13. What should you do if a guest does not have a matching "exit check"?

14. What should you ask a customer before he or she drives away?

VI. UNUSUAL CIRCUMSTANCES

Keys Locked Inside Vehicle

Paying close attention to the proper procedures and safety guidelines are keys to avoiding problems. However, on rare occasions, you may be faced with an unusual circumstance. If you are unsure of how to handle a particular situation, contact your captain, supervisor, or manager immediately.

Notify the manager/supervisor immediately and they will contact a towing company to provide assistance in retrieving the keys.

Do not attempt to unlock the vehicle with a "slim Jim" or coat hanger. This might cause damage to the vehicle.

Missing Keys

Ask the guest to describe their keys, the color and make of their vehicle, their arrival time, and a description or name of the valet who parked their vehicle (if possible).

Attempt to find the keys and not the "key tag".

Never allow the guest to look for the keys on the key board/box.

If there is any doubt to the ownership of the vehicle, immediately, notify the manager/supervisor.

If you cannot locate the keys, notify the supervisor

Unable To Start Vehicle

Check the "key tag" for any information on how to start the vehicle left by a previous valet.

Do not attempt to diagnose the vehicle problem. Notify the manager/supervisor immediately. Repeated attempts to the start the vehicle may cause further damage or loss of battery power.

Do not take more than a few minutes to attempt to start a vehicle. At this point it will be faster to check with the guest on any issues.

Never jump-start a vehicle UNLESS the waiver form has been completed.

Never change a flat tire UNLESS the waiver form has been completed.

Diesel powered vehicles have a glow plug indicator light that goes on when the ignition is turned on. You must wait for the indicator light to go out before turning the ignition the rest of the way to start the engine. Failure to follow this procedure may cause the battery to drain out.

Difficulty Turning Key

The steering wheel is probably locked. Gently rock it from side to side or try putting your foot on the brake.

Gently rock the shifter and confirm that it is in park.

If you are not successful, do not force anything and inform your supervisor.

Unable To Place Automatic Transmission In Gear

This is an indication that the parking lock safety device has been activated. Try the following techniques to unlock: Put your foot on the brake and then try the gear

Check for a keyhole next to the shifter. Insert and then remove the key

Check to see if the vehicle you are driving requires two buttons to be engaged simultaneously

Never force anything. If you are having difficulties, inform your supervisor.

Lost Vehicle

You will be faced with the situation where a vehicle is not located in the stall listed on the "key tag".

Scan the surround area for a car matching the information on the "key tag".

Some keys will have an alarm that will allow you to attempt to unlock and lock the vehicle by pressing the buttons. Dome lights and headlights should light up on most vehicles.

As a last resort, you can press the panic button on an alarm and listed for the sounding alarm. If the vehicle is located quickly deactivate the panic alarm.

If a vehicle cannot be located, immediately notify the manager/supervisor so a thorough search can begin. The manager will inform them as to the progression of the search.

Lost Claim Check

Politely inform guest that we have a special procedure to ensure that the wrong parties do not claim vehicles.

Take out a Missing Ticket Form and time stamp it.

Ask to see the guest's Drivers License.

Match the guest to the name and picture on their ID.

On the front of the Missing Ticket Form, write the Drivers License number and have the guest sign the form.

On the back of the ticket, be certain to document the guest's name and write the vehicle's license plate number.

Once the vehicle is located and retrieved the missing ticket form must be match to the vehicle's registration or rental agreement. If these do not match then you must inform your supervisor.

Damage To Vehicle

If you are involved in or witness an incident that involves damage to a customer's car or property, notify the supervisor immediately.

Never admit liability to guest or commit Lindbergh Parking to any liability or responsibility.

While waiting for the supervisor you may start to fill out the car damage "speed sheet".

Inspect the damage and make detailed notes of the incident while it is still fresh in your mind.

Customer Unable To Pay / Promissory Note

If a customer owes money, but claims that they have none, the "promissory note" form should be completed

Fill out necessary information on the "promissory note", including: customer name, drivers license number, location number, and date.

Be certain the customer signs the agreement

Attach white copy to the cashier's daily report, give pink copy to customer, and submit yellow copy to the manager/supervisor.

VII. AVOIDING CLAIMS

Location Obstacles

Be aware of the obstacles unique to your location. Some common examples: high curbs, tight turns, low ceilings, small stalls, S-curves.

Heavy Volume

Many claims are caused by inexperienced valets on busy nights. For your own safety and protection, you will not be allowed to work a shift until you are able to demonstrate proficiency in all required areas. Your Trainer will make this determination. If you are uncomfortable driving at any given time, please inform your trainer or manager.

Stacking vehicles

Locations that use the stacking technique are particularly vulnerable to incurring damage claims. If you are assigned to a location that requires stacking vehicles, always be aware of how much clearance you have. Leave plenty of room between vehicles.

Backing Up

Many claims are a result of improperly backing into a parking space. Always back up slowly and look both ways before moving.

Rounding Corners

Similar to backing up, rounding a corner can be dangerous. Always tap your horn to warn others that may not see you coming. Round corners slowly and be aware of how much distance you need before approaching the corner.

Vehicle Specifications

Certain vehicles are equipped with features that make parking more difficult. These items include bicycle racks, large front grills, or spare tires. Always be aware of these obstacles and allow plenty of clearance.

VIII. CAR DAMAGE POLICY

Policy

Ace Parking Management, Inc. takes our responsibility to handle customer cars safely very seriously. All valets are accountable to follow safety and service procedures at all times to ensure the safe parking and retrieval of customer cars.

Disciplinary Procedures for Car Damage:

A full investigation will be conducted following any damage claim. The valet(s) found to be responsible for the damage or who are found to be in violation of any safety and/or service procedure will be formally disciplined, up to and including termination.

Written Warning and 3-Day Suspension

1. First offense of car damage (under $3,500 damage and following 90 days of employment)

Termination

1. Car damage in excess of $500 during the first 90 days of employment.

2. Car damage in excess of $3,500, following 90 days of employment.

3. 2nd car damage during a 12-month period, regardless of dollar amount.

(under $3,500 and following first 90 days of employment) will result in: Written Warning plus 3-day unpaid suspension

IX. SAFETY

Safety is of the utmost importance. In addition to general safety training, you will receive site-specific training from your Trainer. Unsafe driving practices will not be tolerated and will lead to disciplinary action, up to and including termination of your employment.

Wear rubber soled shoes at all times.

Never attempt to park a motorcycle.

Fully stretch muscles before the start of your shift.

Drive defensively; always remain on the alert for other vehicles.

When running up/down stairs always use handrails. Never jump or skip stairs.

Never back out of the valet driveway, always pull the car forward.

Use proper lifting techniques when helping move a customer's luggage.

Use pre-designated routes when running to and from the valet area. Never take shortcuts (running through flowerbeds / grass, jumping over walls, etc.). Always use designated cross-walks.

Never attempt to drive a vehicle that is obviously unsafe.

Please inform your captain, supervisor, or manager if you believe that a guest may be too intoxicated to drive their own vehicle.

X. SECTION REVIEW # 2

Unusual Circumstances, Claims, Safety

1. According to Ace Parking's car damage policy, car damage over $500 to a vehicle within the first 90 days of employment will result in what kind of action?

2. What should you do if a customer on a motorcycle wishes to valet?

3. What should you do prior to your shift in order to avoid pulling a muscle?

4. If you are unable to locate a customer's keys, what questions should you ask the customer?

5. If you encounter the following situation, what should you do?

   (a) Unable to start a vehicle

   (b) Difficulty putting the automatic transmission in gear.

   (c) Unable to locate a vehicle.

   (d) Customer is unable to locate his or her claim ticket.

6. If you are involved in an accident, what should you do first?

7. If you suspect that a customer is too intoxicated to drive, what should you do?

XI. LOCATION GUIDELINES

All valets are responsible for keeping the valet booth and parking facility clean. This includes dumping trash, sweeping all areas and wiping desktop.

Personal telephone calls are not permitted. The valet may use the location phone for business purposes only (calling security, housekeeping, etc.).

Valets must use employee, not guest, facilities (rest rooms, cafe, snack-shop, etc.).

Guest's property should not be stored behind valet desk.

Acts of theft or dishonesty will result in disciplinary action and possible notification of the police. Any mishandling of company funds will result in disciplinary action up to and including termination.

Valets are not allowed to have visitors during working hours.

Never place valet keys in pockets, always keep them in your hands.

Be certain that there is always someone attending to the valet booth. If it is absolutely necessary that the valet leave the area, be certain that the booth and keys are secure.

There is no eating or drinking in the valet booth.

All valets must post up if not parking/retrieving a vehicle.

Be aware of your surroundings and report any unusual conditions to manager/supervisor and/or security.

Check pockets at the end of shift to be certain no tickets or keys have been forgotten.

XII. VALET SERVICE STANDARDS

V	=	Visibility • Smile • Maintain a proper uniform • Wear your name tag • Maintain proper grooming standards
A	=	Awareness • Post up in proper position • Be Attentive • Obey the 5/10 rule
L	=	Lasting 1st Impression • Hustle to open and close doors • Proper greeting for entrance i.e. "good morning, welcome to the (name of property)" • Use "Please" and "Thank You" • Use the guest surname at least once
E	=	Engage • Direct the guest to their destination on property • Provide the correct and necessary knowledge as necessary • Offer luggage assistance • Hand guest the proper ticket and inform them of pricing and validations
T	=	Transition • Proper greeting for exit, i.e. "hello, how may I help you" • Inquire about the guest's day or experience • Hustle to retrieve vehicle upon departure • Ask if they need directions • Use the guest's surname at least once upon exit • Thank guest for visiting and invite them back

XIII. FINAL NOTES

We hope that the information provided to you during training will help you deliver professional, responsible service with honesty and integrity.

We assume, unless you address questions to your supervisor/trainer, that you understand and will adhere to all the expectations explained in this training section.

Congratulations on completing your classroom training. This information will be supplemented by site-specific training.

Once you complete your site specific training program, you will be required to take a driving test and a written test. Your Trainer will be observing your performance and making recommendations to the Location Manager. You will not be assigned any shifts until you have successfully completed your training and passed all the necessary tests.

VALET TRAINING MANUAL

PART III -**Site Specific Training
San Diego International Airport



NAME:_____

DATE:_____

Congratulations! You have successfully completed Part I (Orientation) and Part II (Classroom Based Training) of your training program. You are now ready to begin training at the location for which you were hired. It is very important that you become familiar with your location so that you can safely and successfully carry out your valet duties.

During this portion of your training, you will be assigned to work exclusively with a Certified Trainer who will train you on site specific information, VIP's, and safety guidelines.

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Certified Training Manual

I. Location Specifics

II. Airport and Ace Parking VIPs

III. Objective & Valet Expectations

IV. Grooming standards

V. Location Hazards & Safety Procedures

VI. Terminal Awareness

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VIII. Properly filling out the valet tickets

IX. Lost ticket procedure

X. Valet Routes

XI. Radio Etiquette

XII. Employee Parking

XIII. Key Booth procedures

XIV. Key Handling Procedures

XV. Claims

I. LOCATION SPECIFICS

Location Address:	3665 N. Harbor Dr. Suite # 200 San Diego, Ca 92101
Office Phone Number:	(619) 291-1508 ext. 13
Ace Parking Lot Number:	T1-0201/ T2-0202
Area Manager Name & Phone Number:	Mike Degraffenreid / (619) 291-1508 ext. 102
Manager Name & Phone Number:	Zach Woodward / Cell: (619) 985-7441
Supervisors' Names & Phone Number:	Blair Houseman // (619) 990-7203 Lopeti Milo// (619) 990-7203 Troy Stempel// (619) 990-7203 Gabriel Montez// 619-990-7203
Number of Stalls:	Cargo lot: approx. 150 Lot 10 (commuter) approx. 250
Valet Parking Rate:	$34 for each 24 hours.

Directions

- From the Cruise Ship Terminal
  - Go west on North Harbor Drive toward West B Street.
  - Commuter Terminal is 1.7 miles ahead on right hand side; Terminal 1 and Terminal 2 are 1/4 and 1/2 mile beyond the Commuter Terminal.

- From I-5 Northbound
  - Take San Diego Airport / Hawthorn Street exit (signs will direct you onto westbound Hawthorn Street).
  - Proceed to N. Harbor Drive and turn right.
  - Commuter Terminal is one mile ahead on right hand side; Terminal 1 and Terminal 2 are 1/4 and 1/2 mile beyond Commuter Terminal.

- From I-5 Southbound
  - Take San Diego Airport / Sassafras Street exit. This puts you onto Kettner Boulevard.
  - Take Kettner to the traffic light at Sassafras Street and turn right.
  - Proceed down the hill to the traffic light at Pacific Highway and turn left.
  - Take Pacific Highway about 1/2 mile to Laurel Street and turn right.
  - Take Laurel Street to the next light, N. Harbor Drive, and turn right.
  - Commuter Terminal is one mile ahead on right hand side; Terminal 1 and Terminal 2 are 1/4 and 1/2 mile beyond the Commuter Terminal.

- From State Route 163
  - Take State Route 163 Southbound to I-5 North and follow directions above for I-5 Northbound.

- From I-8
  - Take State Route 163 or I-5 Southbound and follow applicable directions above.

- From I-15
  - If North of State Route 163, take State Route 163 Southbound and follow directions above for State Route 163 Southbound.
  - If South of State Route. 163, take I-8 West and follow applicable directions above for I-8 Westbound.

Directions Using Public Transportation

The San Diego Trolley and the Coaster commuter train do not stop at the Airport. The only public transit available is the Flyer Route No. 992, a Metropolitan Transit System bus that travels between the Airport and downtown San Diego, stopping between Terminals 1 & 2 and the Commuter Terminal. The 10-minute bus service to and from downtown connects with Trolley, Coaster and Amtrak stations and is wheelchair accessible.

II. Airport Authority and Ace Parking VIPs

Airport Authority

Jim Myhers, Manager of Ground Transportation and Landside Operations

Clark Galvim. Ground Transportation Specialist

Board Member Bios (in alphabetical order)

Thella F. Bowens, President/CEO

Ace Parking VIPs

Scott A. Jones, Chairman and Owner

Keith Jones, Managing Principal

John Baumgardner, CEO & Vice Chairman

Steve Burton, President

Brian Gansert, President of Operations

III. Objectives and Valet Expectations

Congratulations on becoming a valet at the San Diego International Airport. This training manual was created to help you get to know your new location. Please feel free to ask your trainer any questions that might arise during your training process.

Objective:

Our objective here at Lindbergh parking is to provide unparalleled customer service. We pride ourselves on making our guest's feel great. We want our guests to have a lasting impression of their experience here at the San Diego International Airport.

Overview:

Here is a description of the valet process so you can get a good idea of what to expect.

- Guest pulls up to valet area in terminal
- Captain and valets open all doors for the guest and welcome them to the airport
- Captain and valets help guests with any luggage or belongings
- Captain will fill out valet ticket with the guest and both initial when completed
- Captain will provide retrieval information to guest and give a proper farewell
- Captain will turn keys over to valet and valet will drive vehicle to the cargo lot staging area
- Valet will initial the ticket and write the stall number on the valet ticket key tag
- Valet will then hand the keys over to the key master
- Valet returns to terminal

Valet expectations:

To provide a welcoming environment and offer efficient valet services in accordance with guests expectations and established performance standards. Being a valet is much more than simply parking cars. You are the face of Ace Parking Management, Inc. as well as the face of the San Diego International Airport. You will be the first impression the guest has of the airport and Ace Parking.

IV. Grooming Standards

Uniform Guidelines:

- Captain, Key master and Valet

  Tan Pants
  Black Belt
  Black Shoes & Socks
  White undershirt
  Red San Park Valet Shirt
  San Park Valet Jacket
  Name tag ?

- Supervisor

  Tan Pants
  Black Belt
  Black Shoes & Socks
  White undershirt
  White San Park Valet Shirt
  San Park Valet Jacket
  Name tag ?

Grooming Standards:

- Men

  Facial hair is limited to mustache only
  Hair cannot be grown past the collar and must be well kept at all times
  Side burns not below earlobes
  No earrings or facial piercings

- Women

  Only one ear ring per earlobe
  No facial piercings
  Facial makeup must be neutral colors

All visible tattoos must be covered by a neutral skin colored bandage

V. LOCATION HAZARDS & SAFETY PROCEDURES

Listed below are location hazards that are specific to this location and corresponding safety procedures to follow to avoid these hazards.

Failure to follow these procedures will lead to disciplinary action, up to and including termination. It is your responsibility to immediately report any safety concern to your trainer or manager. Make sure to immediately report any work related injuries to the supervisor or manager on duty.

Remember this is an airport and we are expected to act in a professional manner at all times whether we are on breaks or not. Anytime you are wearing the Ace uniform you are not only representing our company but you are representing the San Diego International Airport.

All valet vehicles curbside must be moved within 10 minutes of being issued a ticket.

On occasion you may encounter some obstacles while working at the San Diego International Airport. As a valet you must be alert at all times, not only to initiate contact with guests but to also look out for unsafe situations. While working in the airport terminals it is imperative that you stay alert. Here is a list of some things to watch out for while working, running and operating vehicles in the busy airport terminals

- Guest's vehicles
- Guest's luggage
- Taxi cabs
- Shuttles and buses
- Pedestrians
- Limousines

Driving safely in the terminals:

Along with superior customer service valets must also be very cautious drivers. The airport guests are trusting us with their vehicles and we have to take this responsibility seriously. The airport terminals are one of the most dangerous places to drive but if you pay attention and stay alert you will have no problem operating vehicles through the terminals. Here are a few pointers to help you carefully operate guest's vehicles through the airport terminals:

- Keep your head on a swivel! Make sure you are always surveying your surroundings.
- Adjust mirrors if necessary. You will need to use the mirrors while driving through the terminals. Try to place them back in the original position before delivery the vehicle back to the guest.
- Defrosting the windows might sometimes be necessary on cold mornings. Make sure the window is completely defrosted and you can see clearly before operating the vehicle.
- Watch out for other drivers. Most of the traffic in the airport is people looking for other people or for an airline; this means they are not watching you! Make sure to be a defensive driver and be on the lookout for others.
- Be careful when pulling up to the curb. Wheel and tire damage can be very expensive. Make sure to give yourself adequate distance from the curb so you don't scratch the wheels or scuff the tires.

These hazards are not hazards at all when the proper attention is given when driving a vehicle. Never feel that it is necessary to drive a vehicle at a rapid rate of speed, take your time, relax and get the car where it needs to be. Be alert, be aware and expect the unexpected.

VI. Terminal Awareness

Each team member should walk around each terminal so they can familiarize themselves with the airport. This will help in delivering the best possible customer service.

- Know what airlines there are in your terminal so you can give accurate directions.
- Know what shops and restaurants there are in your terminal.

Keeping the valet area clear of guests who are not valet parking will be one of the most challenging situations you will encounter. Here are a few things to keep in mind when dealing with this delicate situation.

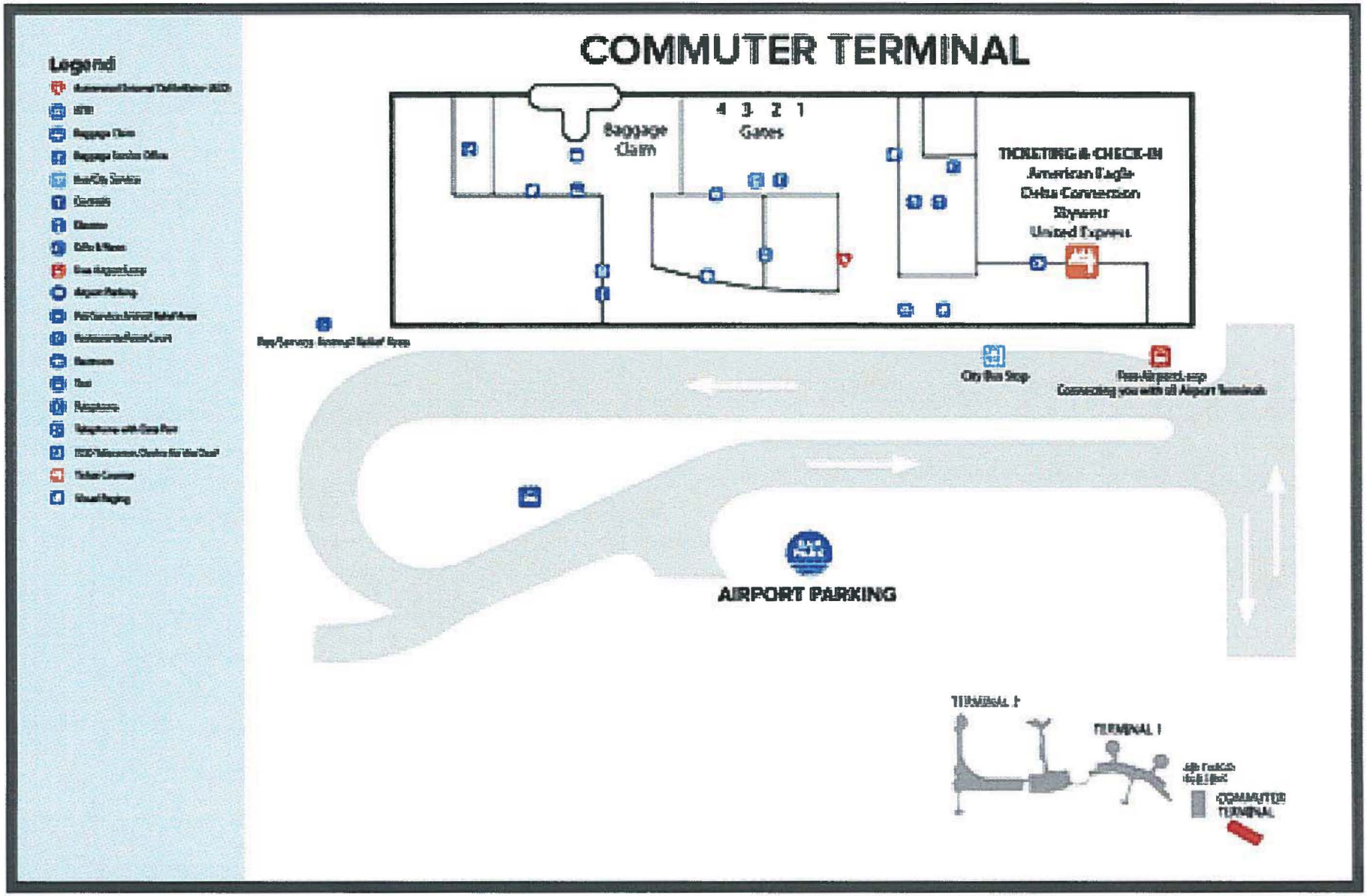
- Inform the guest that this area is reserved for guests who are valet parking and that they cannot stop here unless they are valet parking.
- Always be polite even when guests are not.
- Never lose your professionalism, use the terms sir or ma'am when addressing a guest.
- If at any point you feel the situation is getting out of control contact a supervisor for assistance.
- Never lose your temper. Losing your temper will only make the situation worse and possibly get yourself in trouble.

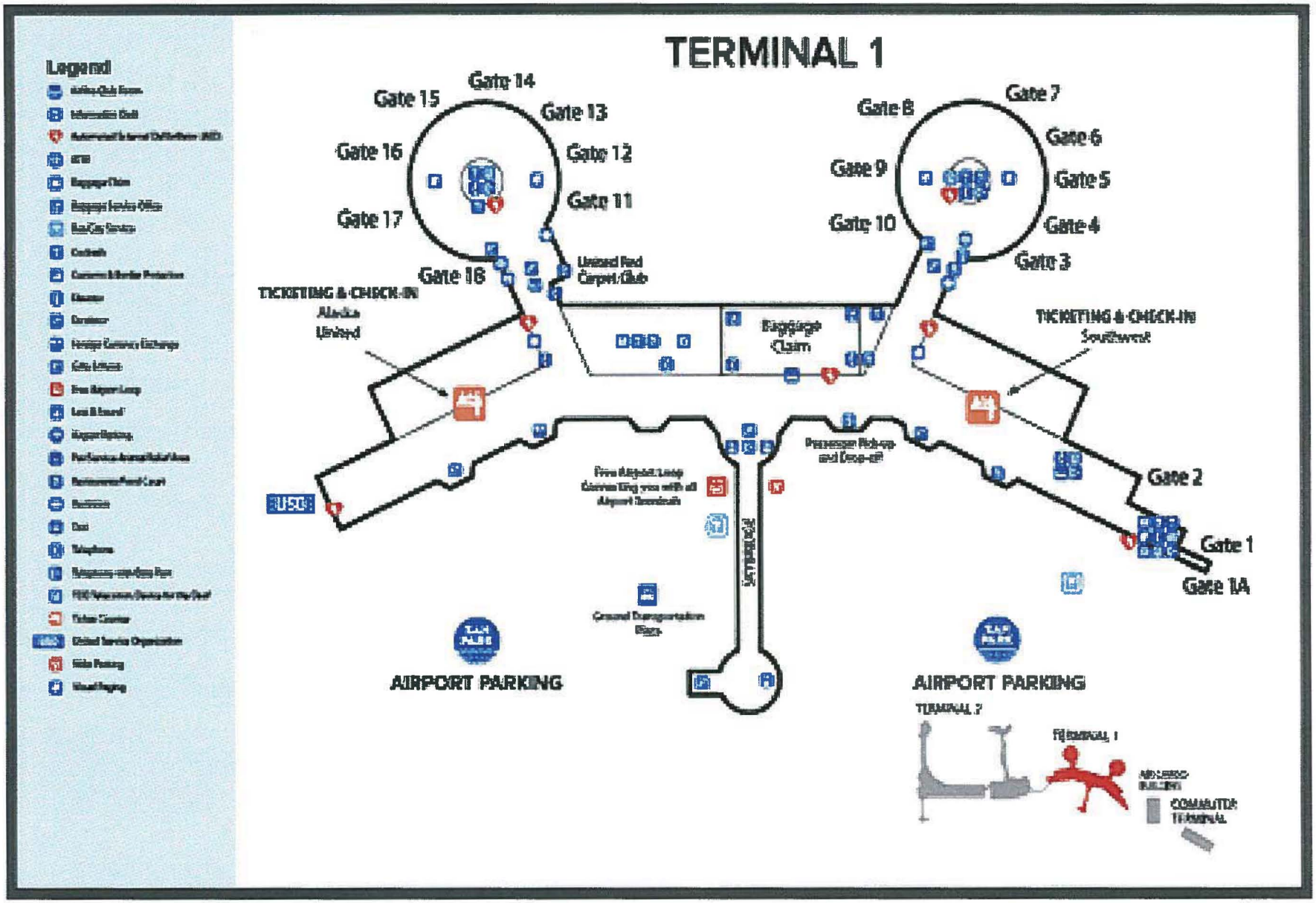
Terminal 1 Airlines:

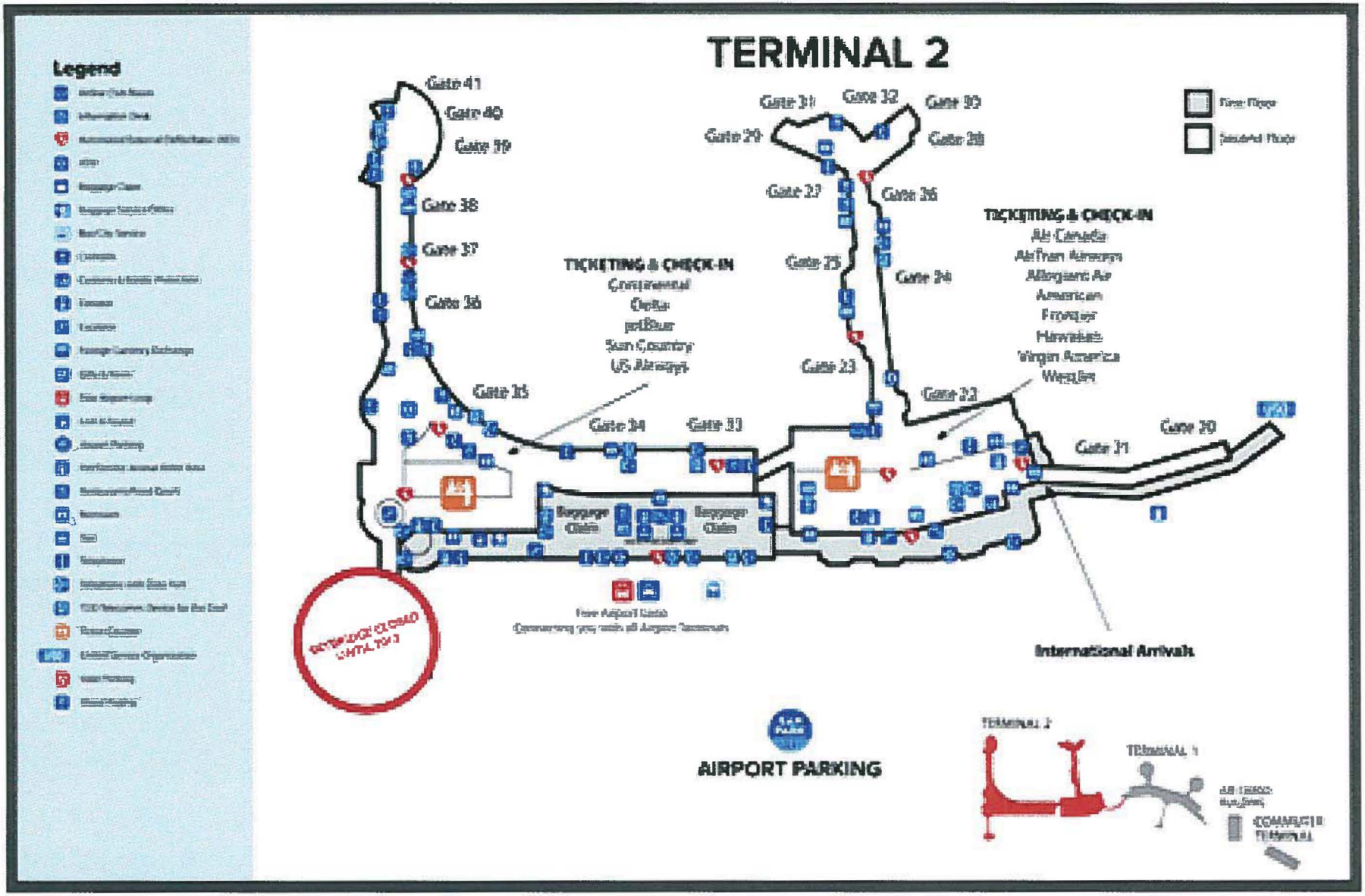
Alaska Airlines
Southwest Airlines
United Airlines

Terminal 2 Airlines:

Aeromexico
Air Canada
AirTran Airways
Aloha Airlines
America West Airlines
America West Express
American Airlines
Continental Airlines
Delta Airlines
Delta Connection
Frontier Airlines
Hawaiian Airlines
JetBlue Airways
Midwest Airlines
Northwest Airlines
SkyBus Airlines
Sun Country Airlines
US Airways
WestJet
Virgin America


COMMUTER TERMINAL
Legend:
Baggage Claim
4 3 2 1
Gates
TICKETING & CHECK-IN
American Eagle
Delta Connection
Skywest
United Express
City Bus Stop
AIRPORT PARKING
TERMINAL 1
COMMUTER TERMINAL


TERMINAL 1
Legend
Gate 14
Gate 15
Gate 13
Gate 16
Gate 12
Gate 17
Gate 11
Gate 18
Gate 7
Gate 8
Gate 6
Gate 9
Gate 5
Gate 10
Gate 4
Gate 3
United Red Carpet Club
TICKETING & CHECK-IN
Alaska
United
Baggage Claim
TICKETING & CHECK-IN
Southwest
Passenger Pick-up and Drop-off
Free Airport Loop
Connecting you with all Airport Terminals
Gate 2
Gate 1
Gate 1A
Ground Transportation Stops
AIRPORT PARKING
AIRPORT PARKING
TERMINAL 2
TERMINAL 1
COMMUTER TERMINAL


Legend
TERMINAL 2
Gate 41
Gate 40
Gate 39
Gate 38
Gate 37
Gate 36
Gate 35
Gate 34
Gate 33
Gate 31
Gate 32
Gate 30
Gate 29
Gate 28
Gate 27
Gate 26
Gate 25
Gate 24
Gate 23
Gate 22
Gate 21
Gate 20
TICKETING & CHECK-IN
Continental
Delta
JetBlue
Sun Country
US Airways
TICKETING & CHECK-IN
Air Canada
Air France Airways
Allegiant Air
American
Frontier
Hawaiian
Virgin America
Westjet
Baggage Claim
Baggage Claim
International Arrivals
AIRPORT PARKING
TERMINAL 2
TERMINAL 1

Food & Beverage

Commuter Terminal	Location	Hours
Submarina	Past Security	5:00 AM-9:00 PM
9 Dragon's Kiosk	Pre-Security	6:30 AM-2:30 PM
Terminal One	**Location**	**Hours**
Karl Strauss Bar Gates 1&2	Past Gate 1 Security	5:30 AM-9:00 PM: Sun-Fri 5:30 AM-4:00 PM: Sat
Chili's To Go	Past Gate 1 Security	5:00 AM-9:00 PM: Sun-Fri 5:00 AM-3:00 PM: Sat
Starbucks	Southwest Ticketing	4:30 AM-8:00 PM: Sun-Fri 4:30 AM-6:00 PM: Sat
Yan Can Asian Bistro & Bar	Before Security Gates 3-10	8:00 AM – 8:00 PM
Starbucks	Gate 10	5:00 AM-9:00 PM: Sun-Fri 5:00 AM-8:00 PM: Sat
San Diego Tap Room	Southwest Rotunda Gates 3-10	6:00 AM-9:00 PM: Sun-Fri 6:00 AM-8:00 PM: Sat
Pizza Uno	Southwest Rotunda Gates 3-10	5:00 AM-9:00 PM: Sun-Fri 5:00 AM-8:00 PM: Sat
Quizno's	Southwest Rotunda Gates 3-10	5:00 AM-9:00 PM: Sun-Fri 5:00 AM-8:00 PM: Sat
Starbucks	Food Court	24 hrs
McDonald's	Food Court	4:30 AM-11:00 PM
Organic To Go	Food Court	6:00 AM-10:00 PM
Baja Fresh	Food Court	6:00 AM-10:00 PM
Chili's Too	Food Court	8:00 AM-8:00 PM: Sun-Fri 8:00 AM-3:00 PM: Sat
Starbucks	United Rotunda Gates 11-19	5:00 AM-10:00 PM
Brioche Doree	United Rotunda Gates 11-19	5:00 AM-10:00 PM
NFL Bar	United Rotunda Gates 11-19	6:00 AM-10:00 PM
Terminal Two	**Location**	**Hours**
McDonald's	Food Court- Before Security Gates 20-32	4:30 AM-10:00 PM
Submarina/TCBY	Food Court- Before Security Gates 20-32	6:00 AM-8:00 PM
La Salsa	Food Court- Before Security Gates 20-32	5:30 AM-9:00 PM
America's Cup Snack Bar-TCBY/Nathan's/Pizza Hut	Gate 26	4:45 AM-5:30 PM
Bloody Mary's	Gate 26-27	6:00 AM-9:00PM

Starbucks	Gates 28, 30, 32	4:45 AM-5:30 PM
Kassiana Coffee	Baggage Area	4:30 AM-11:00 PM
California Pizza Kitchen	Gate 35	4:30 AM-10:00 PM
McDonald's	Gate 35	5:00 AM-11:00 PM
Starbucks	Gate 35	4:00 AM-10:00 PM
Karl Strauss Bar	Main Concourse Area	7:00 AM-10:00 PM
Jamba Juice	Main Concourse Area	5:00 AM-10:00 PM
Cramer's Deli	Gate 39	5:00 AM-10:00 PM: Mon/Thu/Fri 5:00 AM-9:00 PM: Sun 5:00 AM- 6:00 PM: Sat/Tue/Wed
Home Turf	Gate 41	6:00 AM-10:00 PM

Services

Terminals	Location	Hours
Goodfellows Shoeshine	Terminal 1 East Terminal 1 West Terminal 2 East Terminal 2 West	5:30 AM-7:00 PM M-F 5:30 AM-5:00 PM M-F 5:30 AM-5:00 PM M-F 5:30 AM-5:00 PM M-F
Travelex Currency Exchange	Terminal 1-United Ticketing Terminal 2-Gate 33	8:00 AM-5:00 PM 5:00 AM-1:00 PM

Shopping

Terminal One	Location	Hours
Baja Books	Food Court	5:00 AM-9:30 PM
Daily News	Gate 10	4:45 AM-10:00 PM Except Sat- Close at 8:30PM
Express Connection	Gates 1&2	5:00 AM- 8:15 PM: Sun-Fri 5:30 AM- 3:15 PM: Sat
Gifts Etc.	Past Security Gates 11-19	5:00 AM-10:30 PM
Global News	Entrance to Gates 11-19	5:15 AM-10:30 PM
San Diego News Connection	Southwest Ticketing	4:45 AM- 8:45 PM: Sun-Fri 4:45 AM- 8:30 PM: Sat
San Diego News Connection	United Ticketing	8:45 AM-4:15 PM
Terminal Two	**Location**	**Hours**
Author's Bookstore	Gate 35	5:00 AM-10:00 PM
Blu Palm	Gate 35	5:00 AM-9:00 PM
Images of California	Gate 20	5:15 AM–12:00 PM: M/W/Th 5:15 AM–2:30 PM: Tu/F/Sat/Sun Closing times vary based on flights.
I-Tech Wireless	Past Security	5:00 AM-8:00 PM
Lobby Cart	Baggage Claim	7:00 AM-11:30 PM
San Diego Daily News	Gate 25	4:45 AM-9:20 PM: Sun-Fri 4:45 AM-4:50 PM: Sat
Sees Candy I	Main Concourse Area	5:00 AM-10:30 PM
Sees Candy II	Gate 20	5:00 AM-6:30 PM
Spirit of San Diego	Gate 39	5:00 AM-11:00 PM
Sunstyle's	Main Concourse Area	5:00 AM-10:30 PM
Water's Edge	Before Security Gates 20-32	5:00 AM-5:00 PM

VII. Dealing with Intoxicated Guests

On occasion you will encounter the situation where a guest has had too much to drink. This is a very sensitive situation and should be treated as such. If you think a guest has had too much to drink immediately inform the supervisor so they can deal with the guest. If there is no supervisor on duty inform the Key Master of the situation via phone.

- Make sure to be as polite as possible. People who have been drinking are prone to extreme personality changes.
- Immediately notify a Supervisor or Key Master.
- Recommend alternative transportation methods to the guest such as cabs or shuttles. Try to suggest the guest to take a cab.
- If guest demands their car we must release it to them.
- Inform the guest that if they take possession of their vehicle we must notify harbor police.
- Never lose your cool.
- Always maintain your professionalism.
- If guest takes their car inform the key master to contact harbor police.

VIII. Properly filling out the Airport Valet Ticket and Detail service form

The valet ticket here at the San Diego International airport is a little different than other valet tickets. We have some added items on the tickets to help better serve our guests. Here is a list of the items that need to filled out on the valet ticket.

- Ticket numbers
  Each valet ticket will be numbered so we can match the guest's ticket with their vehicle but if you look on the top left portion of the ticket you will notice a T1 or T2. This is so we will know which terminal the guest will be returning to so we can have their vehicle ready upon arrival.

- Damage check
  Damage checks must be preformed every time we take possession of a guest's vehicle. Both the greeter issuing the ticket and the guest must initial off on any damage there might be at the time we take possession.

- Car description
  On the valet ticket there is an area to record the make, model and color of the vehicle. This will help in the event that a guest loses their ticket and we need to locate their vehicle. Under that section there is also an area to record the vehicle's license plate number as well as it's mileage.

- Same day return
  If the guest is returning the same day, make sure to check this box so we can keep their vehicle in an area that will allow us to deliver the vehicle in the most time efficient manner.

- Location Initials
  Some of our guests will be gone for more than a day or two and moving their vehicles will be necessary to maximize efficiency. Every time a vehicle is moved from one lot to the next the location or stall number must be recorded here as well as the initials of the valet moving the vehicle. It is imperative that we do this every time so that we will be able to keep track of the vehicles we have in our possession.

- Additional damage information
  If you flip the ticket over you will notice an area for recording any addition damage that you may not be able to record on the front of the ticket. For example if there is interior damage to the vehicle or if the vehicle has an anti theft device such as a kill switch. This section is also for any information that will be needed by the valet delivering the vehicle.

- Guest's name and flight information
  On the back of the ticket there is another section to record the guest's name contact number and flight information. This will serve extremely useful and help us better serve our guests by keeping track of the return date and time so we can have the vehicle ready for the guest when they return.

After the valet ticket is completely filled out, the captain or greeter will then tear off the claim check and hand it to the guest. Giving retrieval information is a very important step; make sure to let the guest know where to pick their vehicle up when they return. This information is also located on the back of the claim check. At this point use the proper departing comment such as "Enjoy your flight" or "Have a good trip".

Filling out the Detailing Service Form

We have added a new service for our valet customers, auto detailing. The detail service form must be filled out and signed whenever a valet customer wishes to have their vehicle professionally cleaned.

- Check the box for either SUV or CAR
- Check the box which coincides with the service they wish to have performed
- Have customer sign the form
- Hand bottom copy to customer before they leave
- Fill out the rest of the information on the form
- Place the form on the dash board for the detailer

Note: Make sure that he customer signs the form every time. The detailer will not complete the service if the form is not signed by the customer.

Aqua Detail - Mobile Auto Detailing

Water Reclamation System Meets State of California VOC Compliance Regulations

- 100% mobile water tank and water run off reclaim systems
- Downtown, office, apartment and condo complex capable
- Only biodegradable products used
- Fleet and group discounted rates available
- FULLY LICENSED AND INSURED

(800) 460-7030
(619) 917-7074
www.aquadetail.com
email@aquadetail.com
License #82006006660

Full Exterior & Interior Detail

$200 Complete Detail ($225 Large Vehicle)



- ✓ Professional application of all detailing processes listed below.
- Full hand wash & dry
- Full exterior detail
- Full interiors detail

(Clay, Wax, Glaze & Shampoo)

Exterior Detail



$145 ($160 Large Vehicle)

- ✓ Hand Wash & Dry with full claying process (remove sap, bugs, road tar and oxidation)
- ✓ Compound cleaner (for clear coat restoration)
- ✓ Wax with a high speed orbital
- ✓ Full polish (to restore nutrients to paint)
- ✓ Full tire, bumper and wheel well dressing
- ✓ Showroom polish wax finish & more

Interior Detail



$105 ($125 Large Vehicle)

- ✓ Heavy duty vacuum of carpets and mats
- ✓ Shampoo & heat extraction of carpet & mats
- ✓ Seats and upholstery reconditioning
- ✓ Deep interior clean (crevice cleaning)
- ✓ Full dash, consol, door and seat dressing
- ✓ Clean interior windows and mirrors & more

Mini-Detail



$70 ($80 Large Vehicle)

- ✓ Hand wash and dry (air blow crevices)
- ✓ Hand applied showroom wax finish coating
- ✓ Full tire, bumper and wheel well dressing
- ✓ Vacuum carpet and mats
- ✓ Interior wipe down with light dressing
- ✓ All windows, windshield and mirrors
- ✓ Air freshener and check & inflate tires

Wash (Exterior Only)



$30 ($40 Large Vehicle)

- ✓ Hand wash and dry (air blow crevices)
- ✓ Full tire, bumper and wheel well dressing
- ✓ Outside windows, windshield and mirrors
- ✓ Deionized spot free water rinse
- ✓ Micro Fiber bonnet hand dry.

DISCLOSURES:

Lindberg Parking Inc. is not responsible for the detailing service which is the sole responsibility of Aqua Detail. Aqua Detail is not responsible for any contaminants that may appear on the exterior of any vehicle after the date we have completed our services as all vehicles remain in an open lot. Aqua Detail is also not responsible for any items that may have been left in the interior or trunk of any vehicle. The undersigned hereby agrees to the terms of this service agreement.

NAME (Print) _____

SIGNATURE: _____

DATE: _____

Auto Make: _____ Model: _____

Plate Number: _____

Phone Number: _____

Email Address: _____

Date Returning: _____

DETAILING SERVICE

FULL	EXTERIOR	INTERIOR	MINI	WASH
☐	☐	☐	☐	☐

VEHICLE TYPE

CAR	SUV/Large Vehicle
☐	☐



www.AquaDetail.com

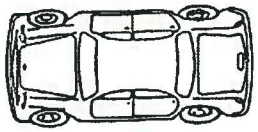
T1-

0001

T1-0001

CAR DAMAGE

EMP | CUST



LIC. # _____

MILEAGE _____

BLACK	ACURA	HYUNDIA	NISSAN
BLUE	AUDI	INFINITI	OLDS
GOLD	BMW	ISUZU	PLYMOUTH
GRAY	BUICK	JAGUAR	PONTIAC
GREEN	CAD	JEEP	PORSCHE
MAROON	CHEV	KIA	ROLLS
ORANGE	CHRY	LEXUS	SAAB
RED	DAEWOO	LINCOLN	SATURN
SILVER	DODGE	MAZDA	SUBARU
TAN	FORD	MERCEDES	TOYOTA
WHITE	GMC	MERCURY	TK/VAN
YELLOW	HONDA	MITSUBISHI	VOLKS
			VOLVO

☐ SAME DAY RETURN

LOC/INIT_____ LOC/INIT_____

LOC/INIT_____ LOC/INIT_____

LOC/INIT_____ LOC/INIT_____

SAN PARK VALET PARKING

THIS CONTRACT LIMITS OUR LIABILITY - READ IT

This a license to park only, no bailment is created. In accepting this contract, Holder agrees to use Owners parking facility at Holder's own risk. The Owners and Operators of this parking facility hereby specifically disclaim any responsibility, expressed or implied, to protect against the loss of or damage to your vehicle or its contents. Your acceptance of this ticket shall constitute an acknowledgment and acceptance of this condition on your right to use our parking facility. Operators attendant is on duty for collection of fees only. Rates are posted. Please lock your car and take your keys.

T1-0001

EXIT CHECK T1-0001

PRESENT TO ATTENDANT

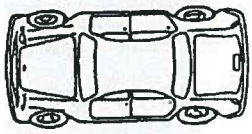
T2-

0001

T2-0001

CAR DAMAGE

EMP | CUST



LIC. # _____

MILEAGE _____

BLACK	ACURA	HYUNDIA	NISSAN
BLUE	AUDI	INFINITI	OLDS
GOLD	BMW	ISUZU	PLYMOUTH
GRAY	BUICK	JAGUAR	PONTIAC
GREEN	CAD	JEEP	PORSCHE
MAROON	CHEV	KIA	ROLLS
ORANGE	CHRY	LEXUS	SAAB
RED	DAEWOO	LINCOLN	SATURN
SILVER	DODGE	MAZDA	SUBARU
TAN	FORD	MERCEDES	TOYOTA
WHITE	GMC	MERCURY	TK/VAN
YELLOW	HONDA	MITSUBISHI	VOLKS
			VOLVO

☐ SAME DAY RETURN

LOC/INIT_____ LOC/INIT_____

LOC/INIT_____ LOC/INIT_____

LOC/INIT_____ LOC/INIT_____

SAN PARK VALET PARKING

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T2-0001

EXIT CHECK T2-0001

PRESENT TO ATTENDANT

ADDITIONAL DAMAGE INFO

_____

_____

_____

Name _____

Contact #_____

Return Date _____

Return Time _____

Airline_____

Flight Number_____

For Fast Valet Return

1. When you arrive at San Diego International Airport, please collect your luggage from the baggage claim area.
2. Proceed to Valet Cashier Kiosk located in the baggage claim area to pay your fee.
3. Cashier will direct you to vehicle pickup area outside.
4. Present claim check to valet attendant. Please call the following number to notify us if there are changes to your flight information or return date: (619-400-2121)

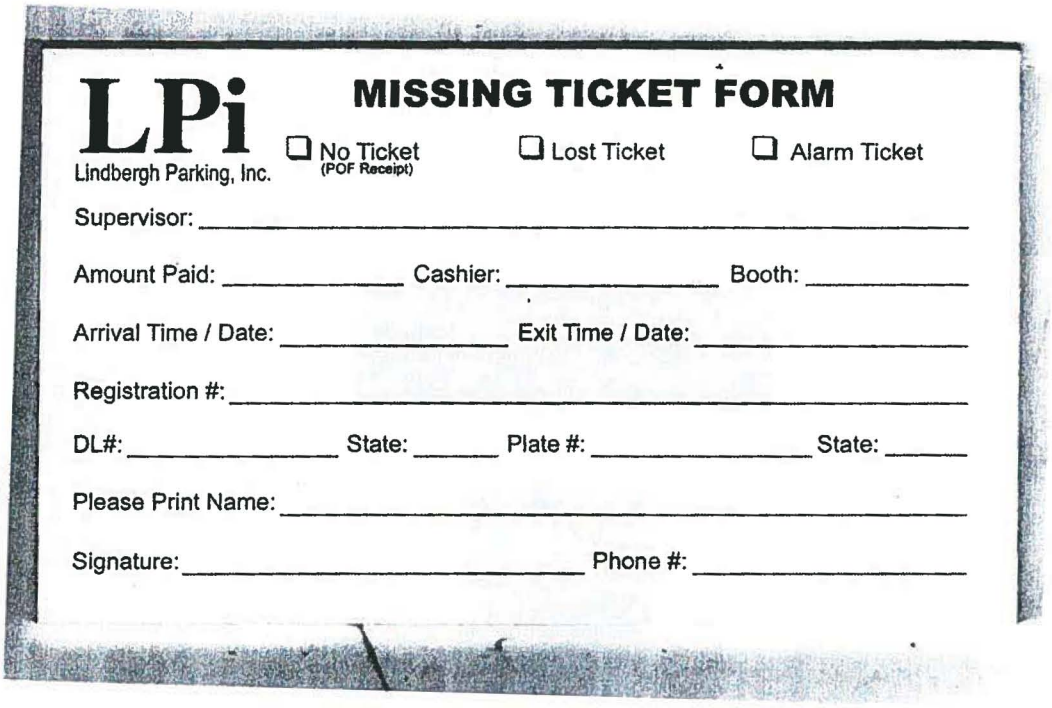
SAN PARK VALET
619-400-2121

IX. Lost Ticket Procedures

On occasion you may encounter a situation where either the guest or a valet has misplaced a ticket. In this situation here are the steps to follow in order to correct the situation in the most time effective manner:

- Make sure to inform the guest that we have a procedure for this situation.
- Inform the supervisor on duty that there is a missing ticket and that you are going to start the procedure.
- Take out the lost ticket form and get the guest's drivers license.
- Fill out all the information on the missing ticket form.
- Get a key description from the guest. Ask if there is anything that they have on their keychain that would be easily recognizable.
- If we cannot locate the keys with a key description ask the guest what the make, model and color of the vehicle is. Make sure to inform the guest that this may take a while because we have quite a few cars in our lots and apologize for the inconvenience and delay.
- Once the keys are located and the vehicle is brought to the terminal the captain must now finish filling out the missing ticket form.
- Match the guest's driver's license to their registration. Make sure to inform the guest that this procedure is in place to make sure we don't give their vehicle away to the wrong person.
- If the vehicle is in a rental match the name on the rental agreement to the guest's driver's license.
- If at any time during this process you are unsure if you are doing the right thing call for supervisor assistance. Do not release the car if you are not sure!

After the captain releases the vehicle to the guest help the guest with any luggage and give the proper departing comment such as "Drive safe and have a great night".



LPi
Lindbergh Parking, Inc.

MISSING TICKET FORM

☐ No Ticket (POF Receipt) ☐ Lost Ticket ☐ Alarm Ticket

Supervisor: _____

Amount Paid: _____ Cashier: _____ Booth: _____

Arrival Time / Date: _____ Exit Time / Date: _____

Registration #: _____

DL#: _____ State: _____ Plate #: _____ State: _____

Please Print Name: _____

Signature: _____ Phone #: _____

X. Valet Routes

The valet routes you are going to be taking have been pre planned and should not be deviated from. These routes were found to be the most time efficient and safe. Here are the directions along with an aerial map so you can learn your pre determined routes.

Directions to the Cargo lot staging area:

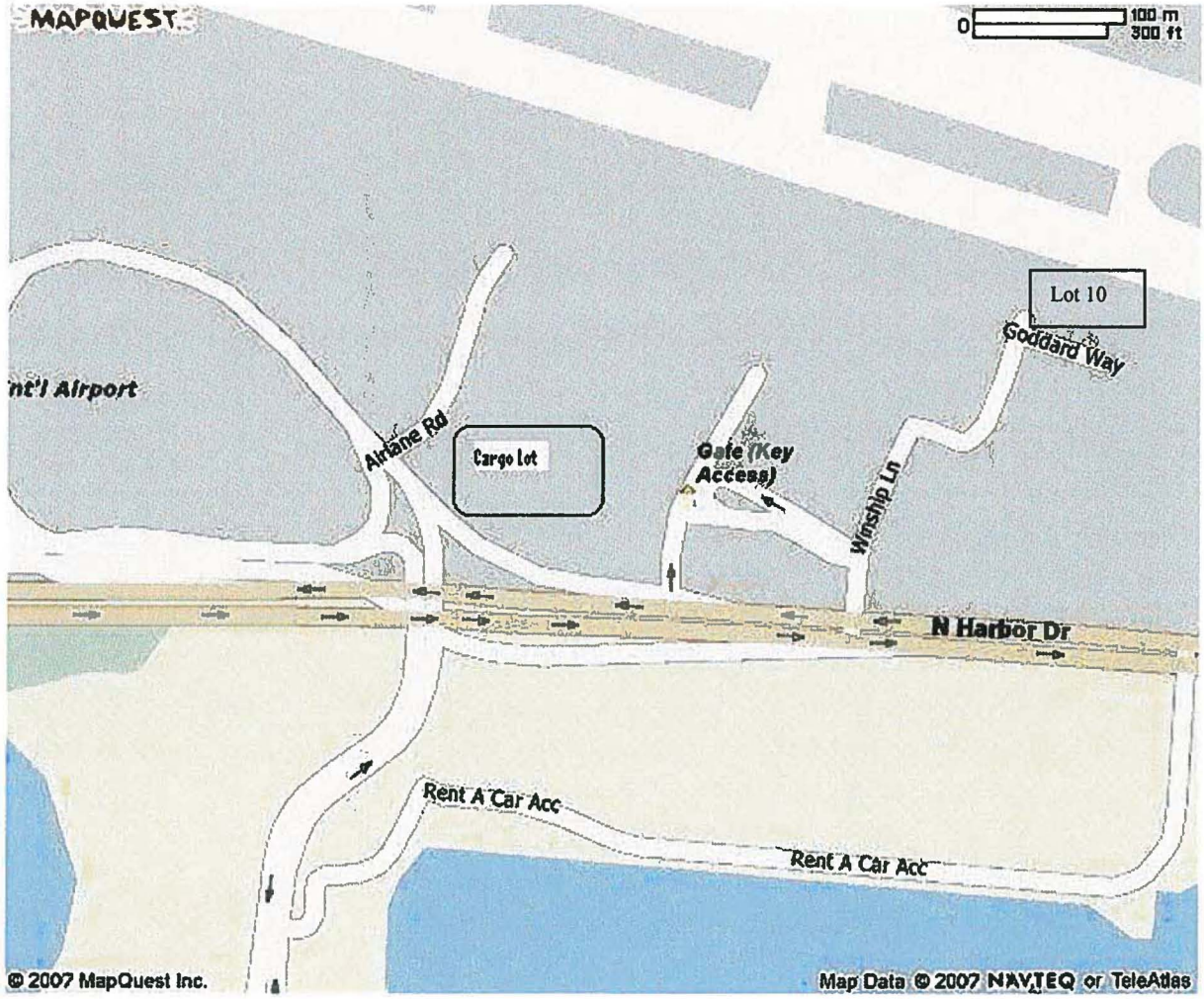
- From the airport terminals make a left onto Harbor Drive
- Make a U turn at Winship
- Get into the right lane and enter Terminal 1
- After entering Terminal 1 make a right on Airlane Road
- Make an immediate right into the Cargo lot staging area

Approximate roundtrip time: 5 minutes

Directions to Lot 10 (commuter):

- From the airport terminals make a left onto Harbor Drive
- Make a left turn at Winship
- Go straight past Commuter terminal
- Turn right at end, then left
- Past the restrooms on the right is Lot 10

Approximate roundtrip time: 8 minutes


MAPQUEST
0
100 m
300 ft
Lot 10
Goddard Way
nt'l Airport
Airlane Rd
Cargo Lot
Gate (Key Access)
Winship Ln
N Harbor Dr
Rent A Car Acc
Rent A Car Acc
© 2007 MapQuest Inc.
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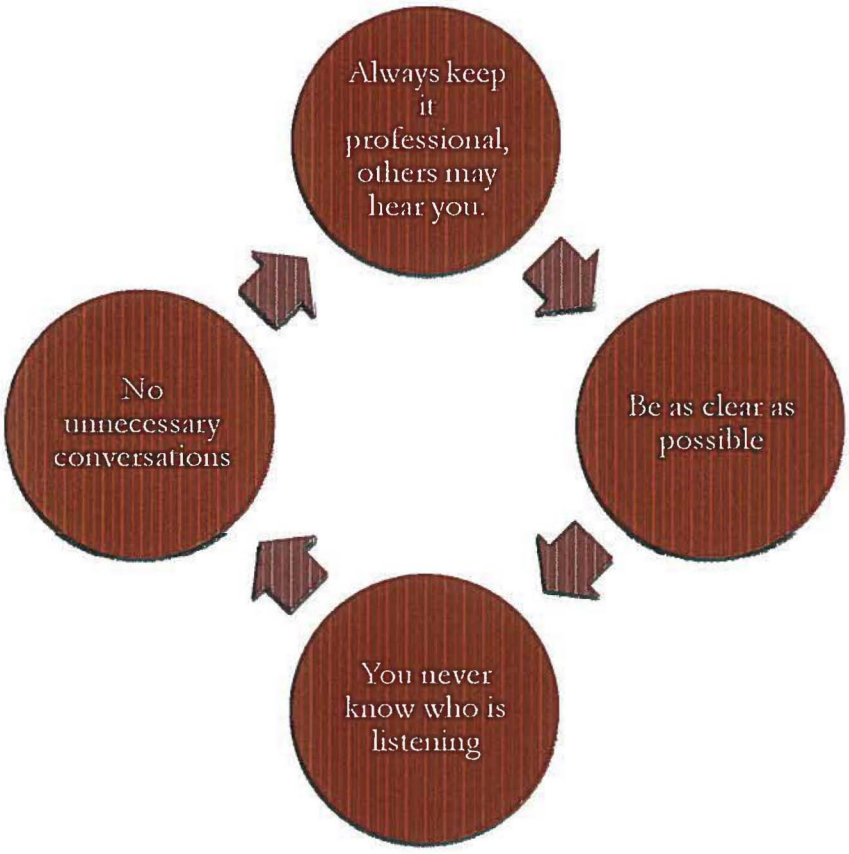
XI. Radio Etiquette

Radio etiquette is going to play a big part in our customer service standards. Captain's curbside in the terminals along with the cashiers inside the terminal buildings will have radios. When speaking on the radio always remember to be professional. There is to be no unnecessary conversations on the radios. Being located within the terminals you never know who is around and might over hear you. Make sure to always speak clearly.

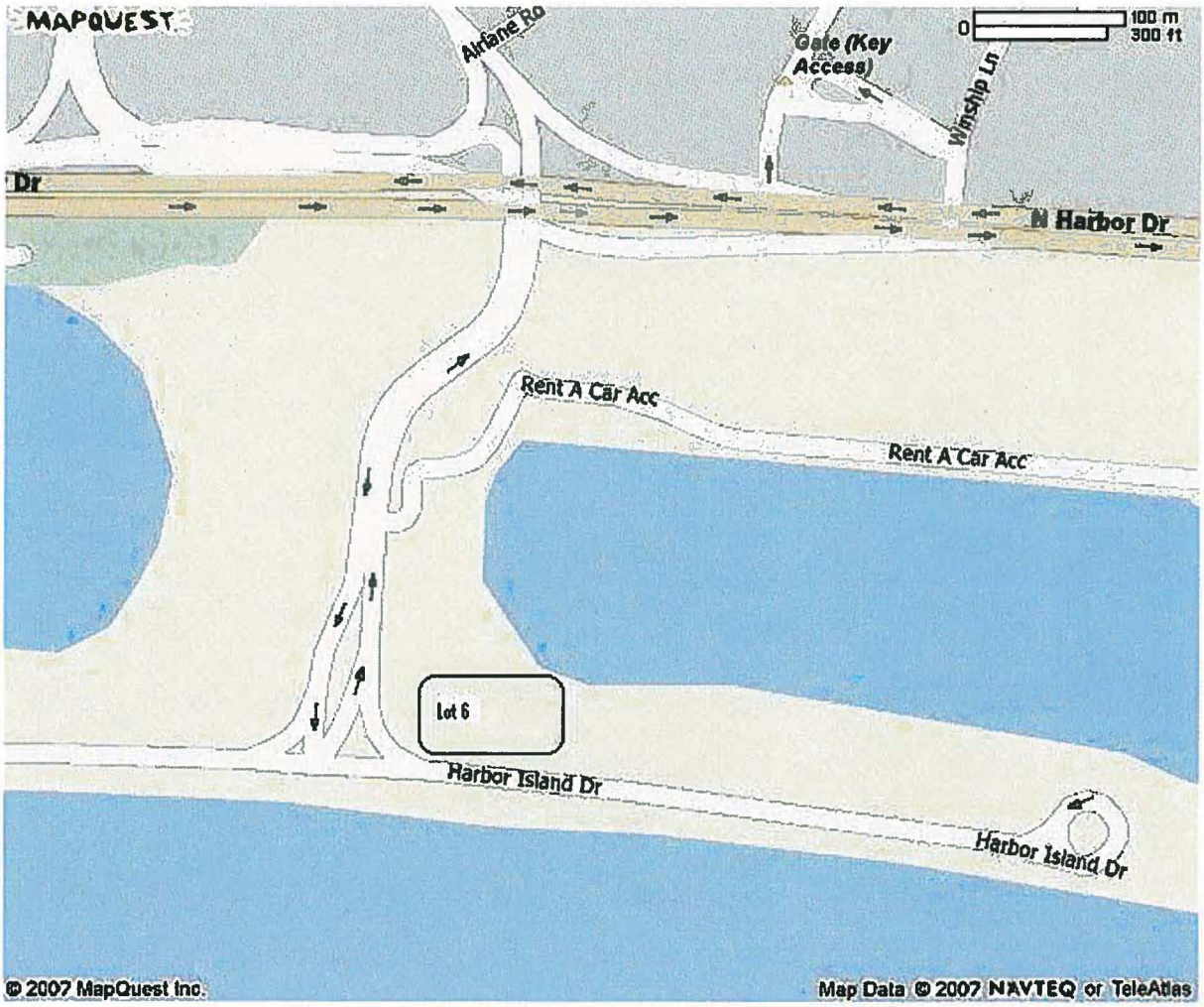


XII. Employee Parking

All employees will park in Lot 6 which is located on Harbor Island Drive. Lot 6 has an employee shuttle that will take employees to the terminal in which they work and then bring them back to lot 6.

Directions to lot 6:

- Head west on Harbor Dr.
- Make a left on Harbor Island Dr.
- Harbor Island Dr. turns left
- Make a left into lot 6



XIII. Key booth procedures

The key master will be in charge of the key booth area. All valets must listen to the key master for he is responsible for all keys located in the key booth. On occasion a valet may have to cover the key booth while the key master takes a break. Once the valet takes over for the key master the valet is now responsible for the key booth and all keys located in the key booth.

Key Booth Procedures:

Receiving a vehicle:

Valet drops keys in key box
Key master removes the keys and makes sure valet ticket is completely filled out
Key master will then log the keys in on the key log
Key master then files the keys according to the arrival date of the guest

Delivering a vehicle:

The grave yard key master will be in charge of keeping track of the vehicles whose owners will be showing up that day. The key master will check the log and gather all the keys to the vehicles that will be delivered that day. The key master will instruct the valets to bring those cars down from the Pacific Highway lot to the cargo lot staging area. After the vehicles have been staged for delivery the keys will be placed on the "Today's Arrivals" key board for easy access and maximum time efficiency.

Delivery Procedure:

- Guest's return flight arrives back at the airport and the guest goes to the cashier booth
- Guest hands cashier the valet ticket
- Cashier then calls out the terminal number as well as last three digits of the valet ticket over the radio and writes down the ticket number on the cashier log
- Guest pays parking fees
- Key master locates keys on "Today's Arrivals" board and replies over the radio "copy!"
- The key master then records all the valet ticket information on the key log
- Key master then hands the keys to a valet who delivers the car to the appropriate terminal
- Valet opens all doors and assists the guest with any luggage or belongings
- Valet offers the appropriate farewell.

Key Booth Action Log

CARS IN

CARS EXITED

KEY COUNT

OTHER

INCOMING CARS ONLY

IN #	T1 #	T2 #	Ticket #	Customer	Return Date	Return Time	AM/ PM	Valet Init	In/ Out	Action Date	Action Time	AM/ PM	KM Init	T1 #	T 2 #	Out #

XIV. Key handling Procedures

Securing Keys

- **Never leave keys in unattended vehicle**, for any amount of time!

- Keys should be returned to the booth (or secured keyboard) immediately after parking the vehicle. Keys not returned immediately could get lost/misplaced.

- All customer keys need to be in a **locked key box**/board and monitored by the valet/or key master.

- In the case of a one-person operation this locked box needs to be checked each time the valet/attendant leaves to retrieve a vehicle.

- Unsecured keys can be stolen and could result in a stolen car.

- When vehicles are in the terminal the "captain" will be responsible for organizing and securing keys located in the terminals.

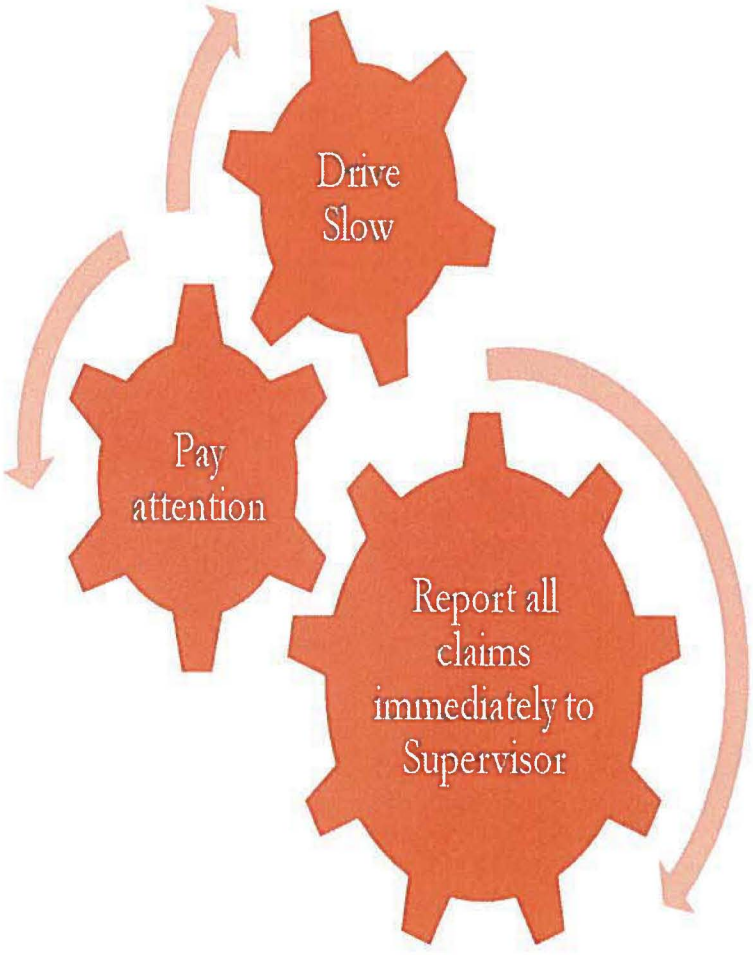
- Security is our main concern. Please be aware of any persons loitering on the drive. They should be asked if they can be helped or if suspicious contact security.

- Never offer to return a rental car or accept responsibility to return a rental car for a guest for any reason. Please contact a manager if a guest/transient is asking you to do so.

- Inform a manager immediately if you suspect that vehicle/keys have been in the garage/lock box for any longer than 1 day past a guest's check out (rental cars).

XV. Claims

Hopefully if everyone is driving safely and following the proper procedures claims will be an occurrence we will seldom have to deal with. Claims negatively affect the operation in many ways. Claims drastically affect our customer service as well as negatively affect the monetary gains of our clients. Claims packets must be filled out every time a guest claims that there is damage that was not there before they valet parked with us. Claims packets must also be filled out every time a guest claims that items are missing from their vehicle. Only captains, key masters, and supervisors are to fill out claims packets. If a guest approaches you and wants to fill out a claim notify your supervisor immediately so the process can be taken care of in the timeliest manner. If you damage a guest's vehicle you must immediately report it to your supervisor or manager on duty. We understand that accidents happen so please report any damage caused immediately. If damage is found on the vehicle that was not there before and a valet is found to be responsible for the damage and did not report it that is grounds for disciplinary action up to and including termination.



Ace Parking Management, Inc.
Customer Service Representative (CSR)
Training Outline

Customer Service Representatives (CSR's) undergo a two-week training period. The first week provides training for our taxi services – taxi islands and taxi hold-lot, and the second week of training is designated for shuttle services – shuttle islands and shuttle hold-lot. The following outline depicts a typical day-by-day breakdown of training week.

Week One – Taxi Island/Hold-Lot

Day One –

CSR Manager (S2) or the CSR Supervisor (S3) will introduce the trainee to the various posts and present an overview of the standard operational procedures for each taxi and shuttle island and hold lot areas.

Taxi Island – Training will begin at the Taxi Island in Terminal 1 where the trainee will be given instruction and observe the Customer Service Representative assigned to this post.

The trainee will alternate, when possible, between the east and west terminal taxi islands for exposure to the flow of customer traffic.

Day Two-

Taxi Island – The trainee will begin the day with continued instruction and observation and when comfortable will begin transitioning into a more active role with the customers under the direct supervision of the Customer Service Representative assigned to this post.

The Customer Service Representative will provide constructive feedback to the trainee reinforcing policies and procedures taught earlier in the day and on day one as well as basic customer service skills.

Day Three -

Taxi Island – Trainee continues on day three assisting the customers with the assigned Customer Service Representative observing their performance and providing constructive feedback when necessary.

The assigned Customer Service Representative will complete the first phase of the trainee's evaluation and progress report. It is at this point that the determination is made whether more training at the taxi islands is needed or not. If so the trainee continues to work with the Customer Service Representative observing their performance and providing constructive feedback. If no additional training is needed, the trainee will be assigned to work the remainder of their first week [days 4 and 5] at the Taxi Hold-Lot (55).

Ace Parking Management, Inc.
Customer Service Representative (CSR)
Training Outline

Week One – Taxi Island/Hold-Lot (Continued)

Day Four -

Taxi Hold-Lot – This day of training is specifically designed as a day of instruction and observation. The assigned Customer Service Representative's responsibility is to ensure that the trainee is familiar with all the appropriate information needed for the proper completion of dispatch cards, tracking information forms, and radio procedures required to expeditiously dispatch taxis as they are needed to specified islands or terminal locations.

After a period of instruction and observation the trainee will alternate with Customer Service Representative and begin responding to radio calls. Once the trainee is comfortable with responding to radio calls they will begin dispatching taxis to islands or terminals as needed..

Day Five -

Taxi Hold-Lot – Day five begins again with observation and a quick review of day four's learning topics. The trainee will then begin handling dispatch calls from taxi islands and other taxi dispatch calls requested by an ATO [Air Traffic Officer] for terminal "curb-side" pickups under direct supervision of the Customer Service Representative.

Ace Parking Management, Inc.
Customer Service Representative (CSR)
Training Outline

Unlike the taxi island, the shuttle island Customer Service Representative must take the customer's destination into account. Depending upon the customer's destination, the Customer Service Representative instructs the customer to wait at a designated numbered "spot" - which covers specific areas – for shuttle pickup.

Week Two – Shuttle Island/Hold-Lot

Day One -

Shuttle Island – Training will begin in Terminal 1 where the trainee will be given instruction and observe the Customer Service Representative assigned to this post.

The trainee will alternate, when possible, between east and west terminal shuttle islands for exposure to the flow of customer traffic.

Day Two -

Shuttle Island – The trainee will begin the day with continued instruction and observation and when both the trainee and Customer Service Representative are comfortable the trainee will begin transitioning into a more active role.

The trainee may assist customers or call the hold-lot via radio to dispatch shuttles to a designated "spot" on the shuttle island under the direct supervision of the Customer Service Representative who is providing constructive feedback.

Day Three -

Shuttle Island – The trainee either continues to assist customers and call the hold-lot or begins to do so, again under direct supervision of the Customer Service Representative who provides constructive feedback.

The Customer Service Representative will complete the second phase of the trainee's evaluation and progress report.

It is at this point that the determination is made whether more training at the shuttle islands is needed. If so the trainee continues to work with the Customer Service Representative observing their performance and providing constructive feedback. If no additional training is needed, the trainee will be assigned to work the remainder of their second week [days 4 and 5] at the Shuttle Hold-Lot (55S).

Ace Parking Management, Inc.
Customer Service Representative (CSR)
Training Outline

Week Two - Shuttle Island/Hold-Lot (Continued)

Day Four -

Shuttle Hold-Lot –

This day of training is specifically designated as a day of instruction and observation. The assigned Customer Service Representative's responsibility is to ensure that the trainee is familiar with all the appropriate information needed for the proper completion of dispatch cards, tracking information forms, and radio procedures required to expeditiously dispatch shuttles as they are needed to specific "spots" at the shuttle island.

Day Five -

Shuttle Hold-Lot – The trainee will begin the day with continued instruction and observation and will transition to actively handling dispatch calls from shuttle islands and other shuttle dispatch calls requested by an ATO [Air Traffic Officer] for terminal "curb-side" pickups under direct supervision of the Customer Service Representative who will provide constructive feedback.

The Customer Service Representative will complete the trainee evaluation form. It is at this point that the determination is made whether more training at any given post is needed or not.

Ace Parking Management, Inc.
Vehicle Inventory Lot Attendant
Training Outline

Lot Checkers undergo a eight-day training period. The first day involves New Team Member Training, and overview of the Handheld Computer Procedures and Review.

Day One – New Team Member Training

Lot checker attends a three hour New Team Member Training with Human Resources. The training consists of the following:

- Overview of the various lots, including scheduling and shift postings.
    - Uniforms are issued to the new team member.
- Uniform and grooming standards are discussed.
- Basic customer service expectations are set.
- Basic safety procedures are discussed.

Pre Trip Assessment

Our Lot Checker is trained to perform a pre-trip assessment at the start of every shift. This quick inspection confirms that the handheld inventory units are in good working condition.

Traffic Technologies Handheld Computers & How to Re-set them

This section details basic information pertaining to the handheld units.

Hands- on Training

In this final segment, the trainee will begin inventory of the Main lot with Shift the Supervisor and Lead Lot Checker. The Lead Lot Checker will review each step of the process as they proceed. Once they are finished, they will review the entire process until the Supervisor/ Lead Lot Checker feels the trainee is proficient in this area

Day Two – Lot Checker Training

A. How to use the Handheld Units.

- On/Off
- Lot Number
- License State – Plate Numbers/Letters
- VIN # (last 8 Digits)
- How to Login vehicles with no License Plate or VIN # visible
- How to re-set handheld units

B. Main Lot Training

- Where 1st Row Starts
- Where Last Row Ends
- Review and Evaluate the importance of accuracy

Day Three - San Park Harbor Drive Lot

- Where 1st Row Starts
- Where Last Row Ends
- Review and Evaluate the importance of accuracy

Day Four - San Park NTC

- Where 1st Row Starts
- Where Last Row Ends
- Review and Evaluate the importance of accuracy

Day Five - San Park NTC 2

- Where 1st Row Starts
- Where Last Row Ends
- Review and Evaluate the importance of accuracy

Second Week San Park Pacific Hwy

Day One

Lot and Handheld Unit familiarity with Lead Lot Checker

Day Two

- Lot Inventory (Blue, Gold Areas)
- Where to Start
- Where to End

Day Three - Review and Evaluation

- Inventory accuracy
- consistency
- familiarity
- speed

Auditor Training Check List

- ✓ Alarm _____ _____
  - Door (Code and Time)
  - Safe (2 safe with different safe Code)
  - Panic Alarm (what it is for)

- ✓ Lot Check Report _____ _____
  - Handhelds
    - NTC, Harbor, T1 and T2
    - Program on Computer and with Handheld is downloaded on which computer
    - Print 3 copies and distribute
      - Sups office (2 copies)
      - Auditing (1 copy)

- ✓ Changing Pay On foot Boxes _____ _____
  - Terminal One (POF 29,30,31,32)
  - Terminal Two (POF 33,34,35,37)
  - Saturday , Monday and Thursday – All refills (Refill all change boxes $1's and $5's)
  - Friday is Refill Hoppers Day
  - Two Auditors to change POF
    - Duties and safety measures

- ✓ Counting POF _____ _____
  - Separate Lots
  - Count all Coins
  - Balance
  - Count bills
  - Balance
  - ---------- Hoppers--------
    - Repay Hoppers to safe and Balance
  - P.O.F contents
    - $1's Refill (8X$400 = $3,200)
    - $5's Refill (8x$1500 = $12,00)
    - Bucco (8x$100 = $800)

Total: $ 16,000.00

- ---------- Refills----------
  - 1's box has $400 and 5's box has $1500.
  - Put money in the change box to make bring it back to initial amount.
  - Balance
- Count money on hand and balance with paper work.
- Balance safe

✓ Sorting Cashiers Pouches _____ _____

- Separate by both then consolidated all pouches belonging to Terminal 1, Terminal 2 booth 13. NTC, Harbor Dr. and Valet T1 and T2
- Add all Brinks tapes on each cashiers top sheet
- Add all lots
- Balance with Brinks Pick up

✓ Logon / Logoff Report
- Check Cashier's numbers to Logon/Logoff Report

✓ Balance Cashiers top Sheets _____ _____
✓ Exceptions audits on all top sheets _____ _____
✓ Full Audits _____ _____
✓ Spot Audits _____ _____
✓ Full Tickets Audits _____ _____
✓ Reports _____ _____

- Vehicle Inventory Reports
- Daily Batch Report
- Brinks Report
- Shortage/ Overage Report
- Exception Audit Reports
- Revenue Reports for following lots
  - SPNTC, SPHD, SPVT1 , SPVT2 ALL LOTS
- Hang Tag report
- Promissory Reports
- Disciplinary Reports

✓ Forms / Logs _____ _____

- Full Audits Forms
- Supervisors Disciplinary Form
- Spot Audit Forms
- Validation Log
- Hang Tag Log

- ✓ Daily Responsibility _____ _____
    - Print Lot check
    - Change POF boxes
    - Count POF / add Cashiers Sheet
    - Balance Safe and Brinks / Deposit POF
    - Balance Cashier's Sheets
    - Balance and Control Hangtag
    - Exception Audits (All Cashier's Sheets)
    - Booth Audits (At least Three booths each day)
    - Full Ticket Audit (one per day)
    - Reports

Ace Parking

Auditing Procedures, Functions and Manuals/Forms



Section 1 - Procedures

1. Print lot check report
2. Balance safe
3. Pull pay on foot boxes
4. Count pay on foot money
5. Balance safe
6. Sort cashier pouches
7. Balance pouches and brinks figures
8. Balance cashiers top sheets
9. All lots (T1, T2, and commuter). Balance top sheet along with pay on foot, lot 8 & 6, recovery, verified coins, etc.
10. Add credit cards and balance SPNTC and SPHD
11. Add credit cards and cash, balance SPVT1 and SPVT2
12. Exception audit on all topsheets
13. Full ticket audits (1 FTA per day)
14. Spot audits (at least 3per day)
15. Cashier full audits
16. Reports

I. PRINT LOT CHECK REPORTS:

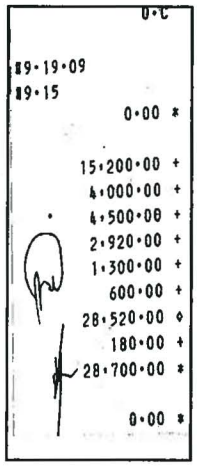
1) **HAND HELD / LOT CHECK**
   - ❖ Check Power Percentage (shift1 , Enter , F6)
     Recharge if Battery life is less than 20%
   - ❖ Set Up
     - + (enter password) *pass*
     - D (Data)
     - O (Output Files)
2) **COMPUTER / DESKTOP**
   - ❖ File name Parking Aid
   - ❖ Get Inventory
   - ❖ Put in number of unites (Handhelds)
   - ❖ (on the Handhelds) press D, and then O
3) **CONNECT HANDHELDS TO COMPUTER**
   - ❖ Connect cable to right side on handheld unit
   - ❖ Click on Continue
   - ❖ Data should be uploaded
   - ❖ Update by license (dialogue box will appear)
   - ❖ Click OK
   - ❖ Print 3 Copies of each lot check reports
     - Two for Supervisors office
     - One for Auditing
4) **CHECK PRINT OUTS**
   - ❖ All lots Reports: should have Harbor Drive (Lot 8) Terminal 1 and 2 (Lots 1 &2) Commuter (Lot 7)
   - ❖ NTC Report is only for NTC (Lot A)
   - ❖ Make sure all lots have days 1, 2, 3, etc…
5) **ERASE DATA**
   - ❖ Main Menu
     - E (Erase Data)
     - # 3 (Erase all data)
     - Y (Yes)

CHECK POWER BEFOR YOU RETURN UNITS TO SUPERVIOSRS OFFICE. MAKE SURE THAT

HANDHELDS ARE MORE THAN 50% CHARGE.

II. BALANCE SAFE:

Safe should not be opened if there is no second party present. Under any circumstances the safe **CANNOT** be open if there is no second party. The safe is balanced twice a day.



First Safe Balance:

- ❖ Run all lose money through the Jet Scan money counter.
- ❖ On the Calculator
- ❖ – Put Date and time
  - Add: lose Money + bundled Money in safe + Coins +$15,200. (Money in P.O.F Boxes)
  - Your Receipt should look like this
  - The safe should have $28,800.
  - If there is Money Exchange / shortage or overage

- Take the subtotal of what is on hand; add Money Exchange or shortage, then Grand total.
  - Receipt should have the initials of the two auditors balancing the safe.

- ❖ Blue Folder
  - Log (on Auditing Safe Balance Worksheet)
    - date and time (Date and time on receipt)
    - Amount of Cash you have one hand
    - Money Exchange if there is any
    - Shortage / Overage with description
    - Two initials of Auditors (parties) Balancing the safe.

III. Pay of Foot or P.O.F

- There are total of 8 P.O.F Machines, 4 in Each Terminal. Each P.O.F stations have 4 Boxes (these boxes are in the Auditing safe)
  - Note Safe (black with green handles)
  - Coin safe (black handle silver color)
  - 2 Change boxes ($1 box and $5 box)

Pulling the boxes from the P.O.F machines is a two man job. One Auditor will pull the box and the other on will write Date and P.O.F Number or box's tag and is responsible for picking up the Journal print from the P.O.F machines. Security escort is mandatory as well. There are days for refilling all change boxes ($1 and $5), refill coin boxes / Hoppers or just change Coin Safe and Note safe only.

- ❖ When in Auditing Room, separate boxes by terminal, all T1 P.O.F on one side and T2 P.O.F on the other.

- You will need two auditors to count money. Each auditor for each Terminal or Lot.
- Journal Print from P.O.F
- Supervisor Count Slips

- Sort Journal Print from P.O.F and Supervisor Count Slips.
  - On each slip write P.O.F number and amount of Coins.
  - Put initial on Supervisor Count Slip and Journal.

- Like a Cover page you need a Supervisor Count Slip for each Area or Lot.
  - Put Lot number and list all P.O.F counted
  - Put coin amount drop in Verified Coin bag (to be cover in the next section)

IV. COUNTING P.O.F

1. COIN BOX

- Empty ALL coin Boxes onto the table / put back box in safe
- Add ALL coin amount from P.O.F Journal Print out
- Count all coins from Lot/ Area
- Balance Journal (print out from P.O.F) to P.O.F Coin box content
- Count coins. Sell rolls to safe, rest of the change put it in Verified Coin bag.
- Write the amount you put in verified bag on your Lot 1 POF supervisor count slip
- Balance all your coins to Receipt

- **IF BALANCE MOVE ON TO NOTE SAFE BOX. IF NOT RECOUNT OR MAKE ADJUSTMENT UNTIL BALANCE.**

2. MAKING ADJUSTMENTS

Before making any adjustment, make sure that all money are on the counting table, always check under JetScan and Calculator; it might be under there. Check in coin boxes. Ensure that the difference a real shortage/overage.

- Change the amount on the Journal Receipt to the amount you have on hand
- Put your initial
- Get a second party (another auditor) to verify that the changes make is legit and initial journal.

3. NOTE SAFE BOX

- Open Note Safe Box pull out the money
- Jet Scan mode: Sort
- Sort/Count bills and match with Journal Print from P.O.F.
  - If NOT match re-run the money, and get initial from a second party. (Same procedure as adjusting Coin totals.)

- Two types of receipt from Jet Scan is needed to ensure accuracy.

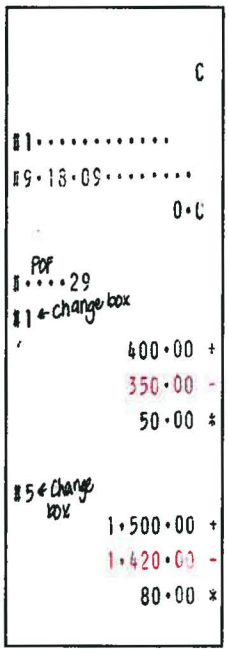
❖ Add the coin from that specific P.O.F (**not** all coin totals) and get your total. Write it on Grand total line

Do this for all P.O.F

❖ When finish counting all P.O.F. Add all P.O.F total to get the P.O.F grand total for each Lot or Area.
❖ Sell small bills to make a good safe (Auditing), mostly the $5.
❖ Count (using Jet Scan) all money and balance with the P.O.F journal
❖ To Balance
  - Add all P.O.F Totals (Currency +Coins) – you take this from Journal Print
  - Run all money on hand then add coins that were put in Verified Coin bag.

4. REFILLING P.O.F

❖ Follow Counting P.O.F procedures
❖ After balancing the money on hand to amount on P.O.F Journal change all your big bills to $5.
❖ On your calculator put the date (9.21.08 #) then clear memory



❖ Put P.O.F number (29#) , then denomination (1#)
❖ $5. Box has $15,000 and $1. Box has $400. So depending on what denomination you're working with. Put the total amount ($1500 or $400) then subtract what is in the change box.

(i.e.) 400-350=50; 1500-1420=80

❖ Put the difference *($50 in $1 change box, and $80 in $5 change box*) in the change box and balance against the P.O.F Journal (see bottom part of journal)
❖ Repeat process with the other boxes.
❖ When all Coin Boxes are done. Add all P.O.F refills (differences)
❖ Subtract that amount from first run (Subtotal).
❖ Change small bills on hand / sell to the safe.
❖ Count/run bills, add coins and balance with the sum of all P.O.F journals.
❖ Making a deposit.

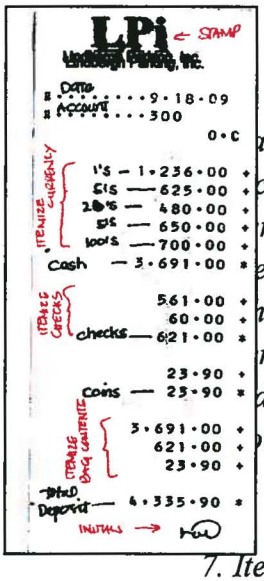
4. MAKING A DEPOSIT RECIPT

DO NOT MAKE A DEPOSIT UNLESS THE LOT BALANCES.

- ❖ When running money. A receipt will generate: *use this receipt for* ***Cash only and POF 1 &2 deposit.***
  - For Lot 6, 8, Recovery and Verified coins, a manual receipt is required since these lots have more than just currency deposit.
  - To make a manual deposit (Look at deposit for all lots – same procedure is apply
  - Just specify if it's a lot 6,8, Verified coin or Recovery deposit
- ❖ It's important to always put DATE, LOT AND ACCOUNT # on the receipt.
- ❖ Stamp it with the LINDBERGH PARKING INC. and PAY TO THE ORDER OF… stamp.
- ❖ When both lots are counted and deposit slips are made; consolidate and run it through the Jet Scan to get the total for both T1 and T2 P.O.F.

5. MAKING DEPOSIT FOR ALL LOTS:

- ❖ One Auditor will run money the other one will fill out Deposit slip for Bank and add all receipt to make sure money match the sum of all deposit receipt.
- ❖ Combine Money from Hangtags, Recovery, T1 P.O.F and T2 P.O.F
- ❖ Run it through the Jet Scan. Get total and match it with receipt total.
- ❖ Closed Verified Coin Bag and make a manual receipt.
- ❖ Manual Receipt (in order input the following)



ate

ccount number

mize Currency

emize Checks

here are any)

rified Coin amount

dd all Items (Cash, Checks and

oins.)

8. Stamp the top and back with Ace Parking and Pay to the order of stamp

7. Itemized bag Contents and specify denominations

Don't forget to specify denomination and types of deposit. List which is cash, check, coins, and total deposit

Making a Non-Verified Coin Deposit

This type of deposit is made for Coins in bulk dropped off by the Airport Maintenance. Make sure that the Coin bags dropped off are close tight, (Brinks will not take it if it is not close tight). Up on receiving bags do the following

- Tag it, using a Label tag,
  - Put Fr: Lindbergh Parking Inc , To: US Bank Cash Vault, # of Bag (i.e., 2bgs – Bags should be labeled as 1of 2 and 2of 2)
  - On the Brinks Customer Receipt Book
    - Log on *Said to contain* : *Non-verified Coins*
    - *Bag number: no serial number*
    - *No. of Bags:* put number of bags

V. Balance safe: Follow same procedures as step two.

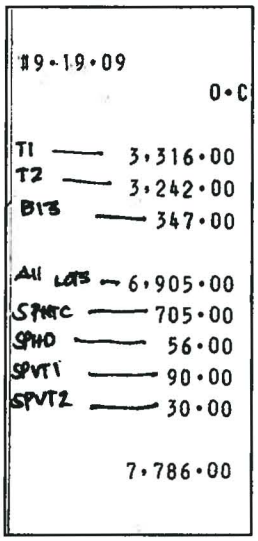
Verify and Finalize Drop – making sure Deposit is accurate

- Before the final re-count you need to make copies of all the deposit slips (3copies,) receipts (3copies) and checks (2copies).
  - Make a set of 3 copies. Each copy for –Auditing Manager, Lot 200, and Auditing file. Checks copy goes to Auditing Manager and Auditing file.
  - Orders of Copies:
    - 1st pg – Lot Receipt Copy
    - 2nd pg-Total Deposit Copy
    - 3rd pg-Checks
  - Add all Receipt on 1st pg. and staple receipt from calculator to the top left corner
- At all times a third party is needed to confirm/prove the deposit.
- What to look for when verifying deposit slips and bag
  - Deposit slips: (make sure it has the following)
    - Yesterday's Date
    - Right account number
    - Company Name (Lindbergh Parking Inc)
    - The Manual Receipt from step 5.
  - Deposit Bag
    - Today's Date
    - Send To : Us Bank, Cash Vault
    - From: Lindbergh Parking Inc.
      3665 N. Harbor Dr. Suite 200
      San Diego Ca 92101
    - Amount enclosed in Bag
  - Brinks Customer Deposit Book
    - Date, Ace Parking, Amount and number of Items – Keep this with the deposit bag.
- Inform Auditing Manager all Pay On Foot are counted audited and ready for pick up.
- Put money and log book in safe.
- Ready to be picked up.

☺☺☺☺☺☺AT THIS POINT, FIRST 10 MIN BRAKE IS A GOOD IDEA!! ☺☺☺☺☺☺

VII .SORTING POUCHES:

Break Down by Lot:



- Separate pouches according to booths and lots
- Put them in sequence (1st shift to 3rd shift)
- Don't put them back together. Top sheets stays separated from now on
- Take out top sheets from pouches. Clip and staple all receipts, note and replacement that come with it.
- Top Sheet still separated by lot, add their brinks receipt.(Revenue dropped in Brinks)
- On the calculator ADD
  - T1 +T2+B13 subtotal ◇
  - + SPHD +SPNTC +SPVTI +SPVT2
- Then grand total.
- This total should and will always match the Brinks Report generated at the time of Brinks pick up.
- If Brinks Report and Top sheet totals don't match – look for it!
- Now the figures can be inputted into Spreadsheet
  - File name *Brinks*
- SPP and Bag Deposit (P.O.F Deposit) needs to be entered in the same file *Brinks*

- ✓ Recovery, Lot 6 and Lot 8 are all in the 300 Hundred Account.
- ✓ San Park Pacific Hwy. Figures are called in every morning by Supervisor or manager.

Cashier End of Shift Report

To ensure that all revenue are dropped and accounted for, this step is very important and should be done efficiently every day.

- On the computer
  - Go to Cashier / shift Report
    - Cashier Shift Logon / Logoff
    - Set the time frame (Prior day to Today's date and time)
    - View all Station
    - Check only Close Shift
    - Print

- With two Auditors
  - One to Call the Shift Number
  - The other one to check off the Report
  - If a Shift number is missing and contains money. You must look for it if you can't find it you MUST notify the Auditing Manager.

-

VIII. Balance Cashier's Top sheets:

LOT 300 (T1, T2, B14, LOT6, LOT8, ALL POF, VERIFIED COINS and RECOVERY)

- T1,T2and B13
  - Balance Top sheet - If there is shortage/overage check to if adjustment is needed. Adjustments are usually found with: Coupons, Validation, Price reduction, Mutilated tickets, Lost P.O.F Tickets, Bank carried over etc…
  - On Computer
    - File name : All Lots
    - Create a new Quattro-Pro Worksheet by Copy/Paste from *master* worksheet, and name the file the date. (i.e. *09/19/09*)
    - A Quattro Pro worksheet will appear

    (Work sheet is self explanatory.)

- P.O.F ,Verified Coins, Lot 6, Lot 8, and Recovery
  - All have to be entered in the same worksheet mention above.
  - All this are part of Lot 300 therefore are to be entered in the same worksheet

SPNTC, SPHD,

- BALANCING CASHIER TOPSHEETS (CREDITCARDS AND CASH)
  Add Cashiers Credit Cards must be manually add and matched with Journal
  - For each Cashier balance Brinks deposit to Revenue
  - Add ALL Credit Cards for each cashier and balance with Journal.
    - If adjustment is needed get a signature from Auditor Manager
    - Divergence in Credit Cards should also be address to A.M
  - Repeat process for all Cashiers, and then add up all Brinks Deposit, number of Credit Card Transaction and Credit Card totals.
  - Do the same with both lots SPNTC AND SPHD
- BALANCING LOT REVENUE:
  - On Computer : Go to
    - Revenue Reports
    - Revenue History
    - Area – NTC and Harbor Dr.
    - Print
  - Attach deposit slips to revenue Reports (see below)
  -

Date:	SPNTC	SPHD	

Pay Ticket	Free Exit	Credit Card	TOTAL
# OF CASH TRANS	ALWAYS PUT 0	# OF C/CARDS TRANS	TOTAL # OF TRANS/ LOT
$ AMT. OF CASH	ALWAYS PUT 0	AMT OF C/C ON HAND	TOTAL

- Make a Copy for Auditing file and give original to Auditing Manager along with the actual C/Card Receipt.
- Credit Card manual receipts (receipts with all credit card information) will be given to Auditing Manager.
  - It's ILLEGAL to have credit card information out publicly.
  -
- Input numbers in Computer
    - File name is SPHD AND SPNTC
    - Car count is also necessary for this report
        - Taken from the Lot Inventory Report (look for Lot A and Lot 8)

❖ SPHD and SPNTC REPORTS

- 10 Day Summery Report is printed every after every 10th day.
    - Reports consists of a Long Report (legal size) which is the DAILY REVENUE REPORT and a short report (letter size) LOT DAILY REPORT.
    - These reports are to be cross reference with the lot Inventory Report and Brinks Deposit Report to ensure credibility.

- End of the Month Report is the same as the 10th day report but it include a month summery instead.

SPVTI AND SPVT2

❖ BALANCING CASHIER TOPSHEETS (CREDITCARDS AND CASH)
- Same procedure applies here, All Cashiers Credit Cards and Cash must be manually add and matched with Journal

❖ REPORTS:
- Same as SPNTC and SPHD

IX. Shortages/overages

More than $3.00

❖ Check for adjustments
❖ Check Full Transaction Report
❖ Check for miss processed payments
❖ Check for manual Credit cards processed at office

Shortage/Overages that cannot be adjusted will be an Actual Shortage/Overage
This will result in warnings and suspension.

❖ All shortage/overage or adjustment needs to be sign by Auditing Manager

- Give Cashiers Top Sheet Transaction Report (Don't print all report only the pages you need)
- Depending on how much the shortage or Overage is disciplinary action will take place

- Refer to Shortage/Overage History file and Shortage/Overage Guidelines
- Fill out Cashier/ Counter Shortage Warning Form
- Give it Audit Manager for signature
- Give it to Operations Manager to talk to cashier

Shortage/Overages less than $3.00 or Adjustments

- Less than $3.00 shortage/overage or adjustments might be a small amount but its as important to check for possible reason
- Let the Audit Manager knows
- Get Top Sheet signed by Audit Manager
- All shortages /overage or adjustments less than $3.00 will be entered in a spreadsheet to keep track on cashier's progress.
- Adjustment must be entered in the same spreadsheet (file name *cashier's$3.00 short/over*)
- Put back Top Sheet with the rest and file.

X .Promissory transactions:

- Promissory Notes
  - Promissory Notes are considered as revenue and re tracked until paid in full.
  - Upon receiving Promissory Notes separate from Cashier Top Sheet and indicate on Cashier Sheet how much and number of Note.
  - Enter in Promissory Note Database
    - Note number
    - Name and amount
- Promissory Note Notice
  - After the first initial seven day period, a courtesy letter is sent out to customer as a reminder of payment

- Promissory Payments
  - Payments can be made in Cash, Checks or Credit Cards.
    - When taking payments make sure payment indicated a note number or customer name
    - Deposit all Promissory Payment as Recovery
  - When payment is made file is cleared out of database
    - File name *Promissory Note*
      - Clear file by putting Pd (date)

XI. Hangtag sale Report/Audit – Hangtags are parking pass sold to all San Diego Airport Employees only. All Hangtag customers must be working at the San Diego must be employed by the San Diego International Airport

- All hangtag sales are sold from the front Desk(Reception Desk)
- To sell Hangtag
  - Ask customer for Port I.D
  - Use I.D number to locate customer in Database
    - If I.D number is not found use last name
  - Customer's file should have the number of lot where they will be parked.

- Give customer the hangtag enter number, date, type of payment and how much and your initials.
-

❖ Printing Report
- Always print *Revenue by Lot and Payment Type Report* first
  - This way you know what other reports you need
- Check report to see what lot you need to print the second report from
  - Second report is in the same database
  - File name *Lot sold by Lot/Employee*

❖ Auditing Hangtag Sales
- All Hangtag are numbered in sequence to have control of sales.
- Hangtag audit
  - Match number sequence, should be in order if not
    - Find out why and where are the hangtag
    - Where they paid hangtag or invoiced
    - Balance number of sold Hangtag to Revenue for the day
- If everything balances make copy for auditing file and give the original to Audit Manager.

Section Three: Forms and Audits

XII. <u>Exception Audits –</u> This type of audit is used to track all exception transactions. Exception-Transactions are transactions that are processed with a Replacement Ticket. (I.e. Validations, Reduce Payment, Free Exits, Lot Tickets, Alarm Tickets, Mutilated Tickets, etc)

❖ **Print Exception Reports**

- Go to *Cashier/Shift Statistic Report*
  - *Exception ticket detail by Cashier/shift*
- Starting Date is the date of Cashier's Top Sheet
- Ending Date is a days after

❖ **Print Report for every Cashier / Top Sheet**
- Keep reports and Cashier sheet together

❖ **Audit** (Review each Top Sheet one by one)

- Will need:
  - <u>Vehicle Inventory Report</u>
  - Exception report
  - Cashier's Top Sheets and all transaction or receipt that comes with it.
  - <u>Replacement Ticket Log</u>

- All Exception-Tickets should have the following

- Approval code, Name of Office Coordinator, Original amount and Cashier name, reason why it is an Exception-Ticket
- Exception-Ticket should be log at the back of Cashier sheet
- Should be log on Replacement Ticket Log by a supervisor or Office Coordinator

- All Cancellation MUST have a reason and should have all receipts attached to Top Sheet.
  - If there are no receipts /missing any receipt cashiers need to be called in to the Auditing Manager

- Check for amount of tickets, what kind of transaction, Approval Code from the Supervisor's office, who authorize transaction and if it's log on Cashier sheet
  - If any of these are missing, a Cashier Discrepancy Form should be filled out, attached to the Top Sheet and submit to Auditing Manager. A note should be put on Cashier's time card to come see the Auditing Manager.
  - All Exception-Tickets, Cancellation Receipts and Adjustment Receipts are essential for auditing therefore if anyone is missing a cashier should be called in to talk to Auditing Manager.

- Lost Ticket
  - All Lost Tickets should be filled out properly
    - Following items should be filled in: Amount, Supervisor, Cashier name, exit date and time, license plate or Vin number, Driver's license and signature
    - Phone number is optional
    - If any of these are missing – it's another Discrepancy.
  - After Exception Audit is done. All Lost Tickets are to be collected and inputted in computer for Harbor Police Report.

- All Documents (Top Sheets, Lost Tickets, Exception report and Cashier Exception Log should be initial to specify the auditor)

Making a Discrepancy Report / Notice

- Always let the Auditing Manager knows before proceeding
- Fill out the Cashier Discrepancy Form
- Notify cashier by leaving a note on Time Card
- On the Computer, input in file name *Discrepancy log*
- Put Discrepancy Form in folder in Auditor Manager's office

XIII. <u>Full Ticket Audit:</u> - THIS IS A DETAIL TICKET AUDIT WHERE ALL TRANSACTION TICKETS ARE AUDITED.

- Photocopy original Top Sheet
  - Keep original copy put Photo copy with the rest of Top Sheet
    (Use original Top Sheet Full Ticket Audit)
  - Sort tickets by hour
  - Form you will need
    - Full Ticket Audit Report

        - Full Transaction Report
            - On computer go to Cashier/Shift Stat. Report
            - Cashier Transaction
        - Replacement Log
    - Using Full Ticket Audit Report - set color code
    - On Full Transaction Report
        - Ticket Audit – Check tickets with report in order
            - Cancellations
            - Exception Tickets
            - Regular Tickets
        - Check and Count Transaction type
            - Check all Cash count them balance with Cashier's journal
            - Count all credit card transaction and balance with actual credit card attached to Top Sheet
        - Count All Tickets including Exceptions and Cancellations and balance with total number of Transaction
    - Fill the Full Ticket Audit Form
    - Missing a ticket or if Suspicious Transaction is found; Auditor Managers must be informed and further investigation will set up.
    - Roll it up like a burrito, write the name of cashier, FTA (for Full Ticket Audit) date, booth, and your name.
    - Input data on Computer (file name: *Auditors Inventory log)*
    - Submit to Auditing Manager

XIV. <u>Spot /Booth Audits:</u> - This is a random check of funds ensuring cashiers are in compliance to Ace Parking's cash handling procedures. This is done at the booth.

- Close booth by putting a Cone in the lane
- Observe the following
    - Cashier's Reaction
    - Surrounding
    - Cashier's Paperwork
- Seven out the Cashier

  DO NOT LET THE CASHIER SEE THIS JOURNAL PRINT!!
- On Report (Cashier Spot Audit Form)
    - Fill out headings
    - Tell cashier to count his/her own money
        - Do not touch anything
        - Ask cashier how much they drop and cross reference with cashier Top Sheet
    - Get number of bills by denomination and amount of coins in dollar form.
    - Add all money
        - Balance it with Journal Print
    - Answer questions on Report
    - If Cashier does NOT balance, check everywhere in the booth outside trash can area, check drops etc…
    - Depending on the situation you can either
        - Pull out Cashier and do a Full Audit
        - Mark Cashier Fail
    - Advise Cashier on status and how to improve or compliments
    - Bring Booth Back in service by removing cone and turn green light on.

- Give Journal Print to Supervisor office
- Input Data in computer(file name *Auditors Inventory Log)*

XV. <u>Full Audit:</u> - This is a random check of funds ensuring that cashiers are in compliance with Ace Parking's Cash Handling Procedures. This procedure requires a more concentration. The Auditor will pull a cashier out of the booth. Bring Cashier into Auditing Room where Full Audit will take place.

- Need a Cashier for Replacement
  - Use the Break Cashier work the booth while audit is perform
  - Give Break Cashier a Bank transport him/her to Booth
- Close the booth by putting a cone in the lane and turn on RED light
- 7-out Cashier and gather money. *(place money in the center of cashier form and place in cashier's pouch)*
- Key in Break Cashier
- Gather tickets
  - All type of tickets
- Open drop safe and have cashier collect their drop.
- Transport cashier back to Auditing Office
- Count Cashier's revenue
  - Cashier must be present during money counting
  - Take out the $100. Bank and give it back to supervisor office
  - Match money to revenue on Journal
  - If short/over look for adjustments s
- Full ticket audit (follow Full Ticket Audit procedure)
- If cashier Pass , give new bank and send cashier back to booth
- If cashier Fail, send cashier to see Audit manager
- Transport Cashier back to booth
- Input data in computer (file name *Auditors Inventory log)*

XVI. <u>Reports:</u>

Batch Report

This report is printed every morning. It's a report on all stations and area's revenue within a 24 hour period. This report is use for balancing Lots /Area.

- P.O.F Lot 1
- P.O.F Lot 2
- SPHD
- SPNTC

Balance how much revenue on hand with how much report Revenue says. If the difference is significant the Audit Manager should be notified

Daily Revenue Reports

- Data are entered daily
- Report covers
  - Cash / Credit Card brake down
  - Car counts
  - Free exits
  - Transaction summery

Weekly Revenue Report

- Weekly Revenue by Lot
- Weekly Comparison by
  - Revenue
    - Cash ,Credit Card and Recovery
  - Car counts

Monthly Revenue Report

Same as weekly Revenue Report but covers a month total

End of the Month Report

Every month has its own file, End of the month Report is basically closing out the month saying everything balances and reports are accurate

Promissory Report

Report on Promissory Payment progress.

Auditor Inventory Report

Inventory Report is a report on all audits done each month

- This report covers the following audits
  - Exception Ticket Audit
  - Full Ticket Audit
  - Cashier Full Audit
  - Spot/Booth Audit

Brinks Report

Daily pick up by Brinks Report and break down by Lot or account. This Report should be use to balance Cash revenue with Lot Revenue.

Operations Department

Manual

Mission Statement

"By valuing our employees, listening to our clients, and operating under the ideals of moral integrity, quality and accountability, we will lead the parking industry in service and financial results for our clients."

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    - Vehicle accident
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2011 Operation GOALS

1. Customer Service
2. Teamwork
3. Communication
4. Consistency

Ace Supervisor Guidelines

The start and end of your shift depends upon your lot assignment. If you are assigned to work in:

Shift 1 Graveyard 11:15 p.m. to 07:45

Shift 2 Lot 1 07:15 a.m. to 15:45

NTC & NTC 2 07:45 a.m. to 15:15 and
San Park or Auxiliary schedule

Shift 3 Lot 1 15:15 p.m. to 23:45

NTC & NTC 2 15:45 p.m. to 00:15 and
San Park or Auxiliary schedule

Start-of shift procedure as follows:

- Clock in – You must be in proper uniform to clock-in unless otherwise approved by a Manager or Asst. Manager.
- Get two $100 supervisor's banks from the Office Coordinator (OC) – make sure that you count your banks before leaving the office. If not, you will be responsible for any shortage.

Organizing your shift

Start organizing your shift by checking your resources:

- Do you have any absent or late personnel? How will this affect your shift?

- What changes do you need to implement to ensure your shift runs smoothly? Discuss them with your OC and other Supervisors during your shift meeting, Shift 2 @ 08:45 Shift 3 @ 16:40.
- Check the office board for equipment problems and make sure the OC called SAS to fix the problems.
- Check for what needs to be done, change over, and/or check equipment in your lot:
    - Entries - are they issuing tickets properly? If not re-stock the entries.
    - P.O.F.s - are they working properly? Ensure they take bills, coins, credit cards and issue receipts. If not re-stock the POF's.
    - Booths - the cashiers should have their name plate on display and must be in a complete and clean uniform, including their name tag which must be visible, i.e. on their jacket, if wearing one, instead of their shirt. Check if all the supplies are there such as: Quick Reference Guide, Counterfeit Money Detector Pen, replacement tickets, manual receipts, rubber bands, paper clips, stapler, staples, receipts rolls, credit card manual receipts, promissory notes and pouch.
    - Is the Booth's equipment working properly such as: printer, keyboard and monitor, inside and outside lights, chair, air condition and heater.
    - Make sure safety cones are in designated spots.

Remember, the fewer problems the cashiers and customers have, the fewer problems you have. Problems with any equipment must always be written on the equipment board.

Supervisor's Responsibilities

1. Clock in on time
    - Shift 1 @ 11:15 p.m.
    - Shift 2 @ 07:15 and 07:45
    - Shift 3 @ 15:15 and 15:45
    - San Park @ 15:45 or Auxiliary schedule
2. Verify any instances of late employees or absences.
3. Get two banks from the OC.
4. Sign out your radio.
5. Sign out truck keys and cell phone if needed.
6. Check with outgoing supervisors for equipment status.

7. Check the status of the lot(s) with outgoing shift (was it busy, problems, etc.)
8. Change over at NTC/NTC2 or wherever is needed. Escort incoming cashiers to their assigned booths and log out outgoing cashiers. All ticket boxes must be locked.
9. Take outgoing cashiers to the main office to clock out. Make sure they leave a clean booth for the incoming cashiers and that trash cans are empty. Take the outgoing cashiers to the office (T1); verify their cashier's report with the print out from the booths and sign it. Write how much was over or short if any. Report overages or shortages of more than $10 must be reported to Wendell Tanks, Assistant General Manager, David Gonzalez, Operations Manager and to the Auditing staff via e-mail to (david_gonzalez@aceparking.com, wendel_tanks@aceparking.com).
10. Make sure the cashiers drop the revenue in the CompuSafe and the pouch into the auditor's vault.
11. Check your e-mails.
12. T2 Supervisor takes outgoing/incoming cashiers to B5.
13. Be in the office for the team meeting (OC and all supervisors).
    Shift 2 @ 08:45
    Shift 3 @ 16:40
14. Check each booth. The cashiers must have all the supplies needed for work: quick reference guide, counterfeit money detector pen, replacement tickets, manual receipts, rubber bands, paper clips, stapler, staples, receipts rolls, credit card manual receipts, promissory notes, cashier's report (yellow, white, pink and blue). Shift 1 is responsible for re-stocking all the supplies (T1, CT, HD NTC and NTC 2 all extra supplies in B2 and B61).
15. Check the entries status. All shifts are responsible for re-stocking all entries (T1, CT, HD NTC and NTC 2).
16. Break all cashiers. Ensure you switch their drawers and bundle their tickets.
17. Give OC his/her breaks (T1 or San Park Supervisor).
18. Ensure you take your L1, L & L2 breaks.
19. Check the lot(s) for cleanliness, occupancy percentage and any other issues.
20. Stay by the exit booths in your designated parking lot (San Park Supervisor at NTC2) to give change, assist cashiers and customers.
21. Direct customers and traffic at the booths for exit.
22. Fill out and sign check list report.
23. Bundle and bring the tickets from P. Pay Exits.

Supervisor T1 - 1, 2 and 6**You must drop tickets in the office at the end of your shift**

24. Make sure every one clocks out at end of their shift.
25. T1 Supervisor will do the change over in CT, HD and NTC and NTC2 (Only Shift 3 Supervisors will take 5 pouches per booth). Check the Cashier Report and bring it to office and drop the revenues in the CompuSafe; and drop the cashier's pouch, reports, and tickets in the auditor's vault.
26. Send e-mails if needed to: david_gonzalez@aceparking.com and wendel_tanks@aceparking.com for problems, stolen vehicles, etc.
27. Inform the incoming supervisors of any equipment problems and lot(s) status.
28. Turn in your banks, POF key, and cell phone. Also log out your radio and truck keys.
29. Empty trash from the cart.
30. Clock out on time.

Rest and Meal Periods

Hours worked	Rest period (10 min paid)	Meal Period (30 min unpaid)
3.5	none	none
3.6-5.0	1 rest period	none
5.1-6.0	1 rest period	1 meal period
6.1-10.0	2 rest periods	1 meal period
10.1-12.0	3 rest periods	2 meal periods
12.1-14.0	3 rest periods	2 meal periods

Shift 1Cashiers in @ 11:15	L1	@ 12:50
	L	@ 02:40
	L2	@ 05:00
Cashiers in @ 11:45	L1	@ 01:05
	L	@ 02:40
	L2	@ 05:15
Office Coordinator	L1@ 01:00	
	L @ 03:10	

		L2 @ 05:00		
Supervisor		L1 @		
		L @		
		L2 @		
Shift 2	Cashiers in @ 07:15	L1	@	09:00
		L	@	10:30
		L2	@	13:30
	Cashiers in @ 07:45	L1	@	09:30
		L	@	11:15
		L2	@	14:00
	Cashier in @ 08:15	L1	@	10:00
		L	@	12:30
		L2	@	14:30
	Cashier in @ 09:00	L1	@	10:00
		L	@	14:30
Office Coordinator		L1	@	08:45
		L	@	11:30
		L2	@	14:15
Supervisor T1		L1	@	09:30
		L	@	11:30
		L2	@	13:30
Supervisor T2				
San Park		L1	@	10:00
		L	@	12:00
		L2	@	14:00
Shift 3	Cashier in @ 15:15	L1	@	17:00
		L	@	18:15
		L2	@	21:00
Cashiers in @ 15:45		L1	@	17:30
		L	@	19:00
		L2	@	21:30
Cashiers in @ 16:00		L1	@	17:45

	L	@	19:30
	L2	@	21:45
Cashiers in @ 16:15	L1	@	18:00
	L	@	19:45
	L2	@	22:00
Office Coordinator	L1	@	17:00
	L	@	19:30
	L2	@	21:45
Supervisor T1	L1	@	17:30
	L	@	19:00
	L2	@	22:00
Supervisor T2 or San Park	L1	@	17:45
	L	@	19:45
	L2	@	22:15

Terminal 1 Lead Supervisor Guidelines:

1. Clock in 07:15/15:15 and get banks, radio, POF key and drop keys.
2. Check board for absentees and tardies. Make any decisions/modifications necessary.
3. Get update from Outgoing Supervisor on lot status and related business.
4. When lot(s) are 100% full, update electronic and entry signs accordingly as conditions change throughout the shift.
5. Proceed to shift change over.
6. Attend supervisor's briefing (Shift 2 @ 08:40,Shift 3 @ 16:40).
7. Shift 2 09:30/13:30, Shift 3 17:30/19:30. Get space count from San Park Harbor Dr. and San Park NTC, NTC2 and Lot 7.
8. Check/collect entry tickets, check lot San Parks, CT, Lot 6 is checked/ reported by San Park Sup or and booth supplies, check cashier's uniform and grooming in T1.Don't understand highlighted phrase
9. Monday – Friday SAS must be here by 09:30/O.C. Call office; assign numbers by priority on board.
10. Drop revenue.
11. Put in late booth(s).

12. Check entries, POFs and lot status for cleanliness and appearance. Relay any issues to Lead Maintenance, cc Ops Mgr.
13. Verify and initial Supervisor's Office Report.
14. E-mail Shift Report to Operations Manager with c.c. to Assistant General Manager.
15. Conduct a pass down with the Operations Manager, David M. Gonzalez when clocking in/out.
16. Breaks

Shift 2 Start Breaks

	First Break	Lunch	Second Break
Terminal 1	@ 09:00	@ 10:30	@ 13:30
NTC & NTC 2	@ 09:30	@ 11:15	@ 14:30
Late Booths	@ 10:00	@ 12:00	@ 14:45
Breaker	@ 10:15	@ 13:00	

Shift 3 Start Breaks

	First Break	Lunch	Second Break
Terminal 1	@ 17:00	@ 18:15	@ 21:00
NTC & NTC 2	@ 17:30	@ 18:45	@ 21:30
Late Booths	@ 17:50	@ 19:15	@ 22:00
Breaker	@ 18:00	@ 20:00	

17. Terminal 1 Supervisor will run the lot and transport cashiers when needed.
18. Change over Terminal 1 Shift 2 @ 07:15 - Shift 3 @ 15:15.
19. Give status report to the incoming T1 Supervisor.
20. Check Supervisor's Report for accuracy.
21. Conduct a passdown with the Operations Manager at end of the shift.
22. Turn in banks, radio, and keys and clock out.

Supervisor's Additional Responsibilities

Shift 1

Main Lot Supervisor's Duties 23:15 to 07:45

T1

All Breaks (L1, L, L2)

- Cashiers
- Lot Checkers-monitor/support activity
- All cashier must have their name plate and badge

Re-stock entries 20, 21, 22, and 23

- Replacement ticket box
- Ink cartridges

Re-stock POFs 29, 30, 31 and 32

- Receipt rolls

Re-stock booths 2, 3, 4, 5 and exit 2

- Receipt rolls
- Rubber bands
- Paper clips
- Credit card manual receipts
- Cashier's reports
- Comment cards
- Promissory Notes
- Replacement tickets

Extra supplies in Booth 2

Lot Supervisor is responsible for generating a complete shift report

T2 or San Park Supervisor's Duties 23:30 to 08:00 AM

San Park Harbor Dr. San Park NTC, NTC2 and CT

All Breaks (L1, L, L2)

- Cashiers
- Support customers and employees
- Lot Checkers – monitor/support activity
- All Cashiers must have their name plate and badge

Re-stock entries 28, 29, 40, 41, 42, 46, 47 and 50

- Replacement tickets box
- Ink cartridges (28 and 29)

Re-stock booths 13, 16, 17. 18, 19, 62, 63 and 64

Extra supplies in Booth 61

- Receipt rolls

- Rubber bands
- Paper clips
- Credit card manual receipts
- Cashier reports
- Comment cards
- Promissory Notes
- Replacement tickets

Lot Supervisors are responsible for generating a complete Shift Report.

1. Ensure lot check machines in the Supervisor's Office are charged and in working condition.
2. Report any equipment malfunctions or problems via email to the Operations Manager and Assistant General Manager.
3. After auditing downloads from lot check machines @ 07:30, cross-reference for accuracy

Supervisor's Counseling Guidelines

1. Have a current attendance calendar of each employee on your shift.
2. Maintain updated information on the back page of previous counseling write-ups.
3. Check Supervisor's Report for tardies/absences and cross reference with HR records.
4. For Monday e-mail HR Requests regarding attendance, you might need to keep calendar updated. Carbon Copy the Operations Manager and Assistant General Manager.
5. On Wednesday fill out counseling forms and e-mail Operations Manager/Assistant General Manager.
6. Once document is administered you will receive a confirmation.
7. Update calendar record.

Supervisor's Troubleshooting Guide

Caution: Whenever disconnecting any cables or removing a unit, be sure that the power is turned off. Personal injury or severe machine damage can result. When cycling power (cold boot), allow about 5 – 10 seconds before turning the power back on.

Entries: No ticket issue (NTI)

- Are the lights on, on board?
- Both power switches on?
    - SLG obstruction:
- Clear jammed ticket. Use canned air to clear out dust and ticket slivers
    - Message (9)

- Turn off block from supervisor's workstation
- Is car completely on loops?

Motorcycles may not span both loops.

- Take Name
- Note entry time
- Open gate.

Is car detected?

- Look at lights on gate controller.
- Reset
- Recalibrate, without car on loop.

Pay Stations (POFs):

Not reading tickets?

- "Please insert ticket" on display? If not, check power switches
- Is ticket inserted correctly? Red Arrow first?
- Is ticket damaged?

Message (9)

- Turn off block from supervisor's workstation

Message (11)

- Ticket Jammed
- Warm boot from supervisor's workstation or cold boot at pay station
- Use canned air and cleaning card to remove dust and particles

Supervisor's Troubleshooting Guide (continued)

Ticket Jammed in reader (UCD)

- Turn rollers, use cleaning card.
- On New pay stations, open UCD, check for jammed ticket

Out of Order (11) usually indicates jammed ticket

Out or Order (4) indicates machine is resetting

Not taking credit card?

- Is polling on? No communication. Count should be 0
- Warm boot from Office or cold boot at machine
- Does escrow unit cycle? New machines do not cycle UCD

Rejecting credit card?

- Card inserted correctly? Magnetic stripe down and to the right
- Is credit card damaged?
- Is credit card expired?
- Is credit card activated? Try different card

Not taking bills or coins?

- Check for jammed bills or coins. Clear Jam. Cold boot at machine (Cycle power switches)

Not giving receipts?

- Paper Jammed?
- Reload paper
- Run test print. (Hold button while turning on power)

Exit Booths:

Not reading tickets?

- "Please insert ticket" on display? If not, check power switch.
- Is ticket inserted correctly? Red arrow first?

Message (9)

- Turn off block from supervisor's workstation.
- Cold boot (Cycle power switch)
- Use canned air and cleaning card

Ticket jammed in reader (UCD)

- Turn rollers, use cleaning card
- "Remove ticket" message?
- Use canned air to remove dust and particles

Not taking credit card?

- Is polling on? No communication. Count should be 0.
- Warm boot from office, cold boot at machine (Cycle power switch).
- Does escrow unit cycle? New machines do not cycle escrow unit.

Rejecting credit card?

- Card inserted correctly? Magnetic stripe down and to the right.
- Is card damaged? American Express Titanium Card doesn't work in this reader.
- Is credit card expired?
- Has the card been activated? Try different card

Express Lane:

Not reading ticket:

- Ticket damaged?
- Is ticket inserted correctly?
- Receipt stuck in reader?
- Grace time exceeded? (ticket will expire in 20 Minutes)
- Is vehicle completely in loops?
- Is proper ticket being used?
- Is lane blocked from office? Unblock from office workstation
- Are lights on, on board?
- Both switches on?

Printers:

- Make sure paper is against "paper out switch"
- Check to see if paper is jammed.
- Check to see if metal lack for cutters has not come off
- Don't pull receipt before printer cuts. This can cause cuter jamming
- Is the ribbon in place?
- Run test print (Hold button while turning on power)

Main Lots Parking Rates

Rates Effective 7/6/10

First day only		Days in lot		Days in lot	
0 to 30 Min.	$ 2.00	1	$ 21.00	31	$ 801.00
30 to 60 Min	$ 4.00	2	$ 47.00	32	$ 827.00
1 - 1.5 Hrs.	$ 6.00	3	$ 73.00	33	$ 853.00
1.5 to 2 Hrs.	$ 8.00	4	$ 99.00	34	$ 879.00
2 to 2.5 Hrs.	$ 10.00	5	$ 125.00	35	$ 905.00
2.5 to 3 Hrs.	$ 12.00	6	$ 151.00	36	$ 931.00
3 to 3.5 Hrs.	$ 14.00	7	$ 177.00	37	$ 957.00
3.5 to 4 Hrs.	$ 16.00	8	$ 203.00	38	$ 983.00
4. to 4.5 Hrs.	$ 18.00	9	$ 229.00	39	$1,009.00
4.5 to 5 Hrs.	$ 20.00	10	$ 255.00	40	$1,035.00
5 to 24 Hrs.	$ 21.00	11	$ 281.00	41	$1,061.00
		12	$ 307.00	42	$1,087.00
Lost Ticket Pays		13	$ 333.00	43	$1,113.00
Max. Rate	$ 21.00	14	$ 359.00	44	$1,139.00
		15	$ 385.00	45	$1,165.00
Overnight/Additional Days		16	$ 411.00	46	$1,191.00
$ 26.00 flat rate		17	$ 437.00	47	$1,217.00
		18	$ 463.00	48	$1,243.00
		19	$ 489.00	49	$1,269.00
NO CHECKS ACCEPTED		20	$ 515.00	50	$1,295.00
		21	$ 541.00	51	$1,321.00
		22	$ 567.00	52	$1,347.00
		23	$ 593.00	53	$1,373.00
		24	$ 619.00	54	$1,399.00
		25	$ 645.00	55	$1,425.00
		26	$ 671.00	56	$1,451.00
		27	$ 697.00	57	$1,477.00
		28	$ 723.00	58	$1,503.00
		29	$ 749.00	59	$1,529.00
		30	$ 775.00	60	$1,555.00

Handicap Rates				
Days in lot			Days in lot	
1	$ 21.00		31	$ 651.00
2	$ 42.00		32	$ 672.00
3	$ 63.00		33	$ 693.00
4	$ 84.00		34	$ 714.00
5	$ 105.00		35	$ 735.00
6	$ 126.00		36	$ 756.00
7	$ 147.00		37	$ 777.00
8	$ 168.00		38	$ 798.00
9	$ 189.00		39	$ 819.00
10	$ 210.00		40	$ 840.00
11	$ 231.00		41	$ 861.00
12	$ 252.00		42	$ 882.00
13	$ 273.00		43	$ 903.00
14	$ 294.00		44	$ 924.00
15	$ 315.00		45	$ 945.00
16	$ 336.00		46	$ 966.00
17	$ 357.00		47	$ 987.00
18	$ 378.00		48	$ 1,008.00
19	$ 399.00		49	$ 1,029.00
20	$ 420.00		50	$ 1,050.00
21	$ 441.00		51	$ 1,071.00
22	$ 462.00		52	$ 1,092.00
23	$ 483.00		53	$ 1,113.00
24	$ 504.00		54	$ 1,134.00
25	$ 525.00		55	$ 1,155.00
26	$ 546.00		56	$ 1,176.00
27	$ 567.00		57	$ 1,197.00
28	$ 588.00		58	$ 1,218.00
29	$ 609.00		59	$ 1,239.00
30	$ 630.00		60	$ 1,260.00

San Park Harbor Dr Effective 4/1/11				
Days in lot			Days in lot	
1	$ 17.00		31	$ 527.00
2	$ 34.00		32	$ 544.00
3	$ 51.00		33	$ 561.00
4	$ 68.00		34	$ 578.00
5	$ 85.00		35	$ 595.00
6	$ 102.00		36	$ 612.00
7	$ 119.00		37	$ 629.00
8	$ 136.00		38	$ 646.00
9	$ 153.00		39	$ 663.00
10	$ 170.00		40	$ 680.00
11	$ 187.00		41	$ 697.00
12	$ 204.00		42	$ 714.00
13	$ 221.00		43	$ 731.00
14	$ 238.00		44	$ 748.00
15	$ 255.00		45	$ 765.00
16	$ 272.00		46	$ 782.00
17	$ 289.00		47	$ 799.00
18	$ 306.00		48	$ 816.00
19	$ 323.00		49	$ 833.00
20	$ 340.00		50	$ 850.00
21	$ 357.00		51	$ 867.00
22	$ 374.00		52	$ 884.00
23	$ 391.00		53	$ 901.00
24	$ 408.00		54	$ 918.00
25	$ 425.00		55	$ 935.00
26	$ 442.00		56	$ 952.00
27	$ 459.00		57	$ 969.00
28	$ 476.00		58	$ 986.00
29	$ 493.00		59	$ 1,003.00
30	$ 510.00		60	$ 1,020.00

San Park NTC Effective 4/6/10							
			Days in lot			Days in lot	
			1	$ 16.00		31	$ 526.00
1ST day only			2	$ 33.00		32	$ 543.00
0 to 30 Min.	$ 1.00		3	$ 50.00		33	$ 560.00
30 to 60 Min.	$ 2.00		4	$ 67.00		34	$ 577.00
1 to 2 Hrs.	$ 3.00		5	$ 84.00		35	$ 594.00
2 to 3 Hrs.	$ 5.00		6	$ 101.00		36	$ 611.00
3 to 4 Hrs.	$ 7.00		7	$ 118.00		37	$ 628.00
4 to 5 Hrs.	$ 10.00		8	$ 135.00		38	$ 645.00
5 to 6 Hrs.	$ 13.00		9	$ 152.00		39	$ 662.00
6 to 24 Hrs.	$ 16.00		10	$ 169.00		40	$ 679.00
			11	$ 186.00		41	$ 696.00
			12	$ 203.00		42	$ 713.00
			13	$ 220.00		43	$ 730.00
			14	$ 237.00		44	$ 747.00
			15	$ 254.00		45	$ 764.00
			16	$ 271.00		46	$ 781.00
			17	$ 288.00		47	$ 798.00
			18	$ 305.00		48	$ 815.00
			19	$ 322.00		49	$ 832.00
			20	$ 339.00		50	$ 849.00
			21	$ 356.00		51	$ 866.00
			22	$ 373.00		52	$ 883.00
			23	$ 390.00		53	$ 900.00
			24	$ 407.00		54	$ 917.00
			25	$ 424.00		55	$ 934.00
			26	$ 441.00		56	$ 951.00
			27	$ 458.00		57	$ 968.00
			28	$ 475.00		58	$ 985.00
			29	$ 492.00		59	$ 1,002.00
			30	$ 509.00		60	$ 1,019.00

San Park NTC 2

Effective 5/1/11

First day only	
0 to 30 Min.	$ 1.00
30 to 60 Min.	$ 2.00
1 to 2 Hrs.	$ 3.00
2 to 3 Hrs.	$ 5.00
3 to 4 Hrs.	$ 7.00
4 to 24 Hrs.	$ 9.00

Lost Ticket Pays
Max. Rate $ 9.00

Overnight/Additional Days
$9.00 Flat Rate

NO CHECKS ACCEPTED

No Handicapped Discount

Days in lot		Days in lot	
1	$ 9.00	31	$ 279.00
2	$ 18.00	32	$ 288.00
3	$ 27.00	33	$ 297.00
4	$ 36.00	34	$ 306.00
5	$ 45.00	35	$ 315.00
6	$ 54.00	36	$ 324.00
7	$ 63.00	37	$ 333.00
8	$ 72.00	38	$ 342.00
9	$ 81.00	39	$ 351.00
10	$ 90.00	40	$ 360.00
11	$ 99.00	41	$ 369.00
12	$ 108.00	42	$ 378.00
13	$ 117.00	43	$ 387.00
14	$ 126.00	44	$ 396.00
15	$ 135.00	45	$ 405.00
16	$ 144.00	46	$ 414.00
17	$ 153.00	47	$ 423.00
18	$ 162.00	48	$ 432.00
19	$ 171.00	49	$ 441.00
20	$ 180.00	50	$ 450.00
21	$ 189.00	51	$ 459.00
22	$ 198.00	52	$ 468.00
23	$ 207.00	53	$ 477.00
24	$ 216.00	54	$ 486.00
25	$ 225.00	55	$ 495.00
26	$ 234.00	56	$ 504.00
27	$ 243.00	57	$ 513.00
28	$ 252.00	58	$ 522.00
29	$ 261.00	59	$ 531.00
30	$ 270.00	60	$ 540.00

San Park Pacific Highway Rates					
Effective 04/01/11					
Days in lot			Days in lot		
1	$	11.00	31	$	341.00
2	$	22.00	32	$	352.00
3	$	33.00	33	$	363.00
4	$	44.00	34	$	374.00
5	$	55.00	35	$	385.00
6	$	66.00	36	$	396.00
7	$	77.00	37	$	407.00
8	$	88.00	38	$	418.00
9	$	99.00	39	$	429.00
10	$	110.00	40	$	440.00
11	$	121.00	41	$	451.00
12	$	132.00	42	$	462.00
13	$	143.00	43	$	473.00
14	$	154.00	44	$	484.00
15	$	165.00	45	$	495.00
16	$	176.00	46	$	506.00
17	$	187.00	47	$	517.00
18	$	198.00	48	$	528.00
19	$	209.00	49	$	539.00
20	$	220.00	50	$	550.00
21	$	231.00	51	$	561.00
22	$	242.00	52	$	572.00
23	$	253.00	53	$	583.00
24	$	264.00	54	$	594.00
25	$	275.00	55	$	605.00
26	$	286.00	56	$	616.00
27	$	297.00	57	$	627.00
28	$	308.00	58	$	638.00
29	$	319.00	59	$	649.00
30	$	330.00	60	$	660.00

Office Coordinator's Responsibilities

Beginning your shift

1. Clock in, take over the supervisor safe, verify all banks and bulk cash in safe. Let the outgoing OC know if it balances or not; incoming O.C. signs after verifying funds.
2. Give banks to oncoming supervisors.
3. Ensure the outgoing cashiers have a good bank (20 $1s, 16 $5s). If not ensure you have banks ready for the incoming cashiers.
4. Record the names of all the cashiers and supervisors that you have issued banks in the Cashier's Bank List.
5. Ensure there is at least $500 in large bills in the safe in order to change small bills ($1, $5) from the outgoing cashiers.
6. Ask the outgoing OC about equipment/other issues they might have had.
7. Organize all your paper work you will need for your shift (Supervisors Report, Check List, Cashier's Bank List, Replacement Sheet Log and Break Sheet Log).
8. Make sure out going cashier turns in the bank(s) to the OCbefore they drop the revenues at the CompuSafe.
9. Employees must wear a complete and proper uniform and be within grooming standards.

During your shift

1. Assist the supervisors with any equipment problem or issues.
2. Help the cashiers /customers with any problems that might occur.
3. Always maintain communication between the office, Supervisors and Cashiers.
4. Monitor booths and traffic for any problems.
5. Help answer phones.
6. Keep track of all requests that are approved or denied. Also give a copy to the cashier.
7. Monitor the cashier's time cards for accuracy.
8. Report all incidents and suspicious activity to your immediate supervisor.
9. Maintain the equipment board.
10. Call S.A.S. at the supervisor's discretion as annotated on the Shift Report.
11. During the middle of the shift verify the funds in the supervisor's safe

12. Process credit cards through VeriFone.
13. If any cashiers call off, make sure you check with shift supervisor if available: cover the booth assigned and follow next procedure:
14. When any employee calls off or are running late:
    - Write up slip
    - Write on the board
    - Notify supervisor

End of Shift

1. 30 minutes before the end of shift, verify the safe monies and Cashiers Bank Control sheet.
2. Make sure you have 2 Supervisors banks and 3 Cashiers banks ready for the in coming supervisors and cashiers.
3. Relay any equipment problems or issues to the incoming OC and Supervisors.
4. The incoming OC verifies and signs the bank control sheet and safe verification log.

Office Coordinator's Collateral Duties

1. Time cards
    - Corrections andAdjustments
    - Color coding
2. Help answering phones calls
3. Transponder appointments must be logged in appointment book Monday – Friday 10:00/11:30/13:00/15:00
4. Monitor employee's log for:
    - Truck keys
    - Radios
    - Pay checks
5. Log and send items to HP lost and found.
6. Fax receipts for customers.
7. Maintain inventory of office and cashier supplies.
8. Make sure all employees sign their time cards and meal sheets.
9. Maintain and update the daily shift schedule.
10. Check e-mail at beginning of shift.

11. Report any incidents or issues to the Operations Manager via e-mail (david_gonzalez@linberghparking.com)

Robbery Procedures:

1. Do as assailant directs you to do.
2. Use the panic alarm
3. Make a mental note of:
    a. Race
    b. Gender
    c. Height
    d. Weight
    e. Hair color
    f. Eyes color
    g. Clothing
    h. Direction they went
    i. Type of vehicle they used (if any)
4. Report the incident immediately after the assailant has left to the office or your Supervisor.
5. Office or Supervisor will call police and management.

General Safety Guidelines:

1. Be aware of traffic in work areas at all times.
2. When entering/exiting booth, be sure lane outside the booth is clear of traffic.
3. Do not stand directly behind a vehicle that is backing up; stand on the driver's side at the back so the driver can see you.
4. When directing traffic, stand where you are visible to oncoming traffic.
5. Under no circumstances should you block a car with your body.
6. Always use access tunnels, cross walks and appropriate routes. Employees are not to go between cars when going from one lot to another or traveling through the parking areas.
7. Do not use chairs as a ladder, as they may not stay balanced.
8. Seat belts must be worn at all times by the driver and all passengers in Ace vehicles.
9. When driving a golf cart avoid heavy traffic areas, always have blinking top-light ON and lights on at dusk.

Video Surveillance

To promote the safety of all employees and company visitors, as well as the security of its facilities, Lindbergh Parking, Inc. conducts video surveillance 24/7. The cameras are positioned in appropriate areas within and around LPI's buildings, to include all cash handling areas but they are not regularly monitored.

Accident and Illness Report

Safety is the responsibility of every employee. Report all injuries no matter how minor using the Accident / Illness Report and following the policy in Lotus Notes.

Emergency Procedures

1. Vehicle Accident in Parking Lot.

    a. Notify the Office Coordinator
    b. Request Harbor Police and paramedics if needed.
    c. Obtain information on all persons involved if there are damages to company property or company employees are involved.
    d. Inform all necessary managers only if civilians are seriously injured, there is excessive damage to company property or company employees are injured.
    e. Write a report and email it to all necessary managers.

2. Credit Card System shuts down / loss of electrical power

    a. Contact; Wendell Tanks and David Gonzalez.
    b. Have the Office Coordinator inform all cashiers of the situation. Any credit card transactions over amount $21.00 must be processed in the office.
    c. Have Office Coordinator contact S.A.S. (obtain estimated time of arrival on site.).
    d. Post personnell at P.O. F. machines to advise customers that the credit card system is down and we are accepting cash payments only. If they wish to still use a credit card ask them to proceed to a cashier booth. If you are short on personnel post "Cash Only Not Accepting Credit Cards" signs at each machine.

e. In case of heavy traffic and backups occurring at exits, have all cashiers process all credit cards in their booths.
f. Once everything is implemented confirm with S. A. S. their estimated time of arrival and contact Wendall Tanks andDavid Gonzalez.
g. Once the credit card system is back on-line, start placing outside equipment back in service slowly (P.O.F terminal one first, then terminal one booths one by one and then follow same procedure with terminal two and NTC, NTC2 Harbor, and CT).

3. Fire in booth

A. Extinguish fire if possible taking safety under consideration. Have Office Coordinator call 911.

B. Confirm no one was injured, request medical assistance if needed.

C. Instruct Office Coordinator to inform all necessary managers.

D. Secure area and direct traffic safely away from area until Harbor Police and Fire Department arrive.

4. Robbery

A. Confirm that no one was injured or is in need of medical assistance
B. Inform Office Coordinator and request they call the Harbor Police.
C. Secure the area and isolate the cashier until the Harbor Police arrive.
D. Inform Mike DeGraffenreid, Wendall Tanks, and David Gonzalez)

ALL INFORMATION FROM HERE FORWARD IS REPEATED

Airport Managers' Responsibility Matrix

Parking managers' responsibilities fall into four primary areas. Within these areas are the specific job requirements that must be successfully managed for the individual to maximize operational efficiency and financial results at an Airport location.

FINANCIAL PERFORMANCE

- Cash Controls
- Auditing & shift reports
- Net income
- Revenue collection
- Expense control (incl. labor expense)
- Financial reporting
- Discounted parking
- Rates
- Rate increases & history
- Capture rates
- Fraud Prevention
- A/P & Itrack
- Hours of operation analysis Deposits
- Cash shortages
- Theft & Detective tests
- Free parking analysis
- Missing ticket analysis
- Other sources of revenue
- Budgets (incl. Payroll)
- Revenue tracking & trends
- Monitor competition & compare against
- Petty cash & change fund
- Org chart for Auditing, Accounting, and Revenue Department
- Forecasting
- Revenue accounting (AcePark)
- Revenue collection (Monthly Parkers, Airport Employees, etc.)
- Deposit Procedures (Armored Car)
- Financial Audits
- Fiscal-year Budgeting

HR & TRAINING

- Customer service
- Hiring & firing (job placement, selection, promotion)
- Training
- Transfers
- Policies for employee pay (holidays, vacation, etc)
- Time card control
- Customer Service Audits
- Payroll
- Scheduling
- Org chart for HR and Payroll Department
- Employee meetings
- Grooming
- Uniforms
- Discipline/Counseling
- Rewards/Recognition
- Pay/bonuses
- State-specific policies
- Non-discrimination/harassment
- Accidents
- Worker's Comp
- Full vs Part-time benefits
- Performance reviews
- OSHA & IIPP
- Job-Specific OJT
- Pre-Employment Screening (Drug Testing, Background Checks, etc.)
- Drivers License and Driving Record Requirements
- Scheduling
- Unions (Specific Union Contracts)

FACILITIES MANAGEMENT

- Method of operation
- Signs
- All equipment & repairs
- Striping & Painting
- Traffic Flow
- Lighting
- Damage Claims Management
- Supplies (office, tickets, etc.)
- Obtaining bids
- Cleaning & maintenance
- Structure maintenance & repair
- Accessibility & ADA
- Safety & security
- Slip & fall – liability
- Emergency procedures
- Work chart for Claims and IS Department
- Shuttles & Company-Owned Vehicles
- Vehicle Inventory Procedures

LANDLORD/CLIENT RELATIONSHIP

- Contract
- Leased vs. Managed
- Renewal
- Relationship
- Info to landlords
- Nurture relationship
- Client hierarchy
- Seek assistance in relationship when necessary
- Client-Specific Programs and Philosophies
- Airport Specific Laws & Governing Bodies (FAA, TSA, etc.)

Overview and Instructions

Target Audience
This program is mandatory for all salaried supervisors, assistant managers, management trainees, and newly hired managers. Ace Parking believes comprehensive training is a key to success, so participants are required to complete this program in a timely fashion.

Completion Time
This program is designed to be completed within 10 weeks. The program must be completed within a maximum of 14 weeks. Any participant that takes longer than 14 weeks to finish the program will be subject to disciplinary action, up to and including termination. Exceptions to this policy can only be approved by the Training & Development Dept. or a Division Vice-President.

Program Structure
The Management Readiness Program consists of 8 self-directed modules, 3 quizzes, an evaluation process, and an exit meeting. It is designed so that each participant has the support of their immediate supervisor or a designated operational trainer and T & D mentor.

Modules
Each module contains a series of assignments you must complete to demonstrate your knowledge and ability. These assignments are easiest to complete during the course of a normal working day, since you will be doing many of these tasks anyway. The assignments are also indexed, so you can check off items you complete ahead of time.

Quizzes
There are three quizzes designed to test your knowledge of the material covered. The first covers modules 1-3, the second covers 4-6, and the third covers 7-8.

Evaluation Process
There are two evaluations; a self-evaluation completed by the participant and an evaluation completed by the participant's immediate supervisor or training manager.

Exit Meeting
An exit meeting between the participant and their T & D mentor is the final step in the Management Readiness Program. The goal of this meeting is to assess the individual's training progress and outline recommendations for continued development.

Weekly Agenda
The agenda below is designed to be used as a guide for completing the program in a timely fashion.

Week 1 – 3:	Complete Modules 1, 2, 3 and Quiz 1
Week 4 – 6:	Complete Modules 4, 5, 6 and Quiz 2
Week 7 – 9:	Complete Modules 7 and 8 and Quiz 3
Week 10:	Complete Evaluations and final meeting with their T & D mentor

Overview and Instructions

Program Instructions
Now you are familiar with the program, here are some instructions to get you started.

Step	Action
1	Attend Management Training Orientation at the HR office in San Diego with the Training & Development Dept. You will be given a thorough introduction to this program at that time.
2	A member of the T & D team will be assigned to you as a mentor for the Management Readiness Program. This person will be an additional resource in addition to your immediate supervisor and/or training manager.
3	Begin with Module 1: ✓ Print your name on the top of the checklist. ✓ Initial item you complete on the checklist. (You must **do** each item on the checklist, rather than simply discuss the topic with your manager.) ✓ Ask your manager to also initial each topic covered.
4	Fax the completed module to the Training & Development Dept. at 619.270.9896
5	Complete Modules 2 – 3 as above. **Note:** It is important to submit each module **as it is completed.**
6	Complete Quiz 1. Fax the quiz to the Training & Development Dept at 619.270.9896. Your T & D mentor will call you to review the quiz answers with you.
7	Complete Modules 4 – 6 as above.
8	Complete Quiz 2. Fax the quiz to the Training & Development Dept. at 619.270.9896. Your T & D mentor will call you to review the quiz answers with you.
9	Complete Modules 7 and 8 as above.
10	Complete Quiz 3. Fax the quiz to the Training & Development Dept. at 619.270.9896. Your T & D mentor will call you to review the quiz answers with you.
11	**Evaluations** ✓ Complete the self-evaluation once you have submitted all 8 modules. ✓ Ask your manager to complete the manager's evaluation. ✓ Review the evaluations with your manager and fax them to 619.270.9896.
12	Meet (via phone or in person) with your T & D mentor. The meeting will be used to review your training, set future goals, and identify how the Training & Development Dept. can help you reach those objectives.

Your Management Readiness Program is complete once you have completed steps 1 – 12.

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AcePark	4, 7
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Corporate	1
Customer Service	2
Customer Service Audits	2
Damage Claims	6
Deposits	4
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Discipline/Counseling	2
Discounted Parking	3
Emergency Procedures	3
Equipment Maintenance and Repair	3
Facility Maintenance	3
Fiscal Year	7
Forecasting	7
Fraud Prevention/Theft	4
General Ledger Reports	7
Governing Agencies	8
Hiring	5
Holiday and Vacation Pay	2
Hours of Operation	7
HR Department	2
IS Department	6
iTrack	4
Landlord Relationship	8
Lease Abatements	3
Location Tour	1
Missing Tickets	7
Mission Statement	1
Monthly Statements	7
New Hire Orientation	1
Non-discrimination	2
OSHA/IIPP (safety)	2
Pay & Bonuses	5
Payroll	5
Payroll Department	2

Index of Training Topics

Topic	Module
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Timecards	2
Traffic Flow	3
Training: on-the-job training	1, 5
Uniforms and Grooming	2
Unions	2
Vehicle Inventory	3

Module 1: Ace Parking Overview

Instructions

Please review each of the training topics listed below with your direct supervisor or assigned trainer. Both of you should initial and date each topic once it is covered.

Self-directed Management Readiness Training **Name:** _____

Fax the completed training checklist to the Training & Development Dept. at 619.270.9896.

Training Checklist for Module 1:

Training Topic or Module	Participant Initials	Trainer Initials
Complete New Hire Orientation (NHO) ☐ Pass the orientation quiz with a score of 90% of higher.		
Location tour ☐ Identify the services Ace Parking offers at your location. ☐ Learn the names of key clients and tenants. ☐ Identify the rate structure for your location. ☐ Contract type (leased or managed)		
Complete new hire on-the-job training and work a shift in each frontline position at your location: ☐ **Position #1:** _____ ☐ **Position #2:** _____ ☐ **Position #3:** _____ ☐ **Position #4:** _____ ☐ Fax required certification paperwork (valet, driver, etc.) to T&D)		
Introduction to Corporate ☐ Introduce yourself (in person or by phone) to your Area Manager, Divisional Director, or Regional VP		
Attend Management Training Orientation (MTO)		
Complete the on-line Harassment training		

Module 1: Ace Parking Overview

Training Topic or Module	Participant Initials	Trainer Initials

Ace Parking's Service Pledge ☐ Identify where the service pledge can be found at your location. (This includes visible signs, break room posters, training materials, etc.)		
Ace Parking's Mission Statement ☐ Identify where the mission statement can be found at your location.		

Comments

Module 2: Human Resources & Training

Instructions

Please review each of the training topics listed below with your direct supervisor or assigned trainer. Both of you should initial and date each topic once it is covered.

Fax the completed training checklist to the Training & Development Dept. at 619.270.9896.

Training Checklist for Module 2:

Training Topic or Module	Participant Initials	Trainer Initials
Uniforms and Grooming ☐ Check your site-specific training manual for a description of the uniform and grooming standards. Create this section if one does not already exist. ☐ Conduct two spot audits on two different shifts.		
Customer Service ☐ Participate in on-the-job customer service training for your location. (Empowerment, VALET, SELF, etc.)		
Timecard Control ☐ Audit your location's time cards for one pay period o Are breaks and meals correctly documented? o Is overtime correctly calculated, including hours from the previous pay period that are part of a work week in the current pay period? o Are copies of time cards retained in the event payroll discrepancies need to be researched? o *For CA only:* is the Missed Meal and Rest Period Individual Employee Record filled out correctly by the employee and signed by the employee and the manager or supervisor? ☐ Observe your manager complete payroll		
HR Department organization ☐ Introduce yourself to your Human Resources Manager		
Payroll Department organization ☐ Introduce yourself to your Payroll Representative		
OSHA/IIPP ☐ Review your location's safety binder. Update any section that is missing or incomplete. ☐ Discuss the current safety memo with each of your employees, and ask them to sign it.		

Module 2: Human Resources & Training

Training Topic or Module	Participant Initials	Trainer Initials
Non-discrimination ☐ Check your employee files for any documents that contain information on the employee's race or nationality (I-9 documents, applicant flow data sheets, etc.), confidential medical records (such as worker's comp claims), or harassment or discrimination complaints made by the employee. Contact your HR Manager for instructions if any of these documents are present in your employee files.		
Discipline/Counseling ☐ Discipline, coach, or counsel an employee to improve performance		
Rewards/recognition ☐ Reward or recognize an employee's good performance using your location's rewards and recognition program. (Write a proposal to create one if your location does not have a documented rewards and recognition program.)		
Holiday and vacation pay policies ☐ Identify the employees at a location that are eligible for holiday pay on the next holiday.		
On-call employees ☐ Identify your part-time, short-hour, and on-call employees who are available to work flexible schedules and on short notice. ☐ Use your on-call list to fill a shift for an employee who is absent.		

Module 2: Human Resources & Training

Airport-Specific Topics

Training Topic or Module	Participant Initials	Trainer Initials
Customer Service Audits ☐ Conduct two customer service audits on two different shifts at your location. Share your findings and recommendations for improvement (facilities, employee training and coaching, etc.) with your manager.		
Union Contract (if applicable) ☐ Review union contract and identify any special rules concerning discipline and seniority. ☐ Identify a union pay increase schedule for your employees. Create a pay increase schedule if one does not exist. ☐ Identify the appropriate union representatives (shop stewards, business agent, etc.) for your location and document his/her contact information.		
Badging (if applicable) ☐ Obtain the appropriate identification badge(s) for a new employee. These can include badges issued by the Port, Ace, or another authority.		

Comments:

Module 3: Facilities Management

Instructions

Please review each of the training topics listed below with your direct supervisor or assigned trainer. Both of you should initial and date each topic once it is covered.

Fax the completed training checklist to the Training & Development Dept. at 619.270.9896.

Training Checklist for Module 3:

Training Topic or Module	Participant Initials	Trainer Initials
Traffic Flow ☐ Identify all entries and exits to/from the facility as well as traffic patterns and flow within the facility. ☐ Demonstrate ability to direct traffic within the facility.		
Safety & Security ☐ Complete a safety and security checklist for your location. Share any recommendations to improve security with your manager. (A master copy of this form is located in your safety binder or can be provided by the Training & Development Dept.)		
Signage ☐ Evaluate the condition, quality and inventory of existing signage, comment cards, and toll free # stickers using the graphics standards tools in Lotus Notes. Order additional supplies as necessary.		
Emergency Procedures ☐ Locate and update the emergency contact list (names, cell phone numbers, etc.) ☐ Identify the emergency evacuation plan for your location.		
Supplies ☐ Identify a list of the various supply vendors for your location. ☐ Complete a supply inventory (office supplies, timecards, tickets, etc.) and place a supply order from the appropriate vendor(s).		
Facility Maintenance ☐ Conduct a cleanliness inspection of your facility using your maintenance and cleaning checklist. (Create a maintenance and cleaning checklist if you do not have one.)		

Module 3: Facilities Management

Training Topic or Module	Participant Initials	Trainer Initials
Equipment Maintenance and Repair ☐ Review your preventative maintenance schedule. (Create one if your location does not have one.) Conduct preventative maintenance on your parking equipment (either do it yourself or schedule a visit). ☐ Identify the name and phone number of the equipment service provider for your location		
Insurance Certificate and Business License ☐ Locate your location's business license ☐ Identify the expiration date for your location's insurance certificate		

Airport-Specific Topics

Training Topic or Module	Participant Initials	Trainer Initials
Vehicle inventory ☐ Complete a vehicle inventory		
Shuttles & company-owned vehicles ☐ Verify each passenger shuttle and company-owned vehicle has an accident kit. ☐ Verify each passenger shuttle and company-owned vehicle has up-to-date inspection logs in the vehicle and on file.		

Comments:

Name:_____ **Sup. Initials**_____

Quiz #1: Modules 1 - 3

Instructions

The following quiz tests your knowledge of topics covered in modules 1 through 3. Please answer each of the questions below completely and to the best of your ability. You may use any resources necessary to find the correct answers including Lotus Notes, your manager, and your Training & Development MTO reference binder.

Fax the completed quiz to Training & Development at 619-270-9896.

Quiz Questions

1. Describe the meaning of Ace Parking's mission statement. What is our overriding company goal?

2. What is each employee obligated to know or do with the mission statement?

3. What three things are promised to every customer in Ace Parking's service pledge?

4. What is the service empowerment program? What form must be completed each time this program is used?

5. Describe Ace Parking's grooming standards.

Men	**Women**

6. Federal law requires overtime to be paid after how many hours of straight time worked during the work week?

7. Why do you need to retain copies of timecards for the previous pay period?

8. Imagine one of your employees receives a small laceration on her finger from a staple. She requires a band-aid to stop the bleeding, but is otherwise unhurt and can immediately continue working. What are you required to do in this situation?

9. Why are we not to keep documents in an employee's personnel file that identify he or she as a member of a protect class? (Examples include I-9 forms, harassment or discrimination complaints, and application flow data sheets.)

10. What is the definition of an on-call employee?

11. Who at corporate can you order common supplies from, such as time cards, comment cards, and 1-800 number stickers?

12. Where do you receive the monthly safety memo from?

13. Where can you find a completed safety and security checklist for your location?

14. Can you deduct unauthorized overtime from an employee's pay? Why or why not?

15. What must you do first in the event your location receives a surprise OSHA inspection?

16. Describe the procedure for handling a sexual harassment complaint brought to you by one of your employees.

17. Where do disciplinary documents (verbal and written warnings, etc.) go once a copy is given to the employee?

18. What are the steps for a cashier to handle a VIP card transaction?

19. Where in the policies and procedures database can you find the official memo, fax, and letter templates?

Module 4: Finance

Instructions

Please review each of the training topics listed below with your direct supervisor or assigned trainer. Both of you should initial and date each topic once it is covered.

Fax the completed training checklist to the Training & Development Dept. at 619.270.9896.

Training Checklist for Module 4:

Training Topic or Module	Participant Initials	Trainer Initials
Workchart for Audit Department ☐ Introduce yourself to the Vice President of Auditing, the Audit Manager for your region, and the Auditor for his/her location(s).		
Workchart for Revenue Department ☐ Introduce yourself to your location's revenue processor.		
Shift Reports ☐ Prepare a shift report.		
Deposits ☐ Complete a deposit. ☐ Review location Drop Log and Deposit Log to determine if deposits are made within the guidelines of the Ace Policy. This includes timeliness of deposits, deposit slip usage, and drop limits. ☐ Request Days to Verify Deposits Report from Auditor for B of A locations.		
Cash Control ☐ Conduct a mid-shift audit on a cashier, and another on a valet, and input data into the Cashier Audit Database. ☐ Complete a post shift audit on a cashier's paperwork, listing all Pull a programming tape from fee computer and analyze - compare to location rate structure. ☐ Complete a Missing Ticket/After Hours Revenue data sheet. ☐ Complete an equipment survey o Key card system – Anti-passback hard or soft? o Counters – Exit counter or gate counter? Non-resettable? o Arming loops – Vehicle must be present to pull a ticket/process a transaction?		

Module 4: Finance

Training Topic or Module	Participant Initials	Trainer Initials
Detective Tests ☐ Perform an analysis on a scheduled detective test. This includes: ○ Contacting the Auditor or Revenue Processor to have the test ticket pulled out of the cashier's work ○ Reviewing the Shopper's report. ○ Determining whether the test is a pass/fail or if more information is needed.		
Fraud Prevention/Theft ☐ Determine the ways in which cashiers and attendants can manipulate the operation for personal gain – and what can be done to help prevent this from occurring.		
Petty Cash and Change Fund ☐ Balance the petty cash and change fund.		
A/P & iTrack ☐ Pay an invoice using iTrack. ☐ Submit an expense report or petty cash reimbursement.		

Airport Division-Specific Topics

Training Topic or Module	Participant Initials	Trainer Initials
AcePark ☐ Enter a parker. ☐ Terminate a parker. ☐ Enter and allocate a payment. ☐ Enter an adjustment. ☐ Run the AcePark Office Report.		
Armored Car ☐ Coordinate the armored car transaction.		

Comments:

Module 5: HR & Training

Instructions

Please review each of the training topics listed below with your direct supervisor or assigned trainer. Both of you should initial and date each topic once it is covered.

Fax the completed training checklist to the Training & Development Dept. at 619.270.9896.

Training Checklist for Module 5:

Training Topic or Module	Participant Initials	Trainer Initials
Training ☐ Conduct new hire orientation for a new employee ☐ Conduct on-the-job training for a new employee in each frontline position you supervise below, as applicable: o Valets (valet certification and VALET) o Cashiers (SELF) o Shuttle Drivers (Shuttle Driver safety training) ☐ Audit your location's training report(s) from the Training & Development Dept. Correct any discrepancies.		
Performance Review ☐ Assist your manager in completing a 90-day or annual performance review and deliver it to your employee.		
Pay & Bonuses ☐ Submit a pay change request form for an employee who has received a raise.		
Payroll ☐ Complete and submit a payroll for your location		
Full vs. pt. time benefits ☐ Review the status (FT, PT, SH, OC) of each employee at your location. Submit a Change of Information form to reclassify any employee whose status is incorrect.		

Module 5: HR & Training

Training Topic or Module	Participant Initials	Trainer Initials
Hiring & Terminations ☐ Recruit, interview, and select a new employee. ☐ Process new hire paperwork for a new employee (including I-9 form, W-4 form, etc.). ☐ Complete the termination process for an employee who resigns, or is involuntarily terminated		
Scheduling ☐ Complete a weekly schedule		

Airport-Specific Topics

Training Topic or Module	Participant Initials	Trainer Initials
Seasonal Staffing ☐ Review historical data for peak periods (summer, spring break, Thanksgiving, Christmas, etc.) to determine seasonal staffing needs		

Comments:

Module 6: Facilities Management

Instructions

Please review each of the training topics listed below with your direct supervisor or assigned trainer. Both of you should initial and date each topic once it is covered.

Fax the completed training checklist to the Training & Development Dept. at 619.270.9896.

Training Checklist for Module 6:

Training Topic or Module	Participant Initials	Trainer Initials
Damage Claims Management ☐ Read the Contract and explain to manager how the claims at your location are paid for. ☐ Enter a claim into the Claim Tracking System ☐ Review the last three months of claims at your location to identify the top 2 or 3 types of damage claims. ☐ Identify 2 areas at your location that "High Incident or Areas of Concern" and provide recommendation to manager on how you would reduce / eliminate these incidents.		
Accessibility and ADA ☐ Identify the number of accessible spaces in your self-parking facility. Determine whether your location meets ADA requirements for the required minimum number of accessible parking stalls. (The Training & Development Dept. can help you determine this minimum.) ☐ Determine whether your location meets ADA guidelines for accessible routes within the parking structure.		
Striping and painting ☐ Analyze the traffic flow and stall count in your garage. Identify opportunities to enhance traffic flow and increase available parking spaces through re-striping. ☐ Write a proposal to re-stripe and/or paint your garage. This includes providing a cost estimate using bids from potential vendors.		
Power washing ☐ Check your location's contract to determine who is responsible for power washing, and how often it must be done. ☐ Write a proposal to power wash your garage. This includes providing a cost estimate using bids from potential vendors.		

Module 6: Facilities Management

Training Topic or Module	Participant Initials	Trainer Initials
IS Department ☐ Run a virus scan on your location's office computer. ☐ Identify the back-up system for your location's office computer. Contact the IS department for assistance if no data back-up system exists.		

Comments:

Name:_____ **Sup. Initials**_____

Quiz #2: Modules 4 - 6

Instructions

The following quiz tests your knowledge of topics covered in modules 4 through 6. Please answer each of the questions below completely and to the best of your ability. You may use any resources necessary to find the correct answers including Lotus Notes, your manager, and your Training & Development MTO reference binder.

Fax the completed quiz to Training & Development at 619-270-9896.

Quiz Questions

1. List 11 things that may be included in the bundle of tickets and shift reports sent to the Revenue department.

1.	7.
2.	8.
3.	9.
4.	10.
5.	11.
6.	

2. How frequently should deposits be made?

3. What is the purpose of the deposit log?

4. How often must mid-shift audits be performed? What document is used to record when each mid-shift audit is conducted?

5. How often should safe locks and combinations be changed?

6. What should be done with the detective test summary report?

7. What is the difference between your change fund and petty cash fund? Can they be combined? Why or why not?

8. What must you do after you fill in an iTrack voucher and submit it electronically to ensure a bill is paid.

9. How long from a new employee's date of hire do they have to complete New Hire Orientation?

10. Where are new hire training records (NHO, valet certification, etc.) sent to be recorded in your employees' training history?

11. Where in Lotus Notes can you find a Personnel Action Form?

12. When is your location's payroll due to the Payroll department?

13. What is the definition of an "on-call" employee?

14. List two reasons why it is important to ensure your employees have the correct status (FT, PT, SH, OC, etc.)

15. When must an I-9 form be completed for a new employee? Where are completed I-9 forms kept?

16. What document(s) must an employee show us to complete their I-9 form? How much can an employer be fined for improperly completing an I-9 form for a work who is **authorized** to work in the United States?

17. What is the procedure for requesting a leave of absence? List at least three reasons why an employee might be granted an unpaid leave.

18. Who must you speak with before terminating an employee?

19. When should you scan disks and email attachments for viruses?

20. What should you do if your anti-virus software detects a virus infected file?

Module 7: Finance

Instructions

Please review each of the training topics listed below with your direct supervisor or assigned trainer. Both of you should initial and date each topic once it is covered.

Fax the completed training checklist to the Training & Development Dept. at 619.270.9896.

Training Checklist for Module 7:

Training Topic or Module	Participant Initials	Trainer Initials
General Ledger reports ☐ Review your location's general ledger report. Submit any discrepancies to your revenue processor or staff accountant (as appropriate).		
Monthly statements ☐ Reconcile your location's monthly statement ☐ Complete a monthly variance report for your location ☐ Identify net income to Ace		
Revenue Trends ☐ Identify 3 Events in your City over the next two months that could impact your Revenues ☐ From the data at your site – provide a graph for the last 12 months of your revenues and explain the peaks and valleys (example- winter months might be significantly lower than summer months, or certain days of the week may be more profitable then others)		
Hours of operation ☐ Conduct an hours of operation analysis. Provide your manager with any recommended changes.		
Rates ☐ Conduct a market rate survey. ☐ Use the market rate survey, your location's own rate structure, and your location's occupancy levels to determine whether your location should change its rates. Forward your recommendation to your manager.		
Missing Ticket Analysis ☐ Research and verify missing ticket report for a month's period. Use missing ticket spread sheets and Missing Ticket Summary Discrepancy as resources.		

Module 7: Finance

Training Topic or Module	Participant Initials	Trainer Initials
Other sources of revenue ☐ Create one idea to bring in a new source of revenue (or enhance existing revenue) and share it with your manager		
Lease Abatements ☐ Review 3 leases and match to the lease abatement		

Airport-Specific Topics

Training Topic or Module	Participant Initials	Trainer Initials
AcePark ☐ Audit your discounted parking to ensure rates are set correctly and all discounted rates have back-up documentation. ☐ Run the invoice routine ☐ Generate a manual invoice ☐ Perform a keycard reconciliation ☐ Run an aging report to identify past due accounts		
Fiscal Year ☐ Review the location's budget to determine the fiscal calendar and identify when the next annual budget is due.		
Airport-Specific Financial Audits ☐ Review the last financial audit performed by the client and determine whether any problem areas identified have been corrected.		
Forecasting ☐ Forecast revenue and traffic volume for the upcoming month.		

Comments:

Module 8: Landlord/Client Relationship

Instructions

Please review each of the training topics listed below with your direct supervisor or assigned trainer. Both of you should initial and date each topic once it is covered.

Fax the completed training checklist to the Training & Development Dept. at 619.270.9896.

Training Checklist for Module 8:

Training Topic or Module	Participant Initials	Trainer Initials
Contract/Contract Renewal ☐ Read the current contract and identify the term.		
Landlord Relationship ☐ Attend a Landlord Lunch with your manager. ☐ Enter this Lunch into the Client Contact Program on Lotus Notes		
Leased vs. Managed ☐ Identify whether your location is a leased or managed property. ☐ Identify how Ace makes money in this agreement (management fee, incentive fee, Net Operating Income, etc.)		
Seek Assistance in Client Relationship When Necessary ☐ Identify one area where the client would like us to improve. ☐ Contact at least once corporate department (The Training & Development Dept., Auditing, Human Resources, Accounting, etc.) to request assistance in improving in this area. ☐ Create an action plan for improvement and submit this to your manager.		

Airport-Specific Topics

Training Topic or Module	Participant Initials	Trainer Initials
Airport-Specific Laws and Governing Agencies ☐ Introduce yourself to the department heads of all airport-specific agencies (TSA, FAA, Airline managers, etc.)		

Comments:

Name:_____ **Sup. Initials**_____

Quiz #3: Modules 7 - 8

Instructions

The following quiz tests your knowledge of topics covered in modules 7 and 8. Please answer each of the questions below completely and to the best of your ability. You may use any resources necessary to find the correct answers including Lotus Notes, your manager, and your Training & Development MTO reference binder.

Fax the completed quiz to Training & Development at 619-270-9896.

Quiz Questions

1. What information is contained in your location's general ledger report?

2. What is a GL code? Why is it important to ensure revenues and expenses are assigned to the correct GL code?

3. What do you do if you discover any discrepancies when reconciling your monthly statement?

4. How are variances calculated on your statement? Why is it important to complete a variance report each month?

5. How can you tell if your location is not meeting its missing ticket goal? What must you do if your location is not meeting its goal?

6. Why is it necessary to have backup documentation for all tenant lease abatements and discounted parking?

7. Why are verbal lease abatement or discounted instructions from your property manager not sufficient in lieu of back up documentation?

8. Where does the description on the GL Detail report come from for each iTracked invoice?

9. How are health and welfare charges for your location calculated? How can changes to the monthly health and welfare charges be made?

10. How can you reconcile the payroll charged to your location? What are the steps necessary to correct any discrepancies?

11. What is Ace Parking's insurance deductible for car damage?

12. Describe the procedure for getting personal business expenses reimbursed.

13. What is the difference, in general, between a leased and managed contract?

14. Who prepares your location's statement each month?

15. Assume monthly revenue is budgeted for $75,000 and payroll is budgeted for $25,000. If your actual revenue for the month is $67,500, what should your payroll expense be? What factors would you consider when adjusting your payroll expense?

16. Why must uniform agreements be signed each time an employee is issued a uniform?

17. What is a comprehensive site audit? What was your location's last score?

18. What is the purpose of the landlord lunch program?

19. What should be discussed with the client at a landlord lunch?

20. Why is it important to invite the highest level client possible to a landlord lunch?

Management Readiness Program

MANAGEMENT READINESS PROGRAM **SELF-EVALUATION**

Employee:_____ Date: _____

Position: _____ Location #: _____

Supervisor OR Training Manager: _____

PART 1 General Performance

INSTRUCTIONS: Appraise your work performance as it pertains to the current job requirements. Indicate the number that best describes your performance. Cite comments and examples in the space provided.

5 – Consistently demonstrates **Mastery and Excellence** in the superior execution of all critical job responsibilities and objectives; makes exceptional contributions to a unit/dept/div by demonstrating initiative, flexibility, and creativity in addressing issues and/or developing systems, procedures, or enhancements for greater efficiencies and effectiveness; possesses superb skills and knowledge' is a solution oriented team player who maintains and promotes excellent working relationships.
4 – Consistently demonstrates **Highly Commendable** performance in the execution of the majority of critical job responsibilities and objectives; makes significant contributions to a unit/dept/div by demonstrating a high level of productivity and quality of work; takes initiative to assume special projects, additional tasks and/or recommend solutions for enhancing efficiencies and effectiveness; possesses excellent skills and knowledge; is a strong team player who maintains and promotes positive working relationships.
3 – Consistently demonstrates **Proficiency and is Fully Competent** in the execution of the majority of critical job responsibilities and objectives; makes important contributions to the overall functioning of a unit/dept/div by demonstrating solid performance with respect to productivity and quality or work and possesses strong skills and knowledge; is a strong team player who maintains and promotes good working relationships.
2 - Overall performance **Needs Development** to ensure consistent execution of all job responsibilities and objectives demonstrates success in some areas but guidance/direction/monitoring in other areas has been needed; performance factors/competencies addressed above need further development and/or consistent application.
1 – Overall performance is **Unacceptable;** job responsibilities and objectives have not been consistently met; performance requires close monitoring and has not kept pace with requirements; successes have been only occasional or of minimal impact; performance has failed to improve to demonstrate sufficient level of competencies required.

Rating

	Knowledge of and Performance of Job Duties: Understands the duties and responsibilities of the job. Has knowledge of subject area and related policies, procedures, and technical expertise. Uses information, materials, equipment, and techniques accurately and appropriately. Keeps up-to-date with new policies, procedures, and techniques. Possesses technical skills required to perform effectively in his or her position.
	Comments:

Rating

	Quality of Work: Shows attention to detail, accuracy, follow-through and thoroughness. Complies with work and health and safety rules and procedures. Exercises good judgment and discretion in matters relative to sensitive or confidential issues.
	Comments:

PART 1 Continued

Rating	
	Productivity: Consistently manages assigned workload. Establishes and manages priorities effectively. Uses time efficiently. Maintains an organized, functional workspace.
	Comments:

Rating	
	Adaptability and Flexibility: Adapts to changes in the work environment. Performs well under pressure. Learns and retains new information, policies, and procedures.
	Comments:

Rating	
	Initiative and Problem Solving: Is a self-starter. Generates innovative ideas, approaches, and solutions. Seeks new challenges, self-development, and learning opportunities. Anticipates and recognizes potential problems. Generates alternative solutions when solving problems.
	Comments:

Rating	
	Cooperation and Teamwork: Maintains effective working relationships. Works cooperatively in team situations. Offers assistance and support to others. Admits to and learns from own mistakes. Participates constructively in team efforts.
	Comments:

Rating	
	Dependability: Is punctual and regularly in attendance. Follows instructions. Works independently. Completes assignments and meets commitments and deadlines.
	Comments:

Rating	
	Communication and Interpersonal Skills: Communicates clearly and accurately both verbally and in writing. Keeps others informed. Interacts effectively with a wide diversity of individuals and work styles. Maintains a pleasant and professional demeanor in all interpersonal relationships. Capable of resolving conflicts. Receptive to feedback.
	Comments:

PART 1 Rating *(Total of all ratings given in Part 1.)*	**PART 1 Overall Rating** _____

Management Readiness Program

PART 2 **Job Function Standards:** Please rate the yourself in the following areas:

	RATING				
FINANCE	**1**	**2**	**3**		
1. Deposits/Cash handling					
2. Location site audit/mid-shift audits					
3. Missing tickets – calculation, causes & prevention					
4. Revenue collection and reconciliation					
5. Proper ticket handling procedures and duties					
Comments:	**Overall Rating _____**				

HUMAN RESOURCES & TRAINING	**1**	**2**	**3**		
1. Staffing: hiring, scheduling, terminations					
2. Employee training					
3. Employee supervision					
4. Human Resources compliance (safety, non-discrimination, etc.)					
5. Payroll (processing, time card auditing, etc.)					
Comments:	**Overall Rating _____**				

FACILITIES	**1**	**2**	**3**		
1. Facility maintenance and cleanliness					
2. Equipment operation, maintenance, and repair					
3. Supplies (uniforms, tickets, etc.)					
4. Traffic flow and operations (including event management)					
5. Risk management (damage claims, safety and security, etc.)					
Comments:	**Overall Rating _____**				

CLIENTS	**1**	**2**	**3**		
1. Responsive to client's need and those of their guests					
2. Proactive in maximizing revenue					
3. Understands location contract					
4. Promotes excellent customer service					
5. Communicates well with client and his/her staff					
Comments:	**Overall Rating _____**				

PART 2 Rating *(Add the total rating for each of the four sections.)* **Max = 60**	**PART 2 Overall Rating** _____

OVERALL RATING (Part 1 + Part 2)/100 = _____

Management Readiness Program

MANAGEMENT READINESS PROGRAM **MANAGER** EVALUATION

Employee:_____ Date: _____

Position: _____ Location #: _____

Supervisor OR Training Manager: _____

PART 1 General Performance

INSTRUCTIONS: Appraise employee's work performance as it pertains to the current job requirements. Indicate the number that best describes the employee's performance. Cite comments and examples in the space provided.

5 – Consistently demonstrates **Mastery and Excellence** in the superior execution of all critical job responsibilities and objectives; makes exceptional contributions to a unit/dept/div by demonstrating initiative, flexibility, and creativity in addressing issues and/or developing systems, procedures, or enhancements for greater efficiencies and effectiveness; possesses superb skills and knowledge' is a solution oriented team player who maintains and promotes excellent working relationships.
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3 – Consistently demonstrates **Proficiency and is Fully Competent** in the execution of the majority of critical job responsibilities and objectives; makes important contributions to the overall functioning of a unit/dept/div by demonstrating solid performance with respect to productivity and quality or work and possesses strong skills and knowledge; is a strong team player who maintains and promotes good working relationships.
2 - Overall performance **Needs Development** to ensure consistent execution of all job responsibilities and objectives demonstrates success in some areas but guidance/direction/monitoring in other areas has been needed; performance factors/competencies addressed above need further development and/or consistent application.
1 – Overall performance is **Unacceptable;** job responsibilities and objectives have not been consistently met; performance requires close monitoring and has not kept pace with requirements; successes have been only occasional or of minimal impact; performance has failed to improve to demonstrate sufficient level of competencies required.

Rating

	Knowledge of and Performance of Job Duties: Understands the duties and responsibilities of the job. Has knowledge of subject area and related policies, procedures, and technical expertise. Uses information, materials, equipment, and techniques accurately and appropriately. Keeps up-to-date with new policies, procedures, and techniques. Possesses technical skills required to perform effectively in his or her position.
	Comments:

Rating

	Quality of Work: Shows attention to detail, accuracy, follow-through and thoroughness. Complies with work and health and safety rules and procedures. Exercises good judgment and discretion in matters relative to sensitive or confidential issues.
	Comments:

PART 1 Continued

Rating

	Productivity: Consistently manages assigned workload. Establishes and manages priorities effectively. Uses time efficiently. Maintains an organized, functional workspace.
	Comments:

Rating

	Adaptability and Flexibility: Adapts to changes in the work environment. Performs well under pressure. Learns and retains new information, policies, and procedures.
	Comments:

Rating

	Initiative and Problem Solving: Is a self-starter. Generates innovative ideas, approaches, and solutions. Seeks new challenges, self-development, and learning opportunities. Anticipates and recognizes potential problems. Generates alternative solutions when solving problems.
	Comments:

Rating

	Cooperation and Teamwork: Maintains effective working relationships. Works cooperatively in team situations. Offers assistance and support to others. Admits to and learns from own mistakes. Participates constructively in team efforts.
	Comments:

Rating

	Dependability: Is punctual and regularly in attendance. Follows instructions. Works independently. Completes assignments and meets commitments and deadlines.
	Comments:

Rating

	Communication and Interpersonal Skills: Communicates clearly and accurately both verbally and in writing. Keeps others informed. Interacts effectively with a wide diversity of individuals and work styles. Maintains a pleasant and professional demeanor in all interpersonal relationships. Capable of resolving conflicts. Receptive to feedback.
	Comments:

PART 1 Rating *(Total of all ratings given in Part 1.)*	**PART 1 Overall Rating** _____

Management Readiness Program

PART 2 **Job Function Standards:** Please rate the employee in the following areas:

	RATING				
FINANCE	**1**	**2**	**3**		
1. Deposits/Cash handling					
2. Location site audit/mid-shift audits					
3. Missing tickets – calculation, causes & prevention					
4. Revenue collection and reconciliation					
5. Proper ticket handling procedures and duties					
Comments:	**Overall Rating _____**				

HUMAN RESOURCES & TRAINING	**1**	**2**	**3**		
1. Staffing: hiring, scheduling, terminations					
2. Employee training					
3. Employee supervision					
4. Human Resources compliance (safety, non-discrimination, etc.)					
5. Payroll (processing, time card auditing, etc.)					
Comments:	**Overall Rating _____**				

FACILITIES	**1**	**2**	**3**		
1. Facility maintenance and cleanliness					
2. Equipment operation, maintenance, and repair					
3. Supplies (uniforms, tickets, etc.)					
4. Traffic flow and operations (including event management)					
5. Risk management (damage claims, safety and security, etc.)					
Comments:	**Overall Rating _____**				

CLIENTS	**1**	**2**	**3**		
1. Responsive to client's need and those of their guests					
2. Proactive in maximizing revenue					
3. Understands location contract					
4. Promotes excellent customer service					
5. Communicates well with client and his/her staff					
Comments:	**Overall Rating _____**				

PART 2 Rating *(Add the total rating for each of the four sections.)* **Max = 60**	**PART 2 Overall Rating** _____

OVERALL RATING (Part 1 + Part 2)/100 = _____

Management Readiness Program

PART 3 Development Plan/Goals and Objectives

List one to three specific developmental opportunities identified in Parts 1 and 2 of the appraisal. For each opportunity indicate the action, goals and objectives that are planned to enhance performance. Also establish target completion dates.

Developmental Opportunity	Goal, objective or action plan	Timeline

PART 4 Employee Comments (Optional)

PART 5 Acknowledgments and Signatures

Required Signatures: Print this form and submit with original signatures.

_____ _____

Signature of Immediate Supervisor **Date**

_____ _____

Signature of Next-Level Supervisor **Date**

Employee Signature:

Your signature indicates neither agreement nor disagreement with the evaluation, but it does indicate that you have read the evaluation, and it has been discussed with you. If you wish, you may attach comments to this form.

_____ _____

Employee Signature **Date**

ACE PARKING MANAGEMENT, INC

Career Development Center Training Catalogue – 2011



2011

MemberServices
Career Development Center

2550 Fifth Ave. Suite 105
San Diego, CA. 92103
(619) 231-1581

Investing In Knowledge

Ace Parking's certificate programs – Business Leadership, Human Resources Management, and Management Essentials are designed to provide an opportunity for participants to expand their knowledge base and skill set and build additional expertise and credentials.

The certificate programs are made up of three broad programs, each containing a sequence of courses in a specialized area that builds both theoretical knowledge and practical skills.

Each course is designed to quickly and effectively increase individual and organizational skill sets and success within participants' specific area of interest.

Certificate Programs



BUSINESS LEADERSHIP - I

- Understanding Your Leadership Style
- Change Management
- Mobilizing for Action
- Tactics and Skills for Negotiating

HUMAN RESOURCES MANAGEMENT - II

- Selection and Staffing
- Foundation of Employee Relations
- Communicating, Coaching, and Counseling
- Employee Engagement

MANAGEMENT ESSENTIALS - III

- Leading Customer-Focused Teams
- Strategic Leadership
- Financial Understanding/P & L
- Conflict Resolution

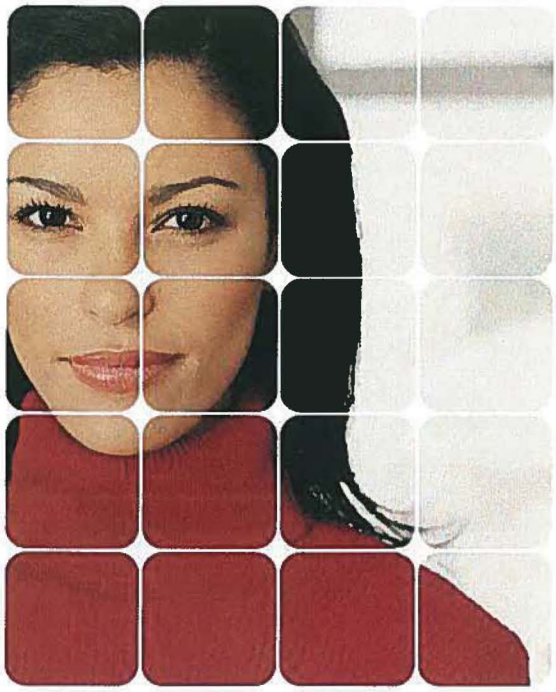
GUIDELINES

The series of business certificate programs are designed to allow participants to enhance their knowledge of business theory as well as sharpen their skill set within their specific area of interest. Participants will follow three tracks – Business Leadership, Human Resources Management, and Management Essentials.

- Each certificate program offers four courses within a management discipline.
- In order to obtain a Certificate, participants must successfully complete all four courses within a specific certificate program.
- There is no limit to the number of Certificates that can be earned during the year. Participants may seek to obtain all three Certificates if they so choose.
- Participants who complete all three certificate programs will be eligible to participate in a mentoring program in 2012.

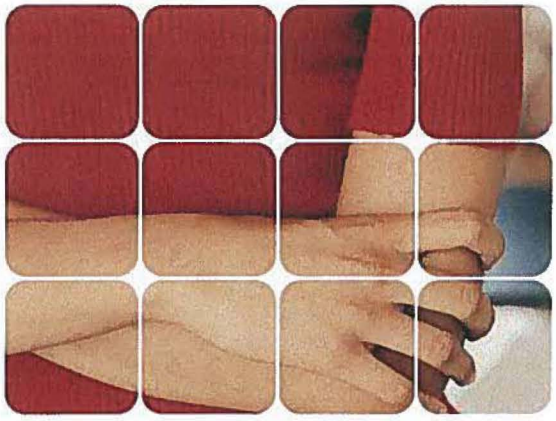
An Investment in knowledge always pays the best interest

-Benjamin Franklin



Ace Parking Management, Inc.

AN INVESTMENT IN KNOWLEDGE ALWAYS PAYS THE BEST INTEREST



Member Services
Career Development Center
2550 Fifth Ave. #105
San Diego, CA. 92103

Phone: 619-231-1581
Fax: 619-270-9896

Business Leadership Certificate- I

The Certificate in Business Leadership Skills provides managers with a toolkit to think and act like a "leader," by applying sound management and leadership principles, nurturing the spirit of teamwork, negotiating and mobilizing for change.

UNDERSTANDING YOUR LEADERSHIP STYLE

Course Overview

Leadership is qui e different from management and managers will often encounter many situations in which they will need to exercise leadership qualities. This course will examine four main leadership styles - transactional, relational, transformational and charisma ic styles and its effectiveness.

Leadership will be viewed at different levels an d the Academy award winning classic World War II movie, **Twelve O'Clock High** will be used as a case study for identifying ffective leadership styles and management theories.

Course Objectives

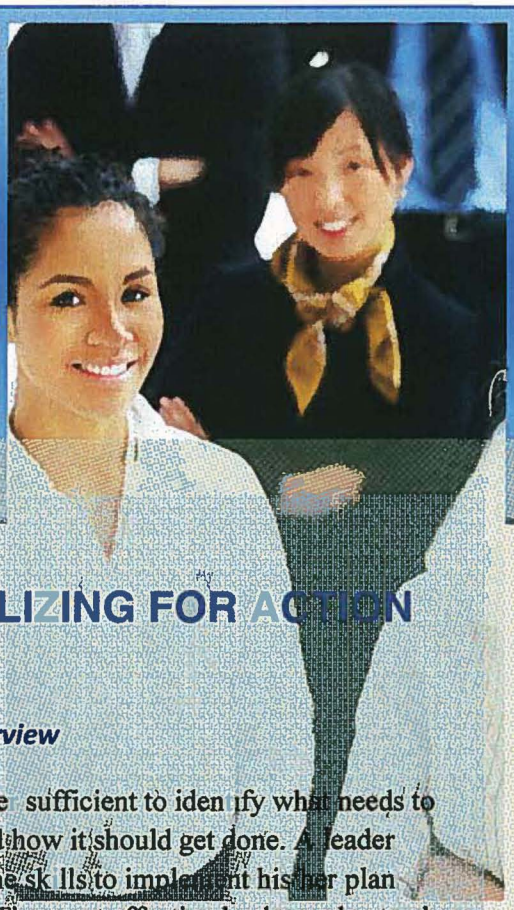
- Identify the fundamentals of leadership.
- Assess your current leadership style.
- Determine whether a leader's task behavior is high or low
- Identify indicators or each of the four leadership styles.
- Determine which leadership style a leader is using for a particular task.

Value of Course

- Build managerial and leadership skills.
- Be better prepared to adapt to changing mar t condition .
- Communicate with other business leaders.
- Provides a vehicle to think strategic lly.

CREATING VALUE

"Continuity gives us roots; change gives us branches."



CHANGE MANAGEMENT

Course Overview

Very few companies are immune from change. Whether change is good or bad for us is irrelevant; far more important is Change Management – how we deal with and cope with change. This course will cover the effect of rules, assumptions, patterns; the roles people play and conflicting ways of thinking and perceiving utilizing **"Who Moved My Cheese"** as a reference aid. It includes advanced personal skills for greater insight into yourself and others.

Course Objectives

- Understanding the impact of organizational change.
- People leadership through change
- Communicating change.
- Helping team members cope with change.
- Motivating team members through cultural/organizational change.

Value of Course

- Case study to demonstrate the concepts.
- Hands on exercises to reinforce the concepts.
- A repeatable framework for organizational change management.
- Emerge as change agents.

MOBILIZING FOR ACTION

Course Overview

It is no longer sufficient to identify what needs to get done and how it should get done. A leader must have the skills to implement his/her plan into action. The most effective leader understand that their job is not to do the work of the team, but rather to design a team environment that enables the team to do its best work. This course is designed to provide participants with perspectives and skills that create high performing teams

Course Objectives

- Understanding and identifying high performance teams.
- Comprise methods to mobilize individual energy for results.
- Apply leadership strategies to foster change and innovation more effectively.
- Utilize basic dialogue tools for more effective team coordination.

Value of Course

- Be able to respond to changing conditions.
- Build and enhance teamwork.
- Optimize your own performance.
- Achieve alignment.
- Mobilize people to action.



Course Overview

The Tactics and Skills for Negotiating course will introduce participants to the basic concepts and theoretical frameworks for understanding negotiation and conflict processes, develop confidence in the negotiation process as an effective means for resolving conflict and reaching consensus, and provide role-playing and case experiences to develop participant's negotiation skills.

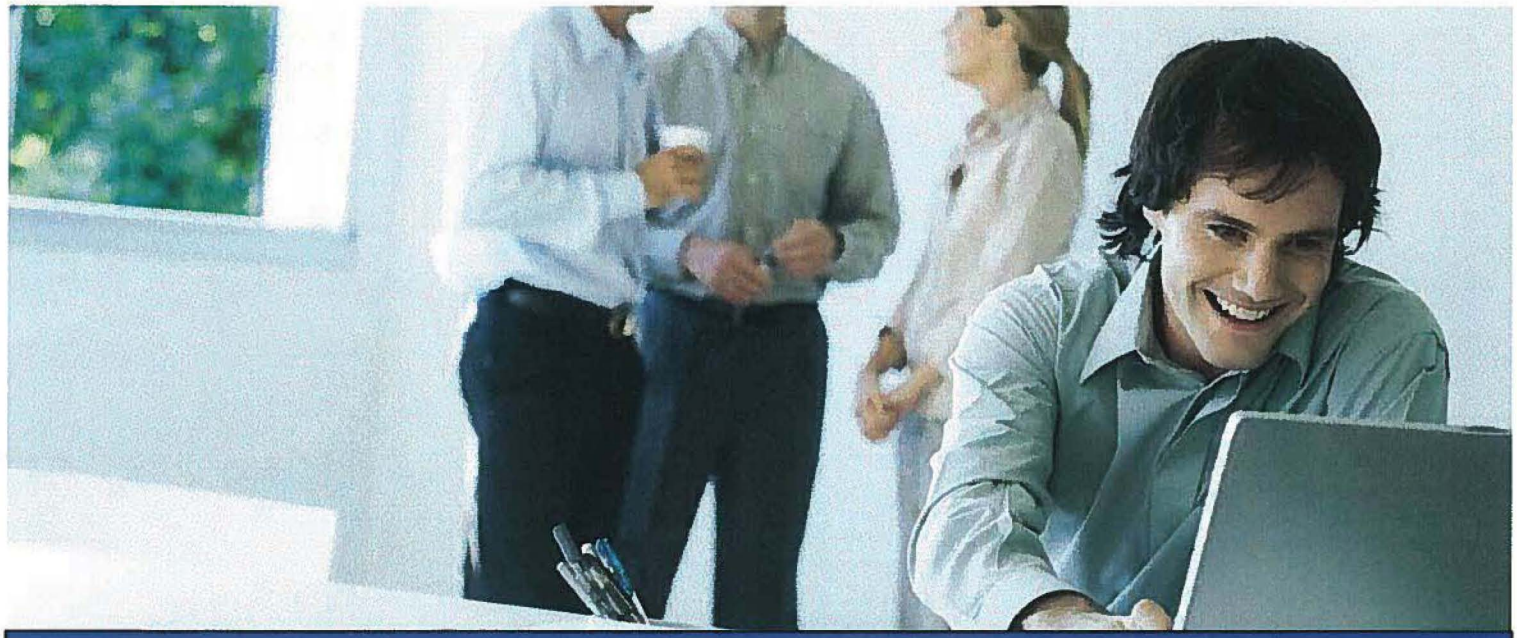
Course Objectives

- Identify possible negotiation outcomes.
- The eight steps of the negotiation process.
- Identify different behavioral styles for negotiating.
- Recognize the tricks of the trade.

Value of Course

- Participants will be able to demonstrate the use of successful concession making.
- Improved negotiation and conflict resolution skills.
- Action plan for next negotiation.

TACTICS AND SKILLS FOR NEGOTIATING



Human Resources Management Certificate - II

The Human Resources Management Certificate is designed to enhance managerial expertise through exploring topics of employment law, recruitment and selection, training, engagement, and assessment. Managers will develop skills to plan for, hire, train, manage, retain, and develop tomorrow's workforce.

SELECTION AND STAFFING

Course Overview

Recruiting the right people is essential to the successful development of teams and the organization. However, the process is costly both in terms of time and resources; therefore, it is critical that the right candidate is selected the first time. This practical course will provide individuals with guidance in the skills and techniques essential to conducting successful selection interviews.

Course Objectives

- Matching job specifications to the candidate.
- Examine selection methods and their effectiveness in helping identify the best candidates.
- Develop communication and techniques to maximize recruitment interviews.
- Laws and legal issues surrounding the selection process.

Value of Course

- Enhance listening skills.
- Hire better and create a winning team.
- Employ successful interviewing techniques.
- Think strategically about staffing and selection issues.

FOUNDATION OF EMPLOYEE RELATIONS

Course Overview

Employee relations encompasses a broad range of concepts, transactions, practices, behaviors and objectives arising out of the relationship between a company, its employees, and managers. This course will cover the basic principles of employment law, including unionized environments; effective communications between management and staff, and anticipating, addressing, and diffusing workplace issues that may interfere with the organization's business objectives.

Course Objectives

- Review the legal environment controlling employment practices.
- Use case studies to apply the law and sound management principles.
- Understand unique features of unionized workplaces.
- Dispute resolution.

Value of Course

- Harmonious work environment and balance.
- Increase management effectiveness.
- Ability to plan for the future.

COMMUNICATING, COACHING, AND COUNSELING (C^3)

Course Overview

Communications is the single most important skill in developing positive relationships. This course will provide participants with an opportunity to examine their own behavior and recognize the impact their behavior has on others. Participants will explore various ways to construct a clear and concise message. Whether you're delivering constructive criticism, responding to specific requests, coaching, counseling, or delivering praise, you'll learn how to communicate in a way that invokes consideration and cooperation.

Course Objectives

- Opening lines of communication through effective listening.
- Coaching for success.
- Having difficult conversations.
- Fostering the development of a team player.



Value of Course:

- Unlock body language secrets.
- Connect with others.
- Effectively resolve conflicts.
- Deal with different and difficult personalities.
- Break down communication barriers.

EMPLOYEE ENGAGEMENT

Course Overview

Most organizations rely on groups and teams to generate ideas, make decisions, and solve problems. Yet group teams are fragile entities. It takes knowledge about the individual and collective processes to make teams successful. Through lecture, discussion, and team based activities, participants will learn to identify the weaknesses of group information processing and how to remedy them; how to maximize team's abilities to diagnose and address problems; and how generational gaps impose new problems as well as opportunities for collaboration and engagement.

Course Objectives

- Understand the importance of an engaged workforce and how it can drive performance.
- The dimensions of employee engagement.
- Get a team talking about the organization as a great place to work.
- Design an engagement strategy.



Value of Course

- A better understanding of team dynamics.
- A strategy for engagement.
- Improve team engagement levels.

Management Essentials Certificate - III

Grounded in practical aspects of day-to-day management the program is designed to build managerial excellence in the latest principles, concepts, philosophies, and applications in management leadership. The certificate program will prepare managers for greater responsibilities, improve managerial performance, and enhance communication skills.

LEADING CUSTOMER FOCUSED TEAMS



Course Overview

This course delivers the skills needed to lead high-performance teams and to create a service culture based on a commitment to customer care.

Course Objectives

- Establish team goals/direction.
- Understand team dynamics.
- Creating a service culture.
- Secrets of superior customer service.
- Managing performance.

Value of Course

- Valuable techniques and tools for phenomenal service.
- High performing team.

STRATEGIC LEADERSHIP

Course Overview

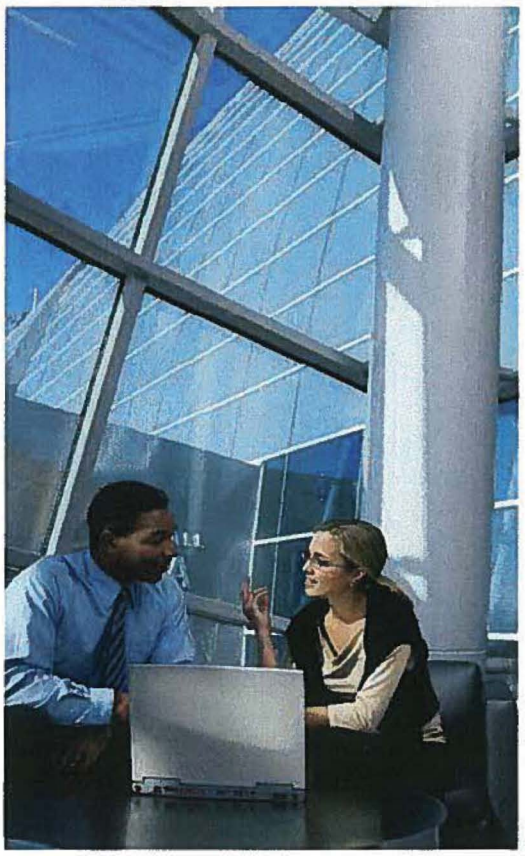
Developing leadership skills is crucial. Managers today face greater challenges than ever before in terms of unlocking human potential and delivering results. This course will assist managers manage change more effectively.

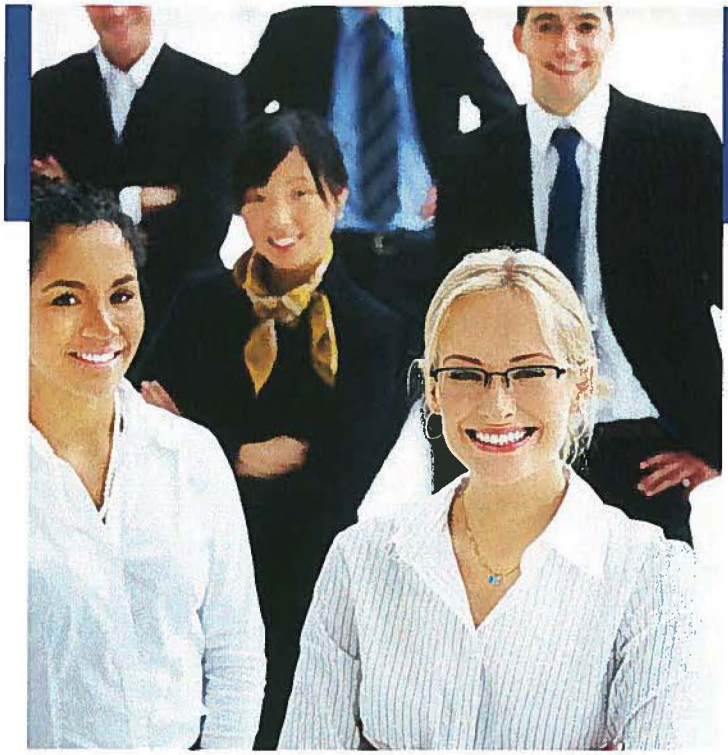
Course Objectives

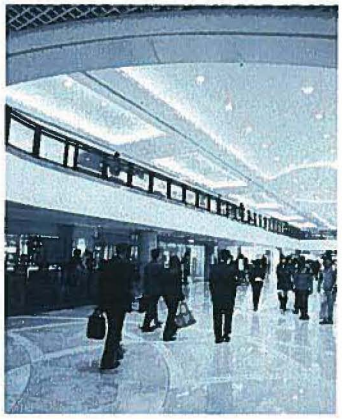
- What is strategic leadership?
- Thinking strategically.
- Building strategic alliances.
- Achieving leadership success through people.

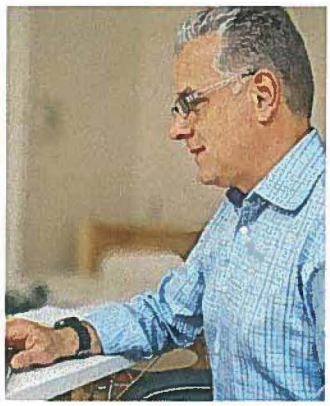
Value of Course

- Become forward thinking.
- Obtain support for strategies that drive bottom line results.
- Balance daily tactical responsibilities with strategic initiatives.
- Discover new sources of motivation towards work.









FINANCIAL UNDERSTANDING

Course Overview

Finan e is about making financial and managerial decisions based on e information gleaned from the operating statements or other economic indicators Whether you're a wizard of finance or a nonfinancial manager, performance is measured he same way in dollars and cents! This course will guide participants through the financial decision makin pro ess from start to finish.

Course Objectives

- Understand fund ental fin n i l termin lo y.
- Read and interpret finan ial operating statement .
- Synthesize that information into financial goals.
- Gauge the financial impact of operational decisions.

Value of Course

- Case studies.
- Preparation for budge preparation.
- Gain greater confidence with a working kno ledge o business financials.
- Translate performance into financi l term .

CONFLICT RESOLUTION

Course Overview

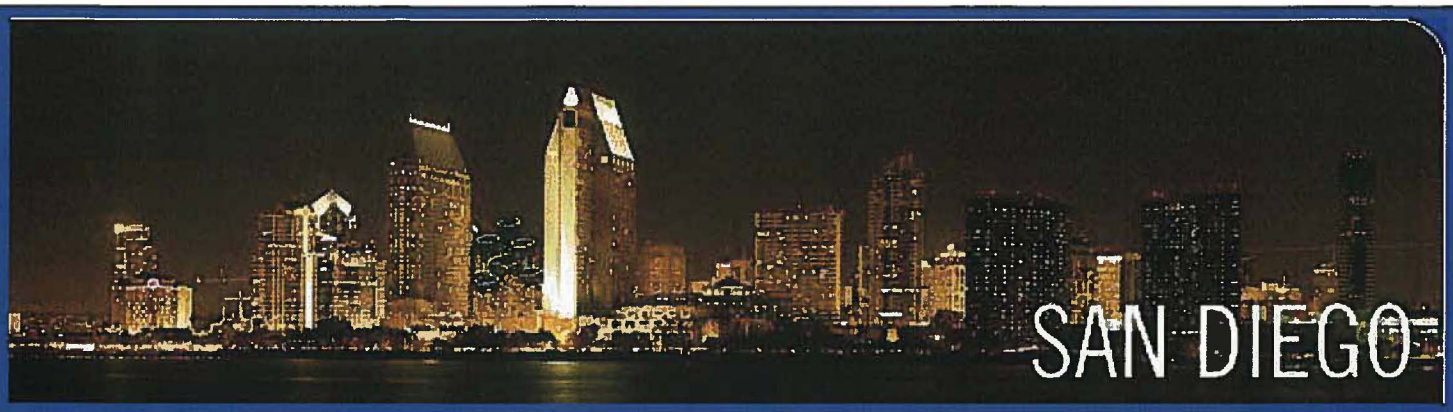
This course will explore the sources of conflict and creative alternatives for resolving it. Participants will learn how to improve social relations at all levels of interaction. The course will involve both theoretical understanding and practical application.

Course Objectives

- Identify factors that create conflict.
- Identify a conflict management style.
- How to achieve a win/win solution.
- Practice assertive communication and diffusing tense situations.

Value of Course

- More willing to address conflicts.
- Enhance repertoire of ways to prevent and deal with conflict.
- Greater appreciation for the possibility for win/win solutions.



Register Early to Ensure Class Availability

RSVP-CDC@Aceparking.com

Member Services

Career Development Center

2550 Fifth Ave. #105

San Diego, CA. 92103

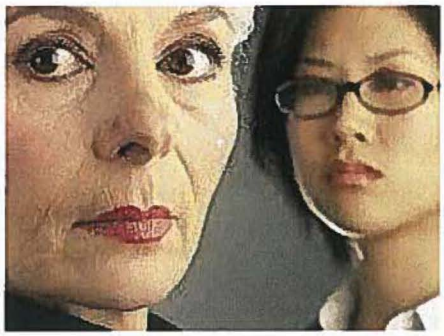
(619) 231-1581

Fax: (619) 270-9896

California Sex Harassment Prevention and Response Training

From THE AGOS GROUP, LLC

Sex Harassment Violates Federal Law



Title VII of the Civil Rights Act of 1964 prohibits gender discrimination in the workplace. In 1986, the U.S. Supreme Court specifically recognized sex harassment as a form of gender discrimination and, in 1991, an amendment to Title VII made jury trials available for sex harassment complaints. Since that time, the number of sex harassment complaints filed with the Equal Employment Opportunity Commission (EEOC), the federal agency that enforces sex harassment laws, has risen to an average of about 14,000 a year—with nearly 15 percent of the complaints in 2003 being alleged by males.

Furthermore, these statistics do not reflect the number of claims being filed with each state's anti-discrimination enforcement agency.

Sex Harassment Violates California Law

California's sex harassment law (AB 1825) is part of the California Fair Employment and Housing Act (FEHA) (Government Code § 12940). The California Fair Employment and Housing Commission (FEHC) enforces this state law.

Sex Harassment is about Misuse of Power

When an employee is sexually harassed, the wrongdoer is exercising and misusing power. Sex is simply the mechanism or context for exerting this power. Sex harassment is commonly referred to as either "hostile environment" sex harassment or "quid pro quo" sex harassment.

Sex Harassment—"Hostile Environment"

Hostile environment sex harassment is unwelcome sexual advances, requests for sexual favors, job-related threats for rejecting sexual advances, and other verbal, visual, or physical conduct of a sexual nature that has the purpose or effect of unreasonably interfering with an individual's work performance or has the purpose of creating an intimidating, hostile, or offensive working environment.

This type of harassment may be engaged in not only by management or supervisors, but also by coworkers or other persons who are *not* employees.

Sex Harassment—"Quid Pro Quo"



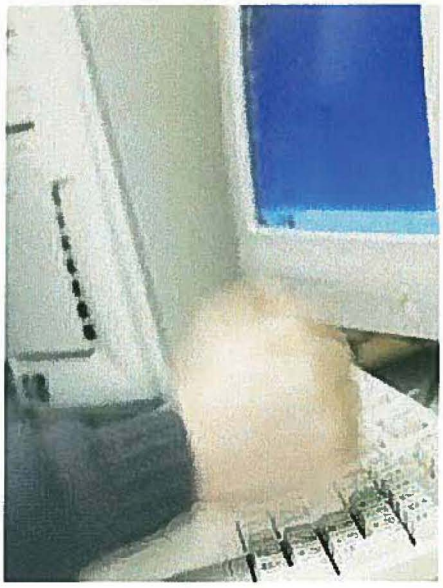
Sex harassment also includes "quid pro quo" harassment—unwelcome sexual advances, requests for sexual favors, and other verbal, visual, or physical conduct of a sexual nature that is unwelcome. A common example of this type of harassment is when a supervisor or manager conditions an employment benefit or continuing employment on the employee's acquiescence to sexual behavior.

Unwelcome Conduct

What type of conduct can create sex harassment liability? To constitute sex harassment, the sexual conduct must be unwelcome. Examples of sexual conduct include:

- Physical conduct such as touching, crowding, rubbing against, blocking, or leering.

- Visual conduct such as sexually oriented displays, posters, or calendars.
- Verbal conduct such as sexual jokes, innuendoes, epithets, slurs, sexually degrading comments, or requests for sexual favors.
- Making threatening reprisals for rejected sexual advances.
- Sexually charged communication of any type—verbal, written, gestures, obscenities, or email.



Unwelcome Conduct and Coercion

A sexual advance could be unwelcome, for example, if:

- It is rejected initially;
- It is initially accepted and later rejected; or
- If acceptance is coerced. This is the most challenging situation—a circumstance that looks consensual but, in fact, is not.

As a supervisor, your job is to make sure reported allegations are investigated so that all the surrounding facts can be discovered and considered by management to enable a reasonable response to the allegations. Things may not always be as they appear on the surface.

How Much Unwelcome Conduct Creates Sex Harassment?

Unwelcome sexual conduct can be severe or pervasive, meaning:

- Severe enough to alter an employee's workplace experience even though the conduct occurred only once or rarely; or
- Pervasive enough to be more than merely an accidental or isolated event and thus becoming a defining condition of the workplace, even if no single act of the pervasive conduct, viewed by itself, would be deemed harassment.

More Examples of Sex Harassment

Sex harassment can be manifested in a number of ways depending on all the circumstances. Although there are many more, some of them are:

- Cursing that includes terms demeaning to a specific gender.
- Asking regularly about an employee's social life, sexual preferences, or dating habits.
- Regularly commenting on an employee's manner of dress or appearance.
- Asking an employee for a date, *again*, after being turned down once.
- Making fun of "a typical male" or a "PMS-ing female" through certain demeaning stereotypical characteristics. What is meant in jest may not be perceived as a joke, but rather as an offensive insult.

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- Discussing an employee's physique, even when the employee is not within earshot.
- Being a supervisor and asking a subordinate for a date.
- "Friendly" back rubs to relieve stress.
- Using a "hands-on" management style—pats on the back, arms, and around the shoulders.
- Transmitting or displaying pornographic or sexually explicit material through email.



Keep Your Focus

A common question is, "Can one joke constitute a hostile sex harassment environment?" The answer, in most cases, is "no." However, the key to managing sex harassment allegations is to realize that each act must be examined in light of all the surrounding circumstances, including the viewpoint of the alleged victim. That's why your job is not to try to analyze the allegations, but rather *to focus on* making sure the allegations are investigated.

Employers are not required to determine the subtle legal standards of proof that may apply in a lawsuit such as "preponderance of the evidence" or "beyond a reasonable doubt." Your duty is to respond promptly, consistently, and effectively to each complaint of sex harassment and let those conducting the investigation sort out the facts.



Intent vs. Impact

Be careful. What may appear to be harassment to one person may not be harassment to another. It is the victim's perception, and not the intent of the harasser, that is pertinent. Even innocent comments can be interpreted as sex harassment, depending upon how the comments are perceived by the recipient.

And, sex harassment claims have been brought by employees who, for example, though not the target of the harassment, were nonetheless offended by it—such as one who overhears sexually demeaning comments aimed at another.

Where Can Harassment Occur?

Sex harassment doesn't just occur at your worksite and during work hours. It can also occur:



- At another employer's worksite, such as at a customer's location.
- At off-site events, whether employer-sponsored or not.
- In employer or employee vehicles.

What about when employees informally gather after work, at a local pub, for non-work-related socializing, and one of the employees sexually harasses another? If you know about it, you should take steps to stop it.

Harassment by Supervisors

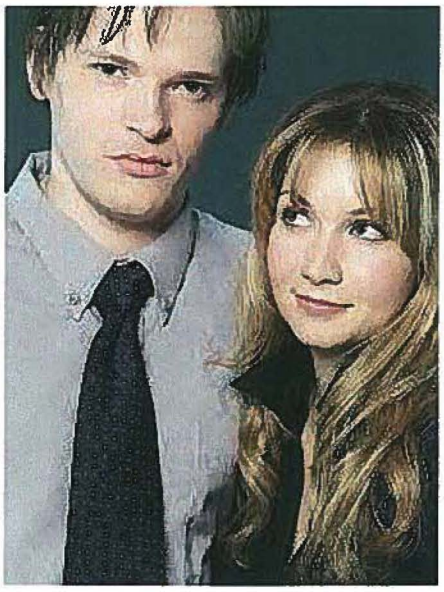
Under California law, employers and their supervisors may be held strictly liable for a supervisor's sexual harassment of a subordinate. California courts reject an affirmative defense that is sometimes available under federal law. Instead, under California law, when a supervisor sexually harasses a subordinate in any way, strict liability follows. The employer has an opportunity to reduce only the amount of damages, but not the liability itself.

Damage reduction will depend on a factual analysis of the reasonable steps the employer took to prevent and correct workplace sexual harassment, including its policy, how the policy was communicated, details involving any related training and workplace procedures, whether there was a delay in the accuser's reporting of the incident, the outcome of any related investigation, and the steps the employer took to prevent retaliation.

Harassment Between Co-workers

Harassing conduct between co-workers (not involving a supervisor) creates liability when you:

- Know about the conduct, and
- Fail to take immediate and appropriate corrective action.



You can't play "ostrich." Being deliberately indifferent to knowledge of sexual harassment will not excuse an employer who ignores harassment.

If you did not know about the conduct, but should have known it was going on, you must show that you took prompt, reasonable steps to prevent harassment from occurring. Reasonable steps include an analysis of the applicable policy, training, investigation procedures, and steps taken to prevent retaliation.

Make sure all of your employees understand your harassment-related policies as well as their related responsibilities. Some employees think that only harassment by supervisors is prohibited in the workplace. Train and retrain your employees to understand that any harassment by anyone is to be reported immediately, so that it can be investigated and responded to appropriately.



Harassment Involving Third-Party Participants

Sex harassment is not just about employees who work at your worksite location. You may be responsible for the acts of sexual harassment by, or against, third-party participants who interact with your employees in the course of their duties—regardless of where that takes place.

Who are these third-party participants? They are people who interact with your employees as they do their jobs. They could be clients, customers, vendors, independent contractors, employees' family members, board members, investors, or members of the public, for example.

Employers are held responsible if they know or should have known of the conduct and fail to take immediate and appropriate corrective action. All reasonable steps must be taken to prevent harassment from occurring. This could mean, for example, that if a specific delivery person is harassing one of your employees, you should contact the delivery person's supervisor to ask that the specific delivery person not make deliveries to your workplace in the future.



Same-Sex Sex Harassment

Unwelcome harassing conduct is not only conduct that discriminates against a person solely because of his or her gender, but also includes unwelcome conduct regardless of the gender or sexual orientation of the harasser or victim. The harasser's motive is, by the way, irrelevant.

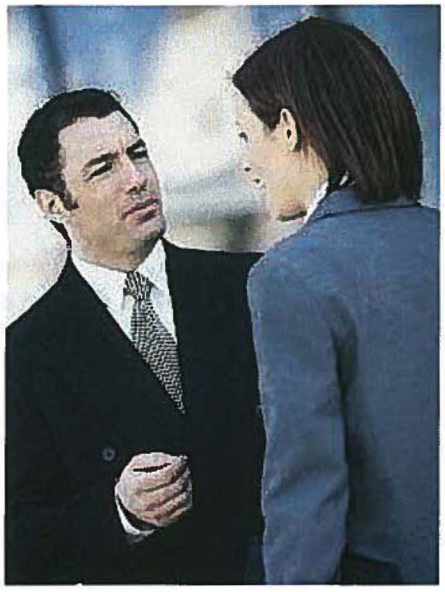
It Can be Difficult

Sometimes it is difficult to identify or recognize sex harassment. Victims do not always report it. According to experts, most victims don't report harassment because they fear being ignored, retaliated against, having their private lives exposed, or being isolated by fellow employees.

You should take action on any harassment that you observe or know about, even if the "victim" hasn't reported it.

Some Warning Signs of Sex Harassment

Certain warning signs may indicate sex harassment, and you should watch carefully for them. They include:



- Refusing to work with, or asking not to work alone with, another employee.
- Asking for a transfer or leaving employment for no apparent reason.
- Missing work, being consistently tardy, or having a drop in productivity for no apparent reason.
- Personal arguments between employees.
- An employee suddenly, for no apparent reason, stops communicating or becomes hard to work with.
- A dating or sexual relationship, or the appearance of a dating or sexual relationship, between employees—regardless of whether the relationship is consensual.
- Signs of hostility between employees who were once, or who are now, partners in a dating or sexual relationship.
- Ill-mannered behavior or childish banter—this can quickly turn into an offensive, unwelcome event for an employee.

Sex Harassment and Pregnancy Discrimination

Harassment/discrimination on the basis of pregnancy disability is considered unlawful sex harassment under FEHA.

Employers are prohibited from making employment decisions such as hiring, firing, promotion, etc. based on the fact that an employee is pregnant.

Although firing a pregnant woman because she is pregnant is one of the more obvious examples of pregnancy discrimination, a more subtle harassment must be avoided as well. Some employers make hostile remarks about how burdensome the pregnancy is to them. Some tell women they must schedule their doctor appointments before or after

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work. Others berate the pregnant employee for missing work because she is sick or exhausted. Still other employers accuse women of hiding their pregnancy during the hiring process. If these comments are pervasive, they can constitute a hostile working environment.

Beware of Gender Stereotype Liability



Employers can be held liable for sex harassment when employees are subjected to slurs or other communications based on gender stereotypes.

Harassment and slurs based on stereotypes of how men and women "should" act amount to sex discrimination and are a violation of sex discrimination laws. An example of this is when a man, for example, is insulted repeatedly at work by being mockingly referred to as "she," "like a woman," a "faggot," and a "whore." The court found liability in a case like that because the gender stereotype verbal abuse was based in the perception of the man as effeminate and, therefore, it occurred "because of his sex."

Another Example of Gender Stereotype Liability

California specifically prohibits discrimination or harassment based on gender perception, gender identity, or sexual orientation. And, harassment motivated by a person's sexual orientation can be a violation of Title VII federal law.



A male employee was a butler on the VIP floor of a swanky hotel. The entire floor was serviced and supervised by males. The employee alleged physical and verbal abuse motivated by his homosexuality. Because sexual body parts were touched, the court found that the harassment was sexual in nature and motivated by sexual orientation.

Transgender Discrimination

Transgender workers sometimes face discrimination/harassment because they are incorrectly perceived to be lesbian, gay, or bisexual. California's FEHA prohibits sexual orientation discrimination, including discrimination based on *perceived* sexual orientation.

Associational Discrimination



California employees are also protected from associational discrimination/harassment—being discriminated against in employment because they are the significant other, friend, family, or ally of a transgender person or because of their association with someone of a certain perceived sexual orientation.

Supervisors Set the Example

You may not understand or personally approve of gender identity disorders or sexual orientations that differ from your own, but as a supervisor, an empathetic approach, rather than a resentful, judgmental, or discriminatory approach, will serve you well. Why? Because you set the example for your entire workforce. How you treat each of your employees will go a long way toward making sure that your workplace is a respectful one—free of harassment and discrimination.

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Make Sure <u>You</u> Obey the Policy

First and foremost, you, as a supervisor/manager, must never make sexual advances or engage in other unwelcome sexual conduct toward any employee or any third party who participates in your workplace. You should govern your conduct so that it lacks even the appearance of impropriety.

Remember, under California law, if you commit sex harassment, your organization can prepare to open its checkbook—and so can you.

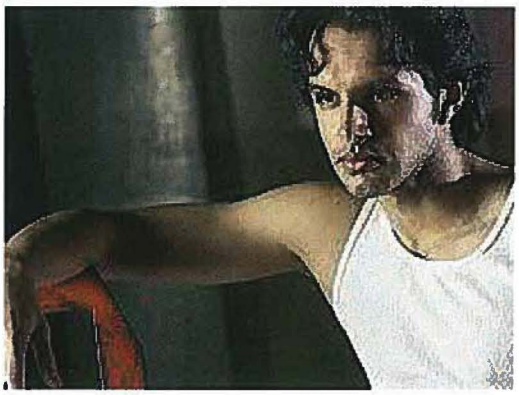


Liability Cannot be Avoided, But Damages Can Possibly be Limited

If you or someone in your organization fails to follow the policy and your organization is forced to pay sex harassment-related damages, what amount will you have to pay? It depends.

The law allows consideration of several factors that could serve to reduce the amount of damages awarded for supervisory harassment. Here are some factors that serve to increase the opportunity to successfully argue a damage reduction:

- Have written anti-harassment policies and procedures.
- Fully communicate those policies to your workforce.
- Train your employees thoroughly, effectively, and periodically on all policies.
- Have multiple reporting avenues for employees that make it possible for an employee to report without embarrassment or fear of reprisal. This should include the ability to report to a third party outside the organization's regular reporting channels.
- Be observant, so that you can spot the harassment of others. Don't let outside appearances fool you regarding whether the behavior in question is welcome. You must report any harassment that you observe or learn about.
- Make sure complaints are promptly, thoroughly, and objectively investigated. Make sure your employees understand the investigative process.
- Maintain confidentiality on a business need-to-know basis when dealing with harassment allegations. Make sure your employees understand there is no such thing as absolute confidentiality.
- Take effective corrective action.
- Show that the complaining employee unreasonably failed to use the preventive and corrective measures that your organization provided, and that if the employee had reasonably used the employer's complaint procedures that were designed to prevent and eliminate sex harassment, at least some of the harm that the employee suffered would have been prevented.
- Have an anti-retaliation policy, and train your employees on it. Confirm their understanding of the policy.



Retaliation Prevention is Important



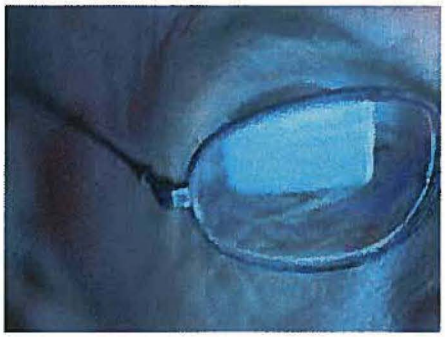
Your sex harassment prevention program is only as effective as your anti-retaliation policy is. Employees must truly believe that they can report harassment without fear of such things as:

- Being fired or demoted.
- Losing pay or having a raise or promotion withheld.
- Being reassigned to significantly different duties.
- Having benefits changed.
- Having their job responsibilities and opportunities diminished.
- Losing their job title.
- Having to endure working conditions so hostile that they feel compelled to resign (a "constructive discharge").

Then, you need to provide more training for them to assist them in understanding that they are safe from retaliation if they report harassment or participate in an investigation of harassment.

Retaliation Risks Continue into the Future

As a supervisor, be aware that your management of possible retaliation does not end when the sex harassment investigation ends. You will need to be watchful for possible retaliation for as long as the employees involved in the complaint or the investigation continue to work for your organization. When employees who have participated in an investigation experience a negative work experience any time after the investigation is concluded, they tend to default to thinking that it must be in retaliation for their testimony or for reporting the harassment. Managers who fail to protect their employees from retaliation or who retaliate against their employees can quickly become involved in litigation.



Understand the Investigation Process

You should have an understanding of the investigation process so you can assist your employees in understanding it as well.

When allegations of sex harassment are made, interim actions should be taken to stop any further possible harassment. This may include sending the accuser and accused home on paid leave pending the completion of the investigation and a determination of what, if anything, happened.

A qualified investigator—either from inside your organization or a third party investigator—will conduct a prompt, thorough, and objective investigation. It will take as long as it takes—the actual length of time will depend upon the availability of witnesses who, for example, may be absent from the workplace or otherwise temporarily unavailable.

You should cooperate with the investigator, and work through your HR department, if the investigator requests documentation you have.

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When the investigation is over and a written report is submitted to the management team in charge of making a reasonable decision, they will do so based on the facts in the investigation report. You may or may not be privy to the report or the details of the decision: that would depend on whether you have a business-related need to know.

Remember that investigations are conducted as confidentially as possible, on a business-related need-to-know basis. You can assist the investigation by quelling any rumors or gossip about the investigation that may be occurring in your department. Rumors and gossip serve only to delay or complicate an investigation.

Be Observant and Open-Minded



The extent to which you remain observant and open-minded is the extent to which you will enhance your ability to spot potential sex harassment situations before they turn into a big problem. As a supervisor, you need to be a skilled listener—one who can listen to what is said and to what is not being said.

Never downplay a harassment report, argue with the employee about the accuracy of a report, or ignore a report altogether.

Remember that a harassment complaint is an allegation only. Refrain from making a judgment about the accused or the accuser. The complaint should be promptly investigated by your organization or, if appropriate, by a third-party investigator. Downplaying, ignoring, or being judgmental about a report, arguing with the employee, or submitting your own personal interpretation, may taint the investigation and create an increased litigation risk.



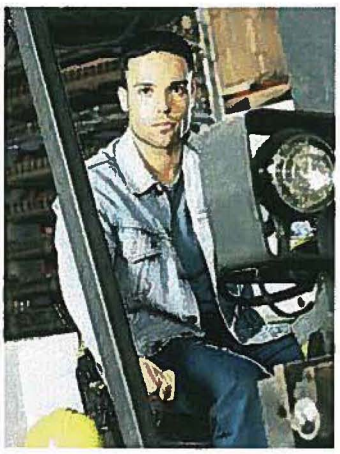
Use Group Management of Sex Harassment to Reduce Liability

Don't fall prey to the "Lone Ranger Syndrome." This is where a supervisor believes that if he or she can't handle a workplace management challenge, he or she must not be a very effective manager.

Nothing could be further from the truth. A smart manager seeks the ideas of others, so that a reasonable approach can be taken—an approach that considers multiple possibilities and viewpoints.

Never try to manage harassment alone. Communicate the information to the individuals designated to manage harassment in your organization and make yourself available to assist whenever and wherever possible.

Federal Remedies



When sex harassment liability is found, employees/applicants may be entitled to remedies such as:

- Back pay
- Hiring
- Promotion
- Reinstatement

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- Front pay
- Compensatory damages
- Punitive damages
- Other actions that will make an individual "whole" (in the condition he or she would have been in if it weren't for the harassment)
- Attorney's fees
- Expert witness fees
- Court costs

Federal Resources

Employees may file a charge of sex discrimination/harassment, whether or not your organization is investigating the matter. The United States Equal Employment Opportunity Commission (EEOC) has several local field offices. It is important that you do not discourage an employee from filing a complaint with the EEOC. To reach the nearest EEOC field office, employees can call toll free 1-800-669-4000 or go to http://www.eeoc.gov/offices.html. EEOC's toll-free TDD number is 1-800-800-3302.

There are time limits within which to file a charge of discrimination. To protect their legal rights, employees should contact the EEOC promptly when discrimination is believed to have occurred. The time limit in which to file is not extended by an employer's investigation of a claim.

State Remedies and Resources

Employees/applicants may be entitled to remedies such as: unlimited damage amounts, (re)hiring, back pay, promotion, training, changes in employer policies/practices, fines, cease-and-desist orders, punitive damages, and damages for emotional distress.

An employee may file a charge of sex discrimination/harassment with the:

- **California Department of Justice**
  Civil Rights Enforcement Section
  Public Inquiry Unit
  P.O. Box 944255
  Sacramento, CA 94244-2550
  (916) 322-3360
  http://www.caag.state.ca.us/civilrights/

Or the

- **California Department of Fair Employment and Housing**
  Sacramento District Office
  2000 O Street, Suite 120
  Sacramento, CA 95814-5212
  1-800-884-1684 (Within California)
  1-916-227-0551 (Outside California)
  http://www.dfeh.ca.gov/

Notice Requirements

California law requires employers to give every employee this sex harassment information sheet. The document below contains both an English and a Spanish version. Be sure to supply it in all necessary languages.

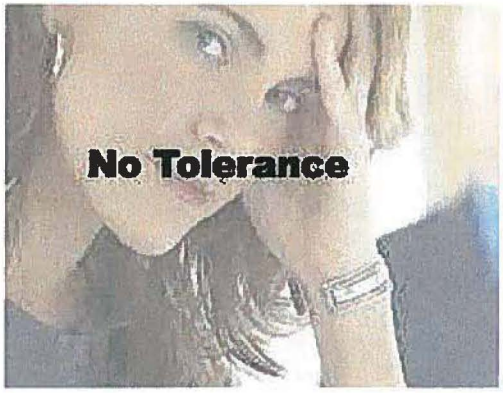
- ***The Facts About Sexual Harassment:*** https://www.agosnet.com/smarttrain2/popup/ca1.pdf

California law also requires the following notice on harassment in general to be posted in every California workplace:

- **English version:** https://www.agosnet.com/smarttrain2/popup/ca2_eng.pdf
- **Spanish version:** https://www.agosnet.com/smarttrain2/popup/ca2_esp.pdf

The Five Core Principles of Smart Risk Management®—As part of the Smart Risk Management® protocol for employers, there are *five core principles* for navigating situations involving sexual harassment:

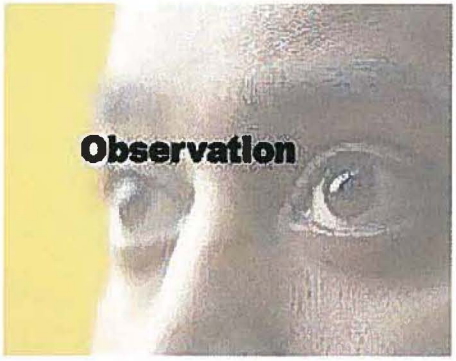
- No Tolerance
- Observation
- Communication
- Empathy
- Fairness



Again, while each situation is unique and deserving of special care and handling, these principles form a general framework for analysis and action. Before going into greater detail about their application to the prevention of sex harassment, let's take a closer look at the five core principles.

No Tolerance: Employers obviously cannot tolerate sexual harassment (or other forms of) wrongdoing. While there must be uniformity on this point, organizations must also employ reasonable creativity and flexibility in handling these situations. In that spirit, one can contrast the increasingly perceived inflexibility of "zero tolerance" policies, which are often portrayed as nonsensical overreactions to technical violations of organizational policy, and a "no tolerance" philosophy, which calls for an appropriate set of responses to each situation.

The key here is consistency in the "big picture." Consistent implementation, application, and enforcement of your organization's policies, procedures, and practices will not always lead to consistent results. You must apply the same philosophies to each situation, but you will not necessarily arrive at the same outcomes (e.g., termination). However, as a guiding principle, *earlier* intervention is generally desirable (and certainly easier) than allowing a potential problem to ripen into a full-blown dispute.



Observation: This principle is the key to earlier intervention. You can begin to take action based on what you see—and, sometimes what you do not see—in order to take control of a situation before it is thrust upon you. Sometimes you will be acting preventively, and at other times you will be responding proactively (or even reactively), but you will always be taking action with your eyes open.

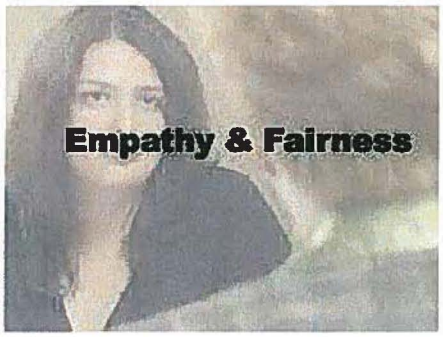
As a supervisor, you must constantly observe everything around you in your workplace, and must be alert to any warning signs of possible trouble. So, your attention to being observant is a critical element of your organization's risk management program.



Communication: If "observation" is the key to earlier intervention, then "communication" is the key to successful early intervention. Perhaps the single greatest source of employment problems—as well as the single greatest tool for problem solving—is communication. The most valuable efforts at communication adhere to the "4 Cs" philosophy: Candid, Clear, Collegial, and Concise.

Candor in the workplace—even in difficult situations—is critical. Clarity of communication is just as important, in order to make your efforts effective. And to maximize the success of your efforts, collegiality allows you to get the message across without any unnecessary obstacles. Finally, you want to make sure your message is complete, but always concise. Above all, the focus is on the quality, rather than quantity, of the interaction.

Empathy & Fairness: These are especially intangible principles, but are critical nonetheless. Typically, the most negative situations violate not only the law, but also these fundamental values. Employers cannot—and should not—act out of sympathy. However, organizations benefit by demonstrating—and, if need be, documenting—their commitment to empathy and fairness.



Perhaps more than anything, the principles of empathy and fairness are the litmus test by which our actions are ultimately judged. More often than not, the most important rule of law proves to be the "Golden Rule."

Core Principle #1—No Tolerance

Smart management always begins with "no tolerance" for workplace wrongdoing. And, remember, sex harassment is an obvious form of workplace wrongdoing.

There are several important steps involved in creating a "no tolerance" environment:

- Never commit a wrongdoing. Managers are role models for other employees within their organization. Employees look to managers for guidance and support. A manager who creates risk or commits workplace wrongdoing sends a negative message to all employees—that risk and wrongdoing are permitted or tolerated.

- Never allow wrongdoing. Smart managers not only set a positive example of "no tolerance," but also act as an obstacle to others who may want to commit wrongdoing under their watch.

- Never condone wrongdoing. Smart managers discourage wrongdoing by counseling, reprimanding, or terminating employees who create risk or commit wrongdoing. If others place you or your co-workers at risk, they should understand that their actions could cost them their jobs.

- Never rush to judgment. When someone is accused of wrongdoing, he or she is innocent until proven otherwise.



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As a smart manager, you should show "no tolerance" for sexual advances, requests for sexual favors, or other sexual conduct, which may create a sexual harassment claim. You should never take a chance by assuming the sexually related conduct is welcome. Outside appearances can be deceiving, and the employee subjected to the conduct may change his or her mind after a period of time or may not remember the incident quite like you remember it.

While it's true that sexual banter in a work environment is not uncommon, it can lead to sexual harassment allegations. Innocent behavior can be a signal to a potential wrongdoer that harassment is permissible. What begins as ill-mannered remarks or childish behavior can quickly turn into a traumatic event for an employee—and possible litigation.

Core Principle #2—Observation



Smart managers are always on the lookout for risk and wrongdoing. Managers recognize that even the smallest hint of risk or wrongdoing can place everyone in jeopardy.

As a manager, you should:

- Constantly look for the signs of risk and wrongdoing.
- Understand the importance of careful observation in hiring.
- Regularly inquire about your employees' well-being and job satisfaction.
- Recognize that even the smallest hint of risk or wrongdoing deserves immediate attention.
- Be aware of the risk of workplace wrongdoing, without being intimidated.
- Understand that wrongdoing can occur at any time—even in the best work environments.

Remember that each employee is different. What appears to be a harmless joke or innuendo to you may actually be unwelcome to another. Outwardly, an employee may seem accepting of sexual statements, jokes, or innuendoes, but may, in reality, be offended. Be observant and don't let outside appearances fool you regarding whether the behavior in question is welcome.

Core Principle #3—Communication

"Silence is golden," but not in the workplace. Quick and decisive communication can prevent risk and wrongdoing from spreading throughout your work environment.

To set a standard of effective communication in your workplace, you should:



- Send a message of "no tolerance" concerning risk and wrongdoing. Let your employees know that you do not tolerate wrongdoing. Although actions do speak louder than words, a positive message of "no tolerance" can be an effective and quick means of prevention.
- Make sure your employees feel comfortable coming to you with their concerns, including concerns about wrongdoing and other related risks. Let your employees know—through actions and words—that your door is always open.

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- Provide constant, honest feedback to employees about their job performance—regardless of whether it meets your expectations. Expressing your expectations to your employees in the beginning and reinforcing those expectations as your employees progress allow you to promote a more productive and risk-free work environment.

- Communicate by training your employees on techniques to avoid workplace risk and wrongdoing.

- Tell only those who have a "need to know" when you are aware of or suspect workplace risk and wrongdoing. Your employer has designated specific individuals within your organization who are trained to manage risk and wrongdoing. Managers who withhold information or try to manage the wrongdoing themselves—without the proper training or organizational support—may create unnecessary exposure for themselves and their organization.



Quick communication is a key to preventing harassment. A smart manager knows which employees to contact in the organization when harassment is discovered or alleged. Concentrate on communicating the facts: "I saw Joe force a kiss on Carol." Avoid giving your personal interpretation: "Carol didn't seem to mind the kiss."

A common managerial mistake is to try to correct or manage the problem without assistance from others. Never try to manage harassment without the help and support of others. Communicate the information to the individuals delegated to manage harassment in your organization and make yourself available to assist whenever possible.

Never downplay a harassment report, argue with the employee about the accuracy of a report, or ignore a report altogether. A harassment report is an allegation only and should be promptly investigated by your organization. Downplaying or ignoring a report, arguing with the employee, or submitting your own personal interpretation may taint the investigation and create a litigation risk.

Keep any harassment report as confidential as possible. Only those individuals in your organization who have a "need to know" should be made aware of the report.

Core Principle #4—Empathy

Managerial empathy is the ability to identify with your employees so you can understand their feelings and needs. Smart managers always try to place themselves in their employees' shoes. Remember—employees are not numbers, write-offs, or sources of risk. Rather, they are valuable team members who, like you, have fears, needs and hopes.



Managers who fail to practice managerial empathy tend to experience higher turnover, increased risk and more wrongdoing.

Smart managers understand that:

- Most employees view their jobs as important. Employees are sensitive to decisions that affect their jobs.

- Even a minor incident can have a significant effect not only on an employee's job or career, but also on his or her personal life.

- Employees have concerns—real or imagined—regarding their jobs, and these should be routinely addressed.

- Employees fear reporting wrongdoing, especially when they believe that reporting may place them at risk or, in some manner, significantly impact them. A smart manager takes great care to keep a report of wrongdoing confidential by telling only those who have a "need to know."



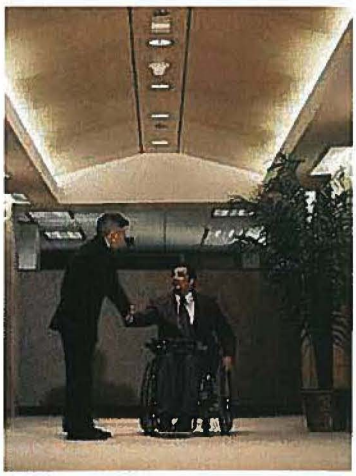
Being a smart manager requires empathy. You should understand that harassment reports are traumatic and emotionally charged for the accuser, the accused, and for witnesses.

During and after an investigation, you must prevent retaliation from other employees against the person or persons who brought a harassment report, and against those who provided information in the investigation of a harassment report. Retaliation for bringing a harassment complaint or for cooperating in an investigation can come in many forms including termination, loss of privileges or benefits, demotion, cut in salary, verbal or physical abuse, or isolation from co-workers.

Managers who fail to protect their employees from retaliation, or who retaliate against their employees, can quickly become involved in litigation. One good way to prevent retaliation may be to separate the accused and the accuser until the investigation is complete. Also, remember that, in many instances, retaliation can occur after the investigation and the administration of discipline. Fairness goes a long way toward preventing employee claims.

Core Principle #5—Fairness

Fairness begins with respect and dignity for all employees. A smart manager understands and values the importance of all employees, regardless of their race, color, national origin, religion, gender, age, disability, or position on the organizational chart. Fairness in the workplace demands that you:



- Uniformly and consistently apply laws, regulations, rules, policies, procedures and practices to all employees. No employee is above or below the law or your organization's rules and policies.
- Put aside your personal prejudice, bias, and fear when managing employees.
- Make objective decisions.
- Never consider an employee's physical, mental, ethnic, racial, social, or religious background, characteristics, capabilities, beliefs, gender, or age when making management decisions, such as hiring, firing, promotions, raises, benefits, and training.
- Eliminate unfair management practices, even if such practices have occurred in the past.

Smart management requires fairness toward the accuser and <u>also toward the accused</u>. Always remember that the accused should be considered innocent until a thorough investigation is conducted which may prove otherwise.

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ACE PARKING

San Diego National Airport

Member Services Injury & Illness Prevention Program and Safety Training Programs

Safety, Health and Wellness Programs

Our employees are our biggest asset and to invest in their health we launched our Health and Wellness Program in 2009. Work-life balance supports the efforts of employees to split their time and energy between work and other important aspects of life.

We provide healthy tips in our quarterly newsletter, post health articles in the employee lounge, and bring various resources to our employees. We held a biggest Loser Competition for six months; with monthly weigh-ins, and the employee who lost the most weight won a $200 Gift Card to Westfield's Mall. We also partnered with 24-Hour Fitness to conduct our official Biggest Loser weigh ins, provide discounted memberships, and health education to motivate our employees to manage their health.

Safety Programs

Ace Parking is committed to providing a safe work environment for all employees in compliance will all CAL/OSHA regulations. Our Company Safety Policy is presented, reviewed and acknowledged during New Hire Orientation. In addition, we encourage our employees to utilize Company Unsafe Conditions or Acts Report Forms and our Injury and Illness Prevention Safety Committee ensures compliance with State and Federal regulations in maintaining workplace safety. Lastly, our Member Services Training Department issues monthly Safety Awareness Memos that are acknowledged, documented and filed in our Company OSHA Binder.

Ace Parking Safety Policy

It is the policy of Ace Parking that everything possible will be done to protect our employees, customers and visitors from accidents. Safety is a cooperative undertaking requiring participation by every employee. Managers and supervisors will ensure that employees observe all applicable Company, State and Federal safety rules and practices and take action necessary to obtain compliance. The following Safety Policy information is reviewed with each New Hire in orientation and during on the job training:

1. Be aware of traffic in work areas at all times.
2. Always use access tunnels, cross walks and appropriate routes. Employees are not to go between cars when going from one lot to another or traveling through the airport parking areas.
3. When directing traffic, stand where you are visible to oncoming traffic, always have a flashlight and use a safety vest.
4. Always be alert when using electrical items; if you don't know what you are doing, ask questions prior to doing the work.
5. Observe all driving rules when operating company vehicles.
6. When using chemicals (for any purpose) you must wear safety glasses and gloves, read and follow all safety instructions on containers.
7. Report all injuries (however minor) to your immediate supervisor at the time of the incident and report all non-safe situations to your supervisor.
8. When entering/leaving booth, be sure lane outside of booth is clear of traffic.
9. Do not cross roadways while traveling through the airport parking areas or while going from one booth to another booth.
10. When backing up a vehicle, do not stand directly behind it; stand on the driver's side at the back, so the driver can see you.
11. Do not open gate or ticket units when it is raining.
12. Do not smoke when filling gas tanks or cans.
13. Do not use chairs as a ladder, as they may not stay balanced.

14. When using toxic chemicals, be sure area is well ventilated. DO NOT EVER MIX BLEACH AND AMMONIA.
15. Under no circumstances should you block a car from proceeding with your body.
16. When operating, riding or push sweeper, you must wear a safety vest and safety glasses.

Video Surveillance

To promote the safety of employees and company visitors, as well as the security of its facilities, Ace Parking conducts video surveillance 24 hours, 7 days per week. The cameras are positioned in appropriate areas within and around Ace Parking buildings.

In the Event of a Robbery

1. Do as assailant directs you to do.
2. Make a mental note of;
   a) Race
   b) Height
   c) Weight
   d) Hair color
   e) Clothing
   f) Direction they went
3. Report immediately to Supervisor.
4. Supervisor will call police and his superior.

Vehicle Accident in Parking Lot

- Notify Office Coordinator
- Request Harbor Police and request paramedics if needed
- Obtain all necessary information on all persons involved
- Inform all necessary managers of any injuries
- Fill out required incident report forms

Electrical or any type of Fire in booth

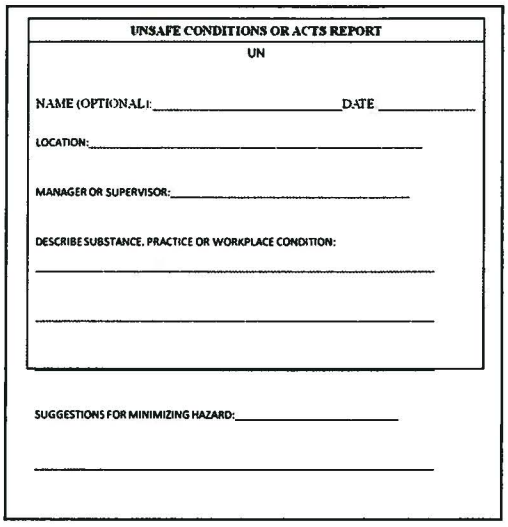
- Extinguish fire if possible taking safety under consideration. Instruct Office Coordinator to call 911 for help
- Confirm that no employee, or civilians were injured and request medical assistance if needed
- Instruct office coordinator to inform all necessary managers
- Secure area and direct traffic safely away from area until Harbor Police and Fire Department arrive

Unsafe Conditions or Acts Report Form

Safety is the responsibility of every employee. To prevent injuries, we must prevent the accidents that cause the injuries. Accidents can be prevented if we know what accidents happened and understand what can be done to prevent them from happening.

The following form is designed to assist our employees to communicate hazards in their work area. To promote safe conditions at the work place, Ace Parking requests that employees inform management/supervisors or human resources of any hazards that may produce potential accidents. Employees may verbally notify their supervisor of such hazards or they may fill out the following form and return it to their manager or the Human Resources office.

Cut here



UNSAFE CONDITIONS OR ACTS REPORT

UN

NAME (OPTIONAL):_____DATE _____

LOCATION:_____

MANAGER OR SUPERVISOR:_____

DESCRIBE SUBSTANCE, PRACTICE OR WORKPLACE CONDITION:

_____

_____

SUGGESTIONS FOR MINIMIZING HAZARD:_____

_____

Ace Parking Member Services Injury and Illness Prevention Safety Committee

Injury and Illness Prevention Safety Committee Mission Statement:

The mission of the Member Services Injury and Illness Prevention Safety Committee is to develop and promote a safe environment conducive to education by fostering a strong awareness of safety reducing accidents, injuries and illness throughout Ace Parking for all employees and customers of our parking facilities through the involvement of all individuals with regards to education, communication and safe work practices.

Activities:

The safety activities of the committee will include, but are not limited to, the following:

- Identify unsafe work practices and conditions and suggest appropriate remedies.
- Conduct safety inspections of all operations and facilities to identify safety hazards and recommend corrective measures.
- Review accident/incident reports. Types of accidents, causes and trends shall be identified and appropriate corrective action suggested.
- Obtain and analyze available data on past injuries and illnesses and identify trends and suggest appropriate corrective actions.
- Assist in the development and implementation of effective safety awareness programs.
- Encourage feedback from all individuals with regard to safety related ideas, problems, and solutions.
- Provide support and serve as a resource in the development, implementation, and maintenance of a comprehensive safety program.
- Develop written programs to ensure compliance with OSHA health and safety regulations.
- Serve as an advisory body to management on safety issues, providing suggestions and recommendations for resolution of safety concerns.

Members

Committee members will be appointed by management and constitute a diverse group of employees from both represented and non-represented personnel. Members will serve a one-year term.

Officers

The officers of the committee will serve a staggered 1-year term. The officers will consist of a Chairperson, a Co-Chairperson, and Safety Secretary. Officers will be elected by the committee membership each year to begin their one year tenure.

Responsibilities

Management's Responsibilities:

- Enforce all safety rules and procedures.
- Actively promote safety.
- Allow the time for committee representative participation in meetings and assigned responsibilities.
- Allocate the funds/resources necessary to implement safety committee activities.
- Lead by example in following all safety rules.
- Support committee decisions.
- Provide timely feedback to the committee.
- Perform the initial investigation of all injuries, incidents and near misses.

Chairperson's Responsibilities:

- Actively promote safety.
- Act as communication liaison between management and the committee.
- Coordinate and facilitate the safety committee meetings.
- Coordinate the assignment of activities to committee members.
- Establish necessary deadlines based on member input.
- Follow-up on assigned responsibilities.
- Schedule and develop an agenda for meetings based on member input.
- Prepare an annual report of the committee's accomplishments.
- Prepare a report of the committee's objectives for next calendar year.
- Introduce new members.
- Ensure the effectiveness of the meeting by directing discussions to meet mission and objectives.

Co-Chairperson's Responsibilities:

- Actively promote safety.
- Coordinate and facilitate the meeting in the absence of the Chairperson.
- Serve as a member of the various project teams or sub-committees.
- Facilitate meeting agendas and monitor meeting times.
- Assist with development of the agenda.

Secretary's Responsibilities:

- Actively promote safety.
- Ensure the meeting minutes are recorded, completed, and distributed in a timely fashion.
- Distribute the agenda with minutes to committee members.
- Take and record attendance.
- Distribute any correspondence and/or directives developed by the committee.
- Develop and maintain files of meetings and correspondence.

Committee Members Responsibilities:

- Actively promote safety.
- Attend all safety meetings on time or arrange for an alternate to attend.

- Communicate committee activities to his/her department.
- Serve on appointed project teams or sub-committees.
- Bring safety concerns to committee meetings and/or to the attention of the affected employee's supervisor.
- Assist with the development of the agenda upon request.
- Serve as an example by following all safety rules and work practices.
- Attend all health and safety training courses relevant to his/her job classification.

Meetings:

- Meetings will be held quarterly, preferably on the second Tuesday of each month. Meetings dates and times are subject to change.
- Special meetings of the committee may be called by Chairperson upon his/her initiative.
- The minutes of the meeting will be given to each committee member, and managers.

Facility Inspections:

Inspections are paramount in maintaining a safe work/learning environment and controlling the unsafe actions of employees. The Committee will provide the inspections of the facility.

- Quarterly inspections of all areas.
- Members will be responsible for conducting a monthly inspection of their designated department and/or assigned areas for the purpose of finding and eliminating potential hazards.
- Committee members must provide a written document of their monthly inspection to the Safety Committee using the Ace Parking Safety Inspection Form.
- A minimum of quarterly scheduled inspections of all equipment, electrical systems. Power tools, and appliances, hoses, cables, etc will be conducted by the Maintenance department committee member and the committee chair.
- A minimum of annual scheduled inspections of all fire control equipment to verify working order and that service dates are current will be conducted by the Maintenance department committee member and committee chair. Communicate any expired dates.
- Results of all inspections will be recorded on the safety inspection reports with any indicated recommendations for corrective measures made. Follow-up on all safety inspection reports will be reviewed at the next Safety Committee meeting.

Safety Awareness

The Member Services Training Department coordinates monthly safety memos with various topics to promote a safe work environment. We document receipt of the Safety Memo and file it on Company OSHA Binder. We also include safety reminders and safety articles in the employee quarterly newsletter.

Accident Investigation:

The Illness and Prevention Safety Committee will establish procedures for investigating all safety related incidents, including injury accidents, illnesses and deaths. The purpose of the investigation shall be to determine the cause(s) of the incidents so that appropriate action can be taken to prevent recurrence. The Committee will attempt to determine if the incident or accident was caused by an unsafe act or an unsafe condition; unsafe acts may include: horseplay, failure to use personal protection equipment, and improper lifting techniques. Unsafe conditions may include: leaking fluid caused by spill, weak structure, or faulty safety device. Based on the results of their investigation Committee will make recommendations in the following areas:

1. **Safety policy and procedure**
2. **Safety training**
3. **Safety feature changes**
4. **Equipment modifications**
5. **Housekeeping/Maintenance**

Incident reports and accident investigations will be reviewed on a continual basis.
If an employee are involved in repeated incidents resulting from unsafe acts, improper procedures, or any other circumstances that may warrant attention, the committee may make recommendations to management for safety review and training.

Injury Reporting Procedure

Employees are required to report any work-related injury or illness, no matter how small, to their immediate supervisor. Our managers and supervisors are trained in our Company reporting and documentation process in the event of an incident or on-site accident.

Workplace Violence Policy

The Company has zero tolerance for work place violence. Employees are trained to immediately report to their immediate supervisor any incidents or threats.

Hazardous Materials

It is the responsibility of our managers and supervisors to train our employees in the appropriate use of hazardous materials. Material Safety Data Sheets are updated as needed and posted in each department.

Section 5 of 5



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San Diego County Regional Airport Authority

Parking Management Services for San Diego International Airport

July 22, 2011



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60 Airport Operations
$650 Million Annual Airport Revenues





Over 2,000 Total Locations
NASDAQ (STAN)



Introductions



- Bob Reiser
  - Senior Vice President, Airport Operations
  - 25 Years in Airport Parking & Transportation Management
- Jackie Besser
  - President, DAJA International
  - 16 Years in Airports
- Clint Joy
  - Vice President, Airports – West Region
  - 10 Years in Airport Parking & Transportation Management
- Pam Brown
  - Vice President, Airports
  - 16 Years in Airports – Business & Properties and Landside Services

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Introductions















- Pete Krausa – Proposed General Manager
  - Senior Manager – Airports, West Region
  - B.S in Hospitality Management
  - Responsible for 14 Airport Parking Operations
  - Expertise in Customer Service and Training
  - Bi-Lingual – Spanish/English
  - 15 Years in Management

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What Sets Standard Parking Apart?















- Airport Experience & Focus
  - Dedicated Airport Division
  - Construction & Irregular Operations
- Depth of Experience & Expertise
- Specialized Resources & Support
- Customer Service is Paramount
- Financial Strength & Stable Leadership
- Operating Efficiencies & Bottom Line Maximization
- Revenue Control & Audit
- Meaningful ACDBE Participation

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DAJA International















- Minority, Woman-Owned California ACDBE Firm
- Established in 1995, Now Over 100 Employees
- Airport Landside Service Specialists
  - SFO, DIA, OAK
- Ground Transportation Management Expertise
  - San Francisco International Airport
  - Taxis, Limos, Door-to-Door Shuttles, Charter Buses
  - 1.5 Million Taxis Dispatched Annually
  - Instituted *SmartCard* System to Track Taxi Trips
- Oakland International GT Training Program
  - Curbside Safety, Customer Service, Operational Procedures

Standard Parking®
Superior People. Superior Performance.



Complex Parking & GT Operations















- Denver
  - Over 40,000 spaces – 7 Garages and 4 surface Lots
  - 2 Valet Operations – Operated by DAJA International
  - Over 500,000 Taxis and Limos Dispatched Each Year
- Chicago O'Hare
  - Over 25,000 spaces
  - $6 Million Valet Operation
  - 9,300 Space Garage and Multiple Surface Lots
  - Over 3 Million Commercial Vehicles Dispatched Each Year

Standard Parking®
Superior People. Superior Performance.



Complex Parking & GT Operations















- Atlanta
  - 30,000 spaces – 2 Garages and 7 Surface Lots
  - Over 500,000 Taxis Dispatched Each Year
- Portland (PDX)
  - 18,000 spaces – 2 Garages and 4 Surface Lots
  - Valet Started in 2008
  - Over 600,000 Taxis Dispatched Each Year
- Chicago Midway
  - Over 11,000 spaces – Garage and Multiple Surface Lots
  - Over 680,000 Commercial Vehicles Dispatched Each Year

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Specialized Support















- Over 2,000 Southern California Employees
- Technology
  - Automation
  - Stromberg
- HR and Labor Specialists
- Training
- Revenue Control
  - Audit
- Reporting

Standard Parking®
Superior People. Superior Performance.



Financial Reporting










- In-Depth Experience with PRCS Systems
- Customized Client Reporting
- AS 400 System Integrates
  - Payroll
  - Revenue
  - A/P
  - Contract Management
  - Client Reporting
- Standard Parking's Client View™ System

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Client View™ Reporting System

Electronic Availability of Parking Facility Reports



- Statement of revenues and expenses
- Labor analysis report
- Revenue summary report
- General journal report
- Customized reports

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Client View™ Reporting System















ClientView - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Search Favorites Media

Address https://clientview.standardparking.com/cv/html/12345/index.html Go Links

Standard Parking® *Client View℠ Financial Reporting System*

Home

Charts

Financial Periods

+ December 2003
+ November 2003
+ October 2003
+ September 2003
+ August 2003
+ July 2003
+ June 2003
+ May 2003
+ April 2003
+ March 2003
+ February 2003

2020 Marvin Gardens
Statement of Revenue & Expense
December 2003

	CURRENT MONTH Actual	Budget	Variance		YEAR-TO-DATE Actual	Budget	Variance	ANNUAL BUDGET Total
				REVENUES				
+	58,712.00	58,154.00	558.00	Monthly Parking	690,012.50	697,848.00	(7,835.50)	697,848.00
+	3,343.50	2,766.00	577.50	Transient Parking	45,439.50	33,192.00	12,247.50	33,192.00
+	6,984.00	6,531.00	453.00	Coupon Revenue	85,530.00	78,372.00	7,158.00	78,372.00
+	1,810.00	.00	1,810.00	Building Monthly Parking	14,935.00	.00	14,935.00	.00
+	910.00	.00	910.00	Vendor Monthly Parking	8,320.00	.00	8,320.00	.00
+	110.00	.00	110.00	Key Deposits	2,580.00	.00	2,580.00	.00
+	364.50	.00	364.50	Special Event	632.00	.00	632.00	.00
	.00	.00	.00	Cash Over/Short	(.10)	.00	(.10)	.00
	72,234.00	67,451.00	4,783.00	Total Gross Revenue	847,448.90	809,412.00	38,036.90	809,412.00
+	(5,780.81)	(6,132.00)	351.19	Sales Tax (Parking)	(75,106.63)	(73,583.00)	(1,523.63)	(73,583.00)
	66,453.19	61,319.00	5,134.19	Total Revenue	772,342.27	735,829.00	36,513.27	735,829.00
				OPERATING EXPENSES				
+	5,628.99	4,010.00	(1,618.99)	Salaries & Wages	67,126.66	54,173.00	(12,953.66)	54,173.00
+	841.53	704.00	(137.53)	Payroll Taxes & Burden	10,035.38	7,724.00	(2,311.38)	7,724.00
+	644.91	494.00	(150.91)	Health, Welfare & Pension	8,407.61	5,928.00	(2,479.61)	5,928.00
+	721.64	485.00	(236.64)	Worker's Compensation	8,605.69	6,556.00	(2,049.69)	6,556.00

Discussions Subscribe... Discussions not available on https://clientview.standardparking.com/

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Address https://clientview.standardparking.com/cv/html/12345/index.html

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Standard Parking® *Client View℠ Financial Reporting System*

Home

Charts

Financial Periods

- December 2003

Client Statement
Revenue Summary
Labor Analysis
General Journal
PDF
Excel

+ November 2003

+ October 2003

+ September 2003

+ August 2003

+ July 2003

+ June 2003

2020 Marvin Gardens
Statement of Revenue & Expense
December 2003

	CURRENT MONTH Actual	Budget	Variance		YEAR-TO-DATE Actual	Budget	Variance	ANNUAL BUDGET Total
				REVENUES				
+	58,712.00	58,154.00	558.00	**Monthly Parking**	690,012.50	697,848.00	(7,835.50)	697,848.00
+	3,343.50	2,766.00	577.50	**Transient Parking**	45,439.50	33,192.00	12,247.50	33,192.00
	Notes: Monthly Actual reflects 12/4 adjustment. [fellis : 01/15/04]							
+	6,984.00	6,531.00	453.00	**Coupon Revenue**	85,530.00	78,372.00	7,158.00	78,372.00
+	1,810.00	.00	1,810.00	**Building Monthly Parking**	14,935.00	.00	14,935.00	.00
+	910.00	.00	910.00	**Vendor Monthly Parking**	8,320.00	.00	8,320.00	.00
+	110.00	.00	110.00	**Key Deposits**	2,580.00	.00	2,580.00	.00
+	364.50	.00	364.50	**Special Event**	632.00	.00	632.00	.00
	.00	.00	.00	**Cash Over/Short**	(.10)	.00	(.10)	.00
	72,234.00	67,451.00	4,783.00	**Total Gross Revenue**	847,448.90	809,412.00	38,036.90	809,412.00
+	(5,780.81)	(6,132.00)	351.19	**Sales Tax (Parking)**	(75,106.63)	(73,583.00)	(1,523.63)	(73,583.00)
	66,453.19	61,319.00	5,134.19	**Total Revenue**	772,342.27	735,829.00	36,513.27	735,829.00
				OPERATING EXPENSES				
+	5,628.99	4,010.00	(1,618.99)	**Salaries & Wages**	67,126.66	54,173.00	(12,953.66)	54,173.00
+	841.53	704.00	(137.53)	**Payroll Taxes & Burden**	10,035.38	7,724.00	(2,311.38)	7,724.00
+	644.91	494.00	(150.91)	**Health, Welfare & Pension**	8,407.61	5,928.00	(2,479.61)	5,928.00

Discussions Subscribe... Discussions not available on https://clientview.standardparking.com/

https://clientview.standardparking.com/cv/viewStatement?l=12345&p=200312# Internet



Why Select Standard Parking?















- Airport Experience & Focus
- Dedicated Airport Division
- Successful Large-Scale Transitions
- Solid Corporate Support Services
- Training = Customer Service
- Financial Strength
  - Revenue Control, Accounting, Audit, Reporting
- Stable Leadership

Standard Parking®
Superior People. Superior Performance.



Revenue Control and Audit















- Multi-Layered Accounting/Audit Procedures
- Dedicated Airport Accounting Group
- Experience Operating FAPD/Other Systems
- National Audit Team
- Mystery Shopper Program
- Segregation of Duties (ICG)



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Training and Customer Service















- Three Keys to Customer Service
- Standard University
  - Web-Based Learning - Over 300 Modules
  - Individualized Development Plan for Each Employee / Position
  - Much More than Parking ….
- Driver Assistance Services
  - Jump Starts & Tire Inflation
  - Lock-outs & Snow Dig-outs
  - Locate Lost Vehicles



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Financial Strength & Reliability















- Stable Leadership
- Publicly Traded – NASDAQ
  - Complete Transparency
  - Sarbanes-Oxley Compliant
- $20 Million+ in Free Cash Flow
- $200 Million+ Credit Line
  - PRCS System Financing
- National Vendor Discount Programs
  - Revenue Control Systems, Vehicles, Lighting

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Superior People. Superior Performance.



Enhanced Automation



- Increased Automation
  - Training/Customer Adoption
  - Informational Campaign & Promotions/CSRs
- Automated Frequent Parker Program (FPP)
  - Fast and Convenient
  - Online Sign-up and Account Management
  - Fully PCI Compliant
  - Reduced Staffing Requirements





Standard Parking®
Superior People. Superior Performance.



Click and Park™



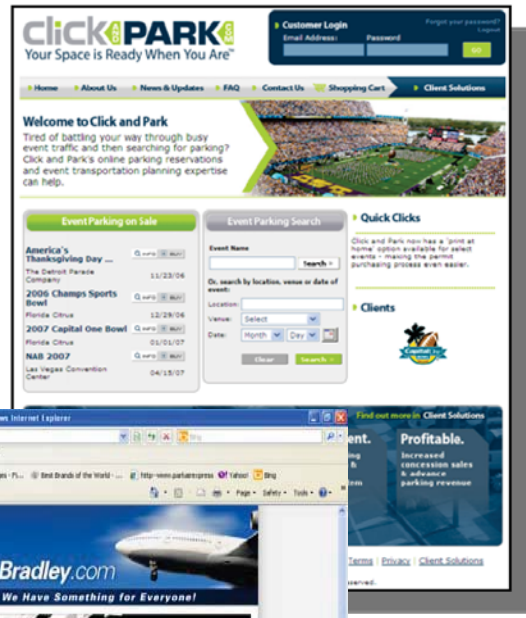








- Web-based Parking Reservations System
- Benefits:
  - Capture New or Infrequent Parkers
  - Premium Parking
  - Ground Transportation Management
    - Detailed Directions
    - Alternate Routing
  - PCI Compliant





Online Reservation System
www.parkbradley.com



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Marketing Components















- Frequent Parker Programs
- Corporate Parking Programs
- Travel Agent Incentive Program
- Couponing and Promotions
- Click and Park Reservations System
- Premium Parking

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KCI Rewards Frequent Parker Program





Membership Registration Cards



Rewards Catalog



Exit Plaza Signage



Membership Punch Cards



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Proposal for Parking Management Services at San Diego International Airport

Submitted to:

San Diego County Regional Airport Authority

June 10, 2011

Standard Parking®

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SAN DIEGO INTERNATIONAL AIRPORT

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EXHIBITS:

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3. EMPLOYEE HANDBOOK

Standard Parking®
Superior People. Superior Performance.

1301 East 9th Street
Suite 1050
Cleveland, OH 44114
216-522-0700
www.standardparking.com

VIA OVERNIGHT DELIVERY

June 6, 2011

San Diego County Regional Airport Authority
Commuter Terminal, 3rd Floor, Reception Desk
3225 North Harbor Drive
San Diego, CA 92101

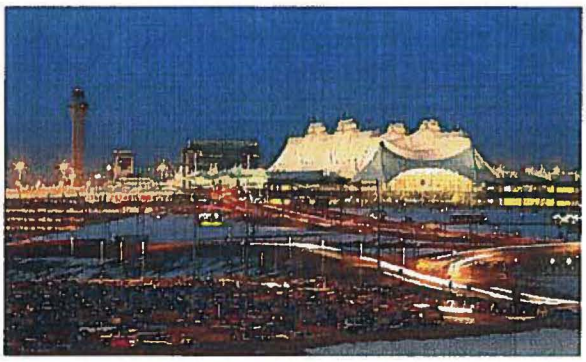
Attn: Larry Rodriguez, Sr. Procurement Analyst

Re: Parking Management Services Request for Proposal ("RFP")

Dear Mr. Rodriguez:

Standard Parking Corporation is pleased to submit the enclosed proposal to provide Parking Management Services at San Diego International Airport. As the nation's leading provider of airport parking and transportation services, Standard Parking offers its clients a depth of experience and dedication that is unsurpassed in the industry. We trust that the information contained in our response specifically addresses the requirements set forth in the RFP and demonstrates our unique qualifications to meet the scope of the operations at SAN.

Uniquely Qualified



Standard Parking is the nation's leading provider of airport parking and transportation services. Our Airport Division serves some of the nation's premier hubs including Denver, Chicago O'Hare, Dallas-Fort Worth and Hartsfield-Jackson Atlanta International Airports. By selecting Standard Parking, the Airport Authority will benefit from an airport parking team with over 120 years of combined airport experience. Drawing from our operations at over 60 airports across the country, the men and women of Standard Parking deliver our clients the best of what the industry offers.

Financial Strength

Our financial strength is evidenced by the detailed financial information we have provided, and our full compliance with all Sarbanes-Oxley requirements. As a publicly traded company, we also understand the unique fiduciary responsibilities of collecting public money and accurately reporting that revenue with ***proven*** Sarbanes-Oxley compliance. In this regard, we adhere to strict accounting, internal control and reporting standards that are far more rigorous than those followed by our non-public competitors.

Standard Parking Corporation is not part of a multi-national corporation or holding company with unrelated business interests setting the company's priorities. We are a premier provider of closely related services such as parking, shuttle, ground transportation management and other landside services. This is our core competency and the focus of all of our team members, from the CEO to our frontline cashiers and drivers. As such, we are active participants in the Airport Ground Transportation Association, Airports Council International, American Association of Airport Executives, International Parking Institute and other associations that focus on professional development and the latest industry advancements and trends.

Dedicated Airport Division

Unlike most parking providers, Standard Parking maintains a dedicated Airport Parking and Transportation Division. This approach prevents our management from having to split their attention with urban or institutional clients that typically have different operating needs and objectives than airports do. By selecting Standard Parking, the Authority will benefit from a multi-disciplined team of airport parking professionals. Our diverse experience and dedicated corporate resources also allow us to provide our airports with in-depth technical support such as demand and rate analysis, revenue control consulting, project management and technical specifications development. Our proposal illustrates the depth of our organization and our ability to deliver a menu of landside services that is unmatched by our competition.

Standard Parking's Approach to Services



As the nation's leader in airport parking and transportation management we prefer to measure our success not by the number of contracts we manage but rather by how well we serve our clients. Our primary mission is ***"To maximize the value provided to our clients through excellence, innovation and efficiency in management services provided by a superior team of transportation and parking professionals dedicated to the highest levels of customer service."*** To meet these high standards we underscore the importance of our employees and empower them to be the cornerstone of our customer service philosophy.

Our success lies in our ability to implement best practices in all aspects of our operations. At San Diego International Airport, we are confident that we can improve customer service and achieve significant cost savings through effective management, enhanced training and skilled use of technology.

Award Winning Training and Customer Service



At Standard Parking we realize that our success lies in the empowerment and training of our management and staff. Through comprehensive training and reward-recognition programs, each member of our organization is given the tools to meet our high expectations - an approach that has sustained us as the industry innovator and leader. The cornerstone of our award-winning customer service is our own ***Three Keys to Customer Satisfaction*** training program.

Through ***Standard University*** we deliver web-based job-specific training to all levels of hourly and supervisory employees. *Standard University* offers over 300 different training modules, from ticket-to-tape audit to harassment and diversity policies, to on-the-job safety. Our training programs are monitored for compliance and measured by local and regional managers as well as our corporate audit department. Excellence is rewarded through a number of creative programs and communicated by our corporate ***Standard of Excellence*** newsletter.

Unparalleled Revenue Control Expertise

Standard Parking has developed extensive revenue control procedures to ensure the collection and accurate reporting of all revenues. Our multi-level accounting and audit procedures start with the effective use of the on-site system. All aspects of daily cash and non-cash transactions are examined and integrated into customized Standard Parking reports that start with individual cashier totals and end with a summary of daily activity that is electronically entered into our AS 400 reporting platform. This highly flexible platform allows us to create customized reports that suit individual client needs.

Standard Parking has invested millions of dollars in our IT capabilities and this investment allows our management team to track all aspects of revenues and expenses at each of our client facilities on a daily basis. From exception transaction auditing and credit card recaps to cash handling and deposit procedures, Standard Parking has developed a system of checks and balances that is unmatched in the industry. Our *ClientView*™ technology allows our clients secure, online access to up-to-the-minute revenue and accounting data.

Regional management is responsible for performing quarterly field audits at all of our operations and our national audit staff will perform frequent unannounced audits at San Diego International Airport. A more detailed description of our revenue control procedures is included in our response.

Technology Experts

Standard Parking manages some of the most sophisticated revenue control systems in the industry, including multi-million dollar PARC systems at Denver International and Hartsfield-Jackson Atlanta International Airports. We have extensive experience operating both the Zeag and Federal APD systems currently in place at SAN.



Standard Parking installed the industry's first automated exit lane more that twenty years ago and has since installed more automation at airports than any other operator. Our parking operation at Portland International Airport is arguably the most automated in the country with more than 90% of all customers using automated (cashier-less) payment methods. We are confident that we can help San Diego International Airport achieve the maximum level of efficiency through effective utilization of your revenue control technology, without sacrificing first-class customer service.

Strong Local Presence

Our Western Regional offices in Los Angeles provide management, administration, finance, human resources and additional support for 450 locations, and over 3,000 employees, in the greater southern California area.

In closing, Standard Parking is confident that our submittal represents a best value approach that will deliver excellent service to the San Diego County Regional Airport Authority and its valued patrons, while maximizing the Airport's revenue. We appreciate the opportunity to compete for this important service and look forward to demonstrating why more airports choose Standard Parking for their parking and shuttle needs than any other operator.

Sincerely,

Jack Ricchiuto
Executive Vice President, Airports
(O) 216-802-6650
(F) 216-523-8080
jricchiuto@standardparking.com

B. Worker Retention

Standard Parking does not have any exemptions to the Worker Retention Program. Please refer to **section D. 5** for further information regarding our internal worker retention programs.

Part 8. ATTACHMENTS

Attachment A - Business Organization Statement

Standard Parking Corporation

Company (or Individual) Legal Name: (Exactly as it is to appear on the Agreement)

Jack Ricchiuto, Executive Vice President, Airport/Transportation Division

Name and Title: (of individual authorized to execute the Agreement on behalf of Respondent)

1301 East Ninth Street, Suite #1050	Cleveland	OH	44114
Agreement Mailing Address:	**City:**	**State:**	**Zip:**

216-522-0700	216-523-8080	jricchiuto@standardparking.com
Telephone Number:	**FAX Number:**	**Email:**

Delaware corporation

Business Type, if applicable, include State where incorporated, (i.e., a California Corporation, a Nevada Limited Partnership, a Sole Proprietor, etc.).

--

If using a fictitious business name ("DBA") state name and provide evidence of Cal. Bus. & Prof. Code §17900 *et seq.* compliance:

Addenda: By my signature below I acknowledge receipt of all addenda, if any. Addenda are located in this RFP's addenda section on the Authority's website. State the addenda number(s), if any, you have received: Addendum 1

Debarment: Have you or your firm ever been debarred from doing business with any government entity? **Yes** ____ **No** X

If the answer is "YES," please provide information regarding each debarment by listing on an attached paper the following information; (1) debarring government entity; (2) dates of debarment; and, (3) reason of debarment.

If Partnership, Partnership Name(s): _____

If Partnership, has it done business in California? _____ Yes _____ No

Is Partnership Agreement Recorded? _____ Yes _____ No

Partnership Information: _____

Date Book Page County State

If Joint Venture, Joint Venture Name(s): _____

If Joint Venture, has it done business in California? _____ Yes _____ No

Is Joint Venture Agreement Recorded? _____ Yes _____ No

Joint Venture Information: _____

Date Book Page County State

Signature:	Executive Vice President, Airport/Transportation Division **Title:**
Jack Ricchiuto **Print Name:**	June 6, 2011 **Date:**

Attachment B - Affidavit of Non-Collusion

AFFIDAVIT OF NON-COLLUSION TO ACCOMPANY PROPOSAL

State of OHIO)

County of CUYAHOGA)

Jack Ricchiuto, being first duly sworn, deposes and states:
Name of Affiant

That he/she is Executive Vice President, Airport/Transportation Division
Title

of Standard Parking Corporation,
Name of Respondent

and submits herewith the attached Proposal to the San Diego County Regional Airport Authority; that the Proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization or corporation; that the Proposal is genuine and not collusive or a sham; that the Respondent has not directly or indirectly induced or solicited any other Respondent to put in a false or sham Proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any Respondent or anyone else to put in a sham Proposal, or that anyone shall refrain from proposing; that the Respondent has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the Proposal price of the Respondent or any other Respondent, or to fix any overhead, profit, or cost element of the proposed price, or of that of any other Respondent, or to secure any advantage against the public body awarding the Agreement of anyone interested in the proposed Agreement; that all statements contained in the Proposal are true; and, further, that the Respondent has not, directly or indirectly, submitted his/her/its proposed price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto; that Respondent has not paid, and will not pay, any fee to any corporation, partnership, company association, organization, or to any member or agent thereof, to effectuate a collusive or sham Proposal. Respondent further swears under penalty of perjury that all information in this Proposal and this Affidavit is correct.

Dated: June 6th, 2011.

Signature of Affiant

Subscribed and sworn to (or affirmed) before me on this 6th day of June, 2011,

Jack Ricchiuto
Name of Signer

proved to me on the basis of satisfactory evidence to be the person who appeared before me.

Signature of Notary Public

NITA BICAN
RESIDENT SUMMIT COUNTY
NOTARY PUBLIC, STATE OF OHIO
My Commission Expires 9.8.14

Place seal here.

WARNING: Proposals will not be considered unless this Affidavit is fully executed, including the affidavit of a Notary and Notary Seal.

Attachment C - Equal Employment Opportunity

You may acquire the race / ethnic and gender information necessary for this report either by visual surveys of the work force, or from post-employment records as to the identity of employees. Eliciting information on the race / ethnic identity of an employee by direct inquiry is not encouraged. *Submission of the following information is voluntary and will not affect any contracting decision.

A. **Corporate Work Force** refers to the number of persons employed by a corporation or business, including all departments or offices. All full-time and/or part-time employees must be reported.

Job Group	Male					Female					TOTAL
	White	Black	Hispanic	Asian Pacific	American Indian	White	Black	Hispanic	Asian Pacific	American Indian	
Officials / Managers	440	195	150	79	9	131	99	68	17	0	1192
Professional Office Staff	661	860	444	147	12	403	602	238	84	7	3458
Skilled / Unskilled Staff	1315	1252	793	255	18	455	755	292	66	8	5210
TOTAL	2417	2307	1387	475	39	989	1456	598	167	15	9860

B. **Project Work Force** refers to the number of persons employed by the corporation or business who are assigned to work pertaining to this RFP. All full-time and/or part-time employees must be reported. TO BE DETERMINED

Job Group	Male					Female					TOTAL
	White	Black	Hispanic	Asian Pacific	American Indian	White	Black	Hispanic	Asian Pacific	American Indian	
Officials / Managers											
Professional Office Staff											
Skilled / Unskilled Staff											
TOTAL											

Standard Parking Corporation
Company Name:

Signature:

Vice President, Benefits, Compensation & Employee Relations
Title:

Libby M. Redmon
Print Name:

June 7, 2011
Date:

Attachment D – Small and Local Business Eligibility Statement (Not Applicable)

Certification of Eligibility for Small Business Participation: The Authority is committed to maximizing opportunities for qualified certified small businesses to compete for and be awarded Authority agreements. The Authority's small business preference programs are found in Authority Policy 5.12 and Policy 5.14.

Eligibility as a Small Business: Check the applicable box.

A. Enrolled in the Authority's Bonding and Contract Financing Assistance Program which requires verification by Authority staff that the firm meets Small Business Administration (SBA) size standards, or

B. Possesses a certification by a California public agency that verifies the firm is within SBA size standards.

C. Not eligible for consideration as a Certified Small Business

If applicable, state the date your business was enrolled in the Authority's Bonding and Contract Financing Assistance Program: _____

If applicable, identify the Small Business Certification Agency: _____

If applicable, provide the Small Business Certification Number: _____

Documentation of Eligibility for Local Business Participation: The Authority is committed to maximizing opportunities for local businesses to compete for and be awarded Authority agreements. The Authority's local business opportunity program is found in Authority Policy 5.13 *Local Businesses Opportunities.*

A. **Eligibility for Local Business Opportunity Program:** Pursuant to Authority Policy 5.13, a qualified local business must meet ALL of the following criteria:

1) Have a valid business certificate issued by San Diego County, or a valid business license issued by a city within San Diego County; and

2) Have twenty-five percent (25%) of its workforce based in the local office residing in San Diego County; and

3) Be headquartered or have a physical commercial address located within the limits of San Diego County for a minimum of six (6) months prior to the release of the solicitation for which a business responds as a local business participant. (U.S. Post Office boxes are not verifiable and shall not be considered for the purpose of this definition).

Does your firm meet all of the qualified local business criteria above? **Yes** ____ **No**____

Standard Parking Corporation
Company Name:

Signature:

Executive Vice President, Airport/Transportation Division
Title:

Jack Ricchiuto
Print Name:

June 6, 2011
Date:

(Not Applicable)

Attachment E – Policy 5.12 Small Business Preference Verification Certificate

The San Diego County Regional Airport Authority Small Business Preference is applicable to this solicitation. (Refer to Authority Policy 5.12 and Attachment D of the solicitation document for details.) Any business claiming to be eligible for the small business preference shall so certify in writing. Businesses that qualify for the Authority's small business preference must complete this "Small Business Preference Verification Certificate" and submit it as a part of their solicitation response. Late submittals of the "Small Business Preference Verification" will not be considered.

The Director of Procurement shall not be required to verify the accuracy or any such certifications. Any person or business falsely claiming to be a small business under this section shall be ineligible to transact any business with the Authority for a period of not less than three (3) months and not more than twelve (12) months as determined in the sole discretion of the Authority. The Authority shall also have the right to terminate all or any part of any agreement entered into with such person or business.

Qualified small businesses desiring consideration under the San Diego County Regional Airport Authority's Preference to Small Businesses (Authority Policy 5.12) must complete the following and submit it with their response:

I _____ , _____
(Name) (Title)

of / for certify that _____
(Name of Business)

is a Small Business as defined under Authority Policy 5.12 and 5.14.

_____ _____
Signature: Title:

_____ _____
Print Name: Date:

Part 8. ATTACHMENTS

Attachment A - Business Organization Statement

DAJA International, LLC

Company (or Individual) Legal Name: (Exactly as it is to appear on the Agreement)

Jacqueline Besser, President

Name and Title: (of individual authorized to execute the Agreement on behalf of Respondent)

111 Pine Street, Suite 1400	San Francisco	CA	94111
Agreement Mailing Address:	City:	State:	Zip:

415-956-4029	415-956-3435	jbesser@dajainternational.com
Telephone Number:	FAX Number:	Email:

Limited Liability Company

Business Type, if applicable, include State where incorporated, (i.e., a California Corporation, a Nevada Limited Partnership, a Sole Proprietor, etc.).

If using a fictitious business name ("DBA") state name and provide evidence of Cal. Bus. & Prof. Code §17900 *et seq.* compliance:

Addenda: By my signature below I acknowledge receipt of all addenda, if any. Addenda are located in this RFP's addenda section on the Authority's website. State the addenda number(s), if any, you have received: Addendum 1, Labor Agreement, Q & A Doc 1, Q & A Doc 2

Debarment: Have you or your firm ever been debarred from doing business with any government entity? **Yes** ____ **No** X

If the answer is "YES," please provide information regarding each debarment by listing on an attached paper the following information; (1) debarring government entity; (2) dates of debarment; and, (3) reason of debarment.

If Partnership, Partnership Name(s): _____

If Partnership, has it done business in California? _____ Yes _____ No

Is Partnership Agreement Recorded? _____ Yes _____ No

Partnership Information: _____

Date Book Page County State

If Joint Venture, Joint Venture Name(s): _____

If Joint Venture, has it done business in California? _____ Yes _____ No

Is Joint Venture Agreement Recorded? _____ Yes _____ No

Joint Venture Information: _____

Date Book Page County State

Signature: _____ Title: President

Print Name: Jacqueline Besser Date: 6/7/2011

Attachment B - Affidavit of Non-Collusion

AFFIDAVIT OF NON-COLLUSION TO ACCOMPANY PROPOSAL

State of California)

County of San Francisco)

Jacqueline Besser, being first duly sworn, deposes and states:
Name of Affiant

That he/she is President
Title

of DAJA International, LLC,
Name of Respondent

and submits herewith the attached Proposal to the San Diego County Regional Airport Authority; that the Proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization or corporation; that the Proposal is genuine and not collusive or a sham; that the Respondent has not directly or indirectly induced or solicited any other Respondent to put in a false or sham Proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any Respondent or anyone else to put in a sham Proposal, or that anyone shall refrain from proposing; that the Respondent has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the Proposal price of the Respondent or any other Respondent, or to fix any overhead, profit, or cost element of the proposed price, or of that of any other Respondent, or to secure any advantage against the public body awarding the Agreement of anyone interested in the proposed Agreement; that all statements contained in the Proposal are true; and, further, that the Respondent has not, directly or indirectly, submitted his/her/its proposed price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto; that Respondent has not paid, and will not pay, any fee to any corporation, partnership, company association, organization, or to any member or agent thereof, to effectuate a collusive or sham Proposal. Respondent further swears under penalty of perjury that all information in this Proposal and this Affidavit is correct.

Dated: June 7th, 2011.

Signature of Affiant

Subscribed and sworn to (or affirmed) before me on this 7th day of June, 2011,

Jacqueline Besser
Name of Signer

proved to me on the basis of satisfactory evidence to be the person who appeared before me.

Signature of Notary Public

TALANCE DEVAN ORME
Commission # 1855730
Notary Public - California
San Francisco County
My Comm. Expires Jun 26, 2013

Place seal here.

WARNING: Proposals will not be considered unless this Affidavit is fully executed, including the affidavit of a Notary and Notary Seal.

Attachment C - Equal Employment Opportunity

You may acquire the race / ethnic and gender information necessary for this report either by visual surveys of the work force, or from post-employment records as to the identity of employees. Eliciting information on the race / ethnic identity of an employee by direct inquiry is not encouraged. *Submission of the following information is voluntary and will not affect any contracting decision.

A. **Corporate Work Force** refers to the number of persons employed by a corporation or business, including all departments or offices. All full-time and/or part-time employees must be reported.

Job Group	Male					Female					TOTAL
	White	Black	Hispanic	Asian Pacific	American Indian	White	Black	Hispanic	Asian Pacific	American Indian	
Officials / Managers	6	7	0	1	1	0	2	1	1	0	19
Professional Office Staff	3	1	0	1	0	4	1	1	4	0	15
Skilled / Unskilled Staff	12	33	4	15	0	0	4	1	2	0	71
TOTAL	21	41	4	17	1	4	7	3	7	0	105

B. **Project Work Force** refers to the number of persons employed by the corporation or business who are assigned to work pertaining to this RFP. All full-time and/or part-time employees must be reported.

Job Group	Male					Female					TOTAL
	White	Black	Hispanic	Asian Pacific	American Indian	White	Black	Hispanic	Asian Pacific	American Indian	
Officials / Managers											
Professional Office Staff											
Skilled / Unskilled Staff											
TOTAL											

DAJA International, LLC
Company Name:

Signature:

Human Resources Manager
Title:

Talance Orme
Print Name:

6/7/2011
Date:

Attachment D – Small and Local Business Eligibility Statement

Certification of Eligibility for Small Business Participation: The Authority is committed to maximizing opportunities for qualified certified small businesses to compete for and be awarded Authority agreements. The Authority's small business preference programs are found in Authority Policy 5.12 and Policy 5.14.

Eligibility as a Small Business: Check the applicable box.

A. Enrolled in the Authority's Bonding and Contract Financing Assistance Program which requires verification by Authority staff that the firm meets Small Business Administration (SBA) size standards, or

B. Possesses a certification by a California public agency that verifies the firm is within SBA size standards.

C. Not eligible for consideration as a Certified Small Business

If applicable, state the date your business was enrolled in the Authority's Bonding and Contract Financing Assistance Program: _____

If applicable, identify the Small Business Certification Agency: Municipal Transportation Agency

If applicable, provide the Small Business Certification Number: 29417

Documentation of Eligibility for Local Business Participation: The Authority is committed to maximizing opportunities for local businesses to compete for and be awarded Authority agreements. The Authority's local business opportunity program is found in Authority Policy 5.13 *Local Businesses Opportunities.*

A. **Eligibility for Local Business Opportunity Program:** Pursuant to Authority Policy 5.13, a qualified local business must meet ALL of the following criteria:

1) Have a valid business certificate issued by San Diego County, or a valid business license issued by a city within San Diego County; and

2) Have twenty-five percent (25%) of its workforce based in the local office residing in San Diego County; and

3) Be headquartered or have a physical commercial address located within the limits of San Diego County for a minimum of six (6) months prior to the release of the solicitation for which a business responds as a local business participant. (U.S. Post Office boxes are not verifiable and shall not be considered for the purpose of this definition).

Does your firm meet all of the qualified local business criteria above? **Yes** ____ **No** X

DAJA International, LLC
Company Name:

Signature: _____ Title: President

Jacqueline Besser
Print Name:

6/7/2011
Date:

UNIFIED CERTIFICATION PROGRAM

THIS CERTIFIES THAT

DAJA INTERNATIONAL LLC *FIRM ID: 29417* *July 1, 2012*

Firm Name *Expiration Date*

IS APPROVED BY
THE CALIFORNIA UNIFIED CERTIFICATION PROGRAM (UCP)
AS A DISADVANTAGED BUSINESS ENTERPRISE (DBE)
AS DEFINED BY THE U.S. DEPARTMENT OF TRANSPORTATION (DOT)
49 CFR, PART 26, AS MAY BE AMENDED,
FOR THE FOLLOWING WORK CATEGORY CODES:

NAICS Codes	Description
541618	Other Management Consulting Services
541499	All Other Business Support Services
812930	Parking Lots and Garages

André P. Bourssе, Director
Contract Compliance Office

Municipal Transportation Agency (MTA)
Certifying Agency

Attachment E – Policy 5.12 Small Business Preference Verification Certificate

The San Diego County Regional Airport Authority Small Business Preference is applicable to this solicitation. (Refer to Authority Policy 5.12 and Attachment D of the solicitation document for details.) Any business claiming to be eligible for the small business preference shall so certify in writing. Businesses that qualify for the Authority's small business preference must complete this "Small Business Preference Verification Certificate" and submit it as a part of their solicitation response. Late submittals of the "Small Business Preference Verification" will not be considered.

The Director of Procurement shall not be required to verify the accuracy or any such certifications. Any person or business falsely claiming to be a small business under this section shall be ineligible to transact any business with the Authority for a period of not less than three (3) months and not more than twelve (12) months as determined in the sole discretion of the Authority. The Authority shall also have the right to terminate all or any part of any agreement entered into with such person or business.

Qualified small businesses desiring consideration under the San Diego County Regional Airport Authority's Preference to Small Businesses (Authority Policy 5.12) must complete the following and submit it with their response:

I Jacqueline Besser, President
(Name) (Title)

of / for certify that DAJA International, LLC
(Name of Business)

is a Small Business as defined under Authority Policy 5.12 and 5.14.

Signature: Title:

Jacqueline Besser 6/7/2011
Print Name: Date:

Attachment F – Agreement Exceptions

Standard Parking does not have any exceptions to the provided Agreement.

D. Evaluation Criteria

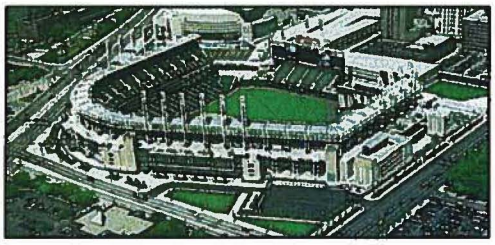


1. Experience and Qualifications

Standard Parking is the nation's leading provider of airport parking and related landside services, managing more than sixty airport parking, shuttle and other landside operations. We set ourselves apart from the competition by managing all of our airport operations through a dedicated Airport Division that focuses solely on the unique demands of airports. Standard was the first introduce the concept of paid airport parking in the United States – at Cleveland-Hopkins in 1951 – and now serves some of the largest airport parking facilities in North America, including Chicago O'Hare, Denver, Hartsfield-Jackson Atlanta and Dallas-Fort Worth International Airports.

Standard Parking is a publicly traded company (NASDAQ: STAN) with annual gross revenues in excess of $1.5 billion. Founded in 1929, we now manage and staff over 2,000 self-park, valet facilities, ground transportation, shuttle and related services across the United States and Canada.

Standard Parking is not part of a multi-faceted corporation or holding company with disparate business interests setting the company's priorities. We are a premier provider of closely related services such as parking, valet, shuttle services and ground transportation management. This is Standard's core competency and the focus of all of our over 12,000 employees, from the CEO to frontline cashiers and drivers. Our locations are managed through two operating divisions:



The Urban Division manages all non-airport parking facilities and currently provides long-term staffing for more than 1,800 locations. These facilities are located at properties of all kinds (office, shopping and sports centers, hospitals, universities) and include some of the most prestigious locations in America.

The Airport/Transportation Division manages over 270,000 airport parking spaces, collects $600 million in airport revenues per year and processes almost 100,000 airport parking transactions per day. We also move more than 20 million passengers each year with a fleet of almost 500 shuttle buses, and currently staff over 60 parking, shuttle and other landside operations at airports across the U.S. Our Airport Division - over 2,500 employees dedicated solely to our airport locations - allows us to focus on the specific operating needs of our airport clients and customers. From Portland, Maine, to Portland, Oregon, Standard Parking is recognized as the industry's premier airport parking service provider.

Standard has developed nationally recognized programs and services that help our airport clients maximize the potential of their facilities while reducing costs through effective use of technology and sound staffing management practices. Our comprehensive menu of services allows us to deliver our clients a range of landside capabilities that is unmatched in the industry. With 60 years of airport-specific parking experience and a management team with over 100 years of airport parking experience, no other company can assemble a comparable team.

Having pioneered the concept of "paid" airport parking, Standard has developed many of the practices and programs now considered industry standards. We worked with the PRCS industry to develop the first hand-held LPI systems and the first automated credit card exit lane, and initiated the first consolidated rental car shuttle. With 60 years of airport-specific parking experience and a management team with over 100 years of airport parking experience, no other company can assemble a comparable team. Specific management team qualifications, responsibilities and organization charts are detailed in the Plan of Operation section of this proposal.

Ground Transportation Management Experience

Standard Parking is the nation's leading provider of airport landside services. Our taxicab dispatch and ground transportation management clients include O'Hare and Midway Airports in Chicago, Cleveland Hopkins International Airport, Hartsfield-Jackson Atlanta International Airport and Portland International Airport - where in total we dispatch almost 5 million taxis, shuttles and limousine each year.



These operations encompass a wide range of Ground Transportation Management services; customer service representatives curbside and in-terminal, curbside dispatch, hold lot management and dispatch, cashiering, vehicle permitting, AVI system operation, management, billing and maintenance functions, and more. And we provide these services for a variety of ground transportation options; taxis, limousines, charters, courtesy and shared-ride shuttles.



Valet Parking Expertise

Standard Parking has been providing first-class valet parking services for over 40 years. We currently manage numerous valet operations of various types, sizes and complexities at airports, hotels, medical centers and other high-traffic public venues.

Although each valet operation is unique, Standard Parking has developed comprehensive operating plans that address revenue control and system software, arrival and retrieval procedures, vehicle controls, key storage and more, designed specifically for high-volume airport locations.

Standard Parking is a corporate member, and actively engaged in, a number of pertinent airport and parking industry organizations, including:

- Airports Council International (ACI)
- American Association of Airport Executives (AAAE)
- International Parking Institute (IPI)
- Green Parking Council (GPC)

Our airport team members actively support these organizations and regional chapters, participating in industry conferences and workshops and frequently speaking at relevant events.

Relevant Experience & Capabilities

The narratives that follow describe relevant and comparable experience in airports across the country, including ***several combined parking, valet and curbside management operations*** – providing insight into how our airport-focused approach, high-volume parking expertise and continuous analysis of operations leads to first-class customer service and operational efficiency, and will allow us to enhance the Airport's bottom line revenues while maintaining the high standards the Authority has set for the gateway to your community and the region. This section demonstrates Standard Parking's ability to provide outstanding large-scale parking and related services, and our ability to respond – quickly and effectively – to the dynamic demands of the airport parking environment.

While the scope of some of these operations differs from the operational demands of the parking facilities at San Diego International, we have included them to illustrate the breadth of our airport-specific capabilities and our ability to expand operations to meet the ever-changing needs of our airport clients. Reference contact information for each of these locations has been provided in the References section of this proposal.

Hartsfield-Jackson Atlanta International Airport



One of the more recent additions to Standard Parking's large scale airport locations, Hartsfield-Jackson Atlanta International Airport (H-JAIA) further illustrates the depth and strength of our airport operating division and underscores our ability to effectively transition and manage a large-scale, multi-faceted airport parking facility.

H-JAIA is the busiest airport in the world, with over 2,000 flights arriving and departing each day. The parking facilities are equally impressive; over 30,000 parking spaces, comprised of two multi-level parking garages (offering Daily and Hourly parking) and eight surface lots (3 ParkRide shuttle lots, 2 Economy lots, 2 premium lots and more). The Gold and Silver lots offer close-in premium parking and fully-automated cashierless exits for frequent travelers.

Over five million annual paid exits produce gross revenues in excess of $96 Million per year. Fifty-eight shuttle buses serve the 24x7x365 shuttle operation, covering four different lots. Standard is responsible for all maintenance, fueling, bus-washing and interior cleaning for the entire fleet. Standard also operates the courtesy cart service that carries travelers and their luggage from the close-in Economy lots to the terminal.

Standard has been managing this multi-faceted operation since 2009. Detailed transition planning and Standard's team of highly experienced airport parking and shuttle specialists assured the ***seamless transition of over 300 employees***. We began conducting local job fairs and information sessions several weeks in advance to assist existing employees through the transition and ally any concerns they might have about new management. The seamless transition was transparent to the traveling public, without a moment of service interruption.

Taxi Dispatch and Curbside Customer Service. At H-JAIA, we provide taxicab dispatch and curbside customer service for over one-half million travelers each year.

Security Services. Contract duties include 24x7 security and courtesy services for which Standard has subcontracted with a highly qualified, local M/WBE firm, employing 180 courtesy officers assigned to Hartsfield-Jackson. Customer service representatives provide 24x7 jump starts, vehicle locating assistance and other customer services throughout the parking facilities.

Since commencing operations at H-JAIA, Standard has implemented a number of new protocols and innovations to increase operating efficiency and enhance service quality. For example:

- Maintenance staff schedules have been adjusted to provide 24 hour coverage, rather than having multiple workers all on the same eight-hour shift each day, ensuring coverage whenever needed, ***with no increase in work hours or staffing costs***.
- We have implemented a time management system to better track staff hours and improve reporting capabilities.
- Operating procedures include ***100% audit of all exception tickets***.
- Standard Parking developed a plan to provide shuttle bus services as part of the Airport's contingency plan for the new Automated People Mover.

Standard is currently working with the Airport on plans to implement a first-class valet service and online parking reservations (pre-booking) system.

Hartsfield-Jackson Atlanta International Airport Statistics

Dates of Operation	October 2009 to present
Total Vehicle Capacity	30,247 Total Spaces comprised of: Two multi-level garages Three ParkRide Shuttle Lots Two Shuttle Lots Two Premium Parking Lots with Automated Exits
Employees	347
Average Daily Transactions	13,556
Annual Gross Revenue	$98,500,000
Revenue Control System	ACS PRCS 7.0 with LPR

Chicago O'Hare International Airport (ORD)



Standard Parking has been managing the more than 21,000 parking spaces at O'Hare International Airport since the City of Chicago privatized its parking operation in late 1993. O'Hare serves as our flagship operation and represents the best of what Standard Parking has to offer. From the beginning, our goal was not only to improve the operational effectiveness of the facility but also to transform the overall parking experience through improved lighting, security, customer amenities and parking options.

We are perhaps best known for our creative customer service offerings that, together with a careful attention to appearance and detail, comprise our "*Ambiance in Parking®*" program. After over fifteen years of operation we have been able to completely transform the parking experience at O'Hare into one that is a model for the industry. Our O'Hare operation is clearly an example of Standard Parking's ability to deliver high standards of service to large complex airport parking operations and to continually expand, update and improve the parking services we offer.



Valet Parking Services. Perhaps the best example of our ability to deliver first class services in a high-traffic airport is our valet operation at Chicago's O'Hare International. Standard Parking initiated the service at O'Hare in 1998 and handled just over 20,000 cars during the first twelve months of operation. By 2007, we parked over 105,000 vehicles and collected over $7 Million in revenues, making the O'Hare valet operation one of the largest in the country.

Although each valet operation is unique, Standard Parking has developed comprehensive operating plans that address revenue control and system software, arrival and retrieval procedures, vehicle controls, key storage and more, designed specifically for high-volume airport locations like Chicago O'Hare and San Diego International Airports.

Taxi Dispatch & Curbside Management Program…As the front door to the region, airport curbside operations serve as a first impression for many people visiting the city. Having served many five star hotel facilities across the country, Standard Parking developed a program that brings world class customer service to airport taxi dispatch and curbside operations. Our operations at Chicago O'Hare and Midway serve as the model for what Standard Parking is now delivering at other airports across the country.



Chicago O'Hare Facility Highlights:

Increase in Revenue... Annual gross revenues have increased by 117% from approximately $46 million in 1993 to $125 million in 2007.

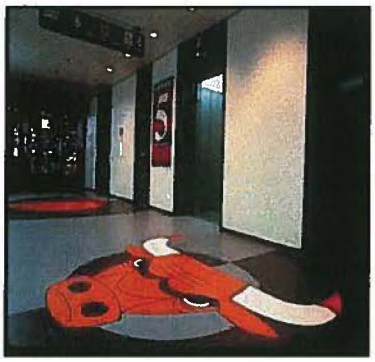
Trademark "Express Park" Program.... We have installed AVI technology in conjunction with the creation of an O'Hare *Express Park* Program - designed to facilitate swift, *cashierless* exiting for frequent airport parkers. This program utilizes automated vehicle identification (AVI) technology. Clients can even purchase Express Lane Parking in advance via website.

Elimination of Serious Crime... Serious crime has been virtually eliminated in the O'Hare parking facilities through enhanced, creative security efforts that blend a variety of security-related techniques and measures that include canine, equestrian and bicycle patrols to augment continuous patrols in high-visibility security vehicles.

Improved Lighting and Electronic Surveillance... Serving as a consultant to the airport, we participated in the upgrade of facility lighting electronic surveillance designed to greatly improve visibility and security.

Physical Improvements.... We successfully managed O'Hare's parking facilities through a massive, $60 million concrete rehabilitation restoration project for the main parking facility that included the complete rebuilding of the access bridges, ramps and floors and the installation of a $3 million on-line, computerized revenue control system.

Patented Theme Floor Reminder System... We installed this system in O'Hare's parking garage, using Chicago's various professional sports franchises for each level. This system has received universal praise from our parking patrons, who consistently laud its creativity and praise the manner in which it has enhanced their parking experience.

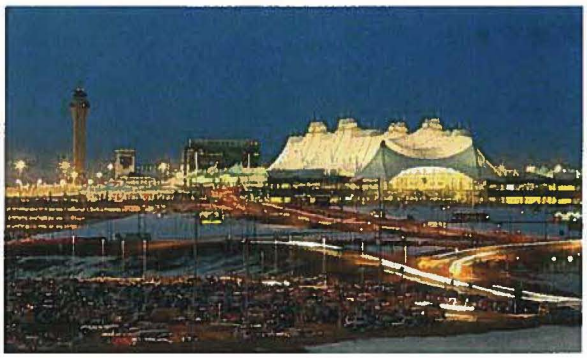


Customer Service and Amenity Programs... We have implemented a wide range of customer service and amenity programs, which have received rave reviews and scores of unsolicited, appreciative customer letters.

Chicago O'Hare International Airport Statistics

Dates of Operation	November 1993 to present
Total Vehicle Capacity	25,845
Employees	120
Average Daily Transactions	10,500
Annual Gross Revenue	$113,000,000
Revenue Control System	Zeag-Flexipark

Denver International Airport



Standard Parking was awarded the contract for parking Management Services at Denver International Airport In April 2008 and assumed operations that October. The success of this transition speaks to Standard Parking's ability to seamlessly transition a very large scale airport parking operation with no interruption in service or impact on operations. And to continue bring innovative solutions and continuous improvement to an established operation.

Valet Services. The valet operation at DIA is among the busiest airport valet operations in the U.S., with over 600 spaces in two separate operating areas, 40 employees, almost $3 Million in annual revenue and over 50,000 transactions per year. Since taking on the operation in October 2008 we have improved operations and increased revenue by identifying and reducing potential risk areas, implementing a 'car stacking' system to increase capacity and potential revenue, adding on-site vehicle services and more. Through enhanced training, experienced management and accountability, we have significantly reduced damage claims.

Key to our success has been our ability to draw upon a large team of highly experienced ***airport specialists***. Because Standard Parking maintains a dedicated airport operating division, with a multi-disciplined team of airport focused professionals, we were able to field a team of over a dozen management level airport parking experts to support the transition at DIA. This allowed us to provide additional ***on-site management support*** to this facility not only through the planning and transition phases, but for over 30 days following commencement of the contract. No other parking company in North America can assemble a comparable airport parking management team.

We also brought in Training and Human Resource staff, our Labor Relations expert and other specialists to support the operation. Not to mention the hundreds of support hours provided by our Corporate Support Organization in Chicago. Among our accomplishments at DIA:

Hiring Over 240 Employees. The process included recruitment, interviewing, fingerprinting and background checks, badging, uniforms and all necessary HR related functions for every employee; including cashiers, valet attendants, maintenance, inventory, supervisory and management personnel.

Successful Labor Negotiations. Labor contracts were negotiated with local S.E.I.U. and Teamsters unions prior to commencement of operations to ensure a seamless transition of qualified employees.

Training. Each employee received at least 4 hours of Standard Parking's ***Three Keys to Customer Satisfaction*** training prior to commencement of operations. Individualized training plans were developed for all supervisory staff to ensure ongoing education and development.

Start-up Operations. Standard Parking initiated operations and established our on-site presence from the ground up, furnishing over 10,000 square feet of office space, valet waiting areas and cashier booths with all necessary office equipment, furniture, supplies, computers, IT networking

and support. Fourteen new vehicles were acquired and fully outfitted for maintenance, inventory, staff shuttle and courtesy shuttle cart operations.

Subcontract Management. New vendor relationships were established and contracts implemented for janitorial, uniforms, vehicle maintenance, fueling and other services.

Financial Systems. Customized financial and reporting protocols were established to integrate Standard Parking's accounting systems with the Airport's to ensure compliance with daily and monthly reporting, revenue control, credit card compliance and other requirements.

Taxicab/Curbside Transportation Management. In late 2010, Standard Parking was awarded the contract for Taxicab/Curbside Transportation Management at DIA, and took over the operation on February 1st. This seamless transition included recruitment, screening, hiring and training for 25 employees. This busy operation dispatches over 500,000 taxicabs and limousines each year. Our staff manages the 500 space Hold Lot and four high-traffic ground transportation lanes for both the East and West terminals.

Proven Client Satisfaction. Standard has conducted ongoing analysis of operations and costs from our first day of operations at DIA. The operational efficiencies we implemented have substantially reduced operating costs, without sacrificing service or customer satisfaction. We have been awarded between 97% and 98% on quarterly evaluations since commencement of operations.

Denver International Airport Statistics

Dates of Operation	October 2008 to present
Total Vehicle Capacity	40,857
Full-time Employees	215
Average Daily Transactions	11,430
Annual Gross Revenue	$114,000,000
Revenue Control System	ACS PRCS 7.1 with LPR

Portland International Airport



The parking facilities at Portland International Airport (PDX) encompass over 17,000 garage and surface spaces, serving the public and employees, in six separate locations, including valet, with one of the most automated revenue control systems in the industry. Standard Parking also operates the shuttle system, transporting over 2.6 million passengers per year with a fleet of 30 alternative fuel buses.

State-of-the-Art Automation and Technology Support. We are particularly proud of our accomplishments at PDX not only for the size and complexity of facilities and staffing services, but because of the advanced levels of automation and technology in the parking access and revenue control system. The Scheidt Bachmann PARC system utilizes 20 pay-on-foot stations, credit card-in / credit card-out and 11 automated exit lanes. A remarkable ***eighty-five percent or more of all transactions at PDX are fully automated***. Part of the reason for this success is our ability to support the state-of-the-art automation selected by the Port for their facilities. Our tech-friendly staff monitors each automated pay station and communicates real-time with users who may have questions or problems, walking them through the process step-by-step from our CCTV supported Ops Center.



This PARC system illustrates our ability to advance consumer adoption, and to realize efficiencies for our airports through support of technology and automation. We anticipate over 2 million automated transactions at PDX this year. At many of our airports, we have developed targeted programs to promote customer adoption, resulting in higher usage and lower operating costs.

Premium Valet Services. Standard Parking initiated the "Gold Key" curbside valet service at PDX in 2007, working closely with PDX staff on every phase of this start-up operation including development of the operating plan and budget, booth design, branding, signage, uniforms, revenue control system and valet software, and development of a comprehensive marketing campaign. Valet parking utilization is currently up 25% over last year and continues to grow. Our recent experience starting up premier valet services from the ground up at high-volume airports provides the experience and insight necessary to properly understand the challenges and complexities involved in providing this important service at San Diego International Airport.



Improved Shuttle Services. One year after taking on management of the parking operation, Standard Parking was awarded the contract for shuttle services at PDX. We immediately focused on improving customer service and operating efficiencies. For example, we

implemented smart-loading procedures during peak periods to shorten wait and travel times to the terminal, better utilize each bus and conserve fuel. We implemented several cost-saving measures, through staffing and route analysis, without sacrificing customer service levels or headways. We have also consulted with the Port on equipment specifications for the purchase of new shuttle buses.



Perhaps the greatest testament to our success in the shuttle operation is the improvement in customer satisfaction reflected in the Port's annual PDX Customer Satisfaction Survey. From 2008 through 2010, customer satisfaction improved from 67% to 82%. As we continue to strive for additional improvement in these numbers, it is clear that our attention to detail and customer service training have made a very positive impact.

Employee Parking Facility. Standard is also responsible for management of the access card controlled employee parking facility, managing the issuance and control of over 1,000 access cards and providing 24 x 7 shuttle services.

Taxi Dispatch / Commercial Roadway Management. Standard Parking has been providing ground transportation management, including taxi dispatch services, at PDX since early 2009. The Commercial Roadway Management operation encompasses all aspects of landside commercial ground transportation. Our Customer Service Representatives (CSRs) provide curbside assistance to travelers, queue and dispatch taxicabs, mange and staff the curbside GT information booth, supervise the hold lot and manage, limos, shared-ride and courtesy shuttles, and charter buses. We are responsible for tracking and reporting activity through the Airport's AVI system and for issuing one-time permits for one-off charters and other commercial vehicles.

Portland International Airport Statistics

Dates of Operation	June 2006 to present
Total Vehicle Capacity	Two Garages totaling 6,338 spaces Public Surface Lots 7,894 Employee Lots 2,832
Employees	140
Average Daily Transactions	1,800
Annual Gross Revenue	$40 Million
Revenue Control System	Scheidt & Bachmann On-Line with 4 Staffed Exit Booths, 19 Pay-on-Foot Stations and 11 Automated Exits Automated Space Availability System Custom Valet Revenue Control System

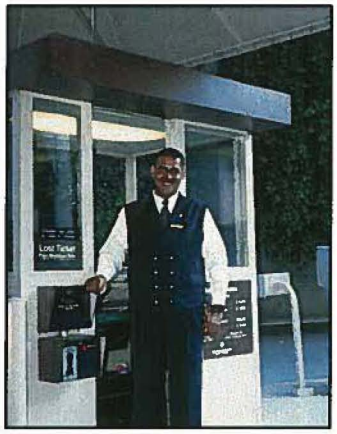
Kansas City International Airport



Standard Parking has been managing and operating the parking facilities at the Kansas City International Airport since 1999. This multi-terminal hub airport includes three garages and four large surface parking facilities comprising almost 25,000 parking spaces and generating over $30 Million in annual parking revenues.

The 1,500 space employee parking facility provides parking for over 2,300 airport employees. We have worked closely with the Kansas City Aviation Department to implement a number of significant advancements that resulted in operating efficiencies and cost-savings; improved revenue controls, audit, accounting and reporting; and enhanced customer satisfaction.

Personnel. When Standard Parking took on the KCI parking operation in 1999, we inherited significant staffing issues from the previous operator, impacting the entire operation. Our first priority was improvement and stabilization of the workforce. Standard Parking promptly:



- Provided a professional manager with large airport experience
- Increased supervisory coverage and support on all shifts
- Enhanced the labor contract and improved employee relations
- Improved health coverage for all employees
- A new labor recruiting program, developed in conjunction with Missouri Works! - an outreach program providing employment opportunities for local residents
- Continual training programs for all staff positions, from the frontline to management
- Implemented new-hire coaching and training procedures to reduce error potential and increase accuracy

Revenue Control Procedures. We established a *Revenue Control System Administrator* position to oversee financial reconciliation and reporting, budget preparation and review, and all aspects of information systems including computer hardware, software and reporting. Among other improvements to revenue control and audit procedures, Standard:

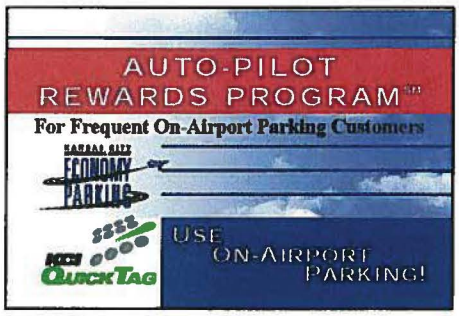
- Significantly reduced lost ticket ratios – an ongoing problem under the prior operator – through improved inventory and audit procedures
- Created a cash drop system and improved security methods for cash counting and depositing of daily receipts
- Implemented strict requirements for internal shift audit and reporting including full examination of all non-standard transactions, random ticket-to-tape audits, surprise cash counts and secondary audits
- Reconciled reporting, budget preparation and review, and accounting

Advanced Technology Integration and Support. In 2004 Standard Parking successfully rolled out a new PARC system, in conjunction with the opening of the 12,000 space Economy parking facilities. The system has been regularly updated and improved and now includes AVI lanes, toll tag integration and over 20 fully automated exits. We manage all aspects of the automated employee parking facility access card system including issuance and tracking of over 2,300 access cards, and monthly invoicing.

Standard also played a key role in the integration and ongoing management of the K-Tag and KCI Quick Tag programs at KCI. The K-Tag program allows participants in the Kansas Turnpike program joint access and billing for parking at the airport using AVI technology.

Operating Efficiencies. Standard substantially reduced costs for facility maintenance and snow removal by assuming these duties, allowing airport staff to focus on critical airport functions.

Marketing and Promotion. In 2006 Standard brought in R Solutions to assist in developing a marketing program to promote on-airport parking at KCI and increase market share against aggressive off-airport competition. The initial phase of the promotion was a sweepstakes to create excitement and awareness, which generated a database of over 10,000 parking patrons and served as the foundation for the *Auto Pilot Rewards Program*™ – a frequent parker program designed to stimulate repeat business and customer loyalty. This unique program has been highly effective in increasing market share.





Park Air Express – Valet Parking. The marketing program proved resoundingly successful when in May of 2009 KCI's largest off-airport competitor closed its doors. Seeing an opportunity to capture a new market segment, KCI asked Standard to develop a plan to re-open and re-brand the facility and capture the existing customer base. We moved quickly to ensure there was no down time during which customers might be lost to other off-airport providers. ***Park Air Express*** opened the day after the previous operator ceased operations.

Kansas City International Airport Statistics

Dates of Operation	February 1999 to present
Total Vehicle Capacity	24,483
Employees	167
Average Daily Transactions	5,410
Annual Gross Revenue	$41,500,000
Revenue Control System	Federal APS ScanNet

Chicago Midway International Airport



Standard Parking has been providing comprehensive parking and ground transportation management services at Chicago Midway International Airport for almost fifteen years.

We are proud of our accomplishments and ability to support the City's ongoing improvements to virtually rebuild the entire airport, including our continued participation in the "New Midway" Airport project planning process. Midway airport is an excellent example of Standard Parking's ability to manage parking operations during periods of expansion and change. During the seven year Midway terminal and parking garage project, Standard Parking professionals played a key role in coordinating successful operations essential to the operation of the airport.

Our philosophy at Midway parallels that which we follow at O'Hare International Airport. Similar success is being achieved with a comparable package of customer amenities and enhanced services while keeping a constant eye on the bottom line.

Midway Airport Facility Highlights:

Increase in Revenue. Annual gross revenues have increased by 125% from approximately $16 million in 1996 to over $36 million in 2007.

Revenue Control System. With the opening of the new parking structures, Standard Parking managed the installation of a new state of the art Federal APD revenue control system.

Construction Management. Successfully managed the closure of facilities, implementation of interim parking and transition of new parking facilities during the massive reconstruction of Midway Airport beginning in 1997. This seven year project included a new terminal project and the construction of a new 2,900 space parking garage.

Security and Safety. Uniformed security officers are contracted to provide daily patrols of all public lots and exit plazas. Security vehicles equipped with Mars lights and marked with "Security" identification are also used to patrol the lots. Bicycle patrols have been added to supplement the security effort and increase visibility and customer awareness.

Enhanced Signage. Implemented a "banner" system to identify the various parking sections in the Economy Lots.

Musical Theme Floor Reminder System. We installed this system at Midway's terminal garage, using several of south Chicago's most notable attractions as a theme for each level. In the new economy garage, we used different historical landmarks for the theme.

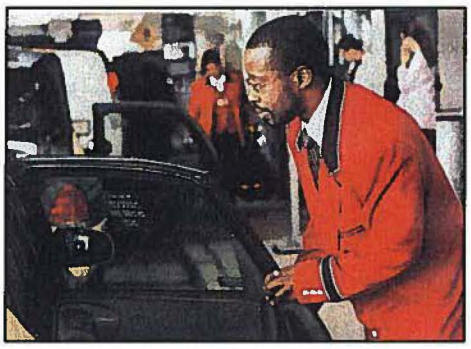
'Meet & Greet' Lot. Developed and implemented a quick-turn waiting area parking lot to relieve traffic congestion on the terminal roadway.

Customer Service Patrols. Initiated service to assist customers with tire inflation, car search assistance and lockout assistance.

Park Net®. Initiated a traffic information system that allows patrons to view specific traffic reports (updated continuously with Metro Traffic Network) on large commuter monitors located in the parking facility's pedestrian lobby areas.

Complimentary Tram Service. Standard Parking manages a complimentary tram service to transport customers from the parking garage to the end of the CTA pedestrian walkway.

Ground Transportation Management. In January of 2002 Standard Parking successfully assumed the Ground Transportation Management operation at Midway International Airport. In 2009 we dispatched over 680,000 commercial vehicles, collecting over $1.3 Million in commercial vehicle fees for the City of Chicago. Our curbside ambassadors and supervisors direct passengers to taxicabs, limos, shared-ride shuttles and other transportation options from each terminal. We also manage the staging and flow of taxicabs and collect the $2 per trip 'tax stamp' from each commercial vehicle dispatched.



Using the same customer service principles that we apply in our parking operations, we have been able to provide ground transportation services that are comparable to that of a 5-star hotel. Every conceivable area of customer service has dramatically improved. At peak times we now queue up to four taxis, thereby eliminating long wait times previously experienced by patrons. In addition, we were instrumental in the development and installation of a Ground Transportation Information Booth in the lower level of the terminal.

Chicago Midway Airport Statistics

Dates of Operation	1997 to present
Total Vehicle Capacity	11,340
Employees	98
Average Daily Transactions	3,892
Annual Gross Revenue	$36,000,000
Revenue Control System	Federal APD On-line. 15 Cashier Exits 6 Pay Stations and Scan NT Software

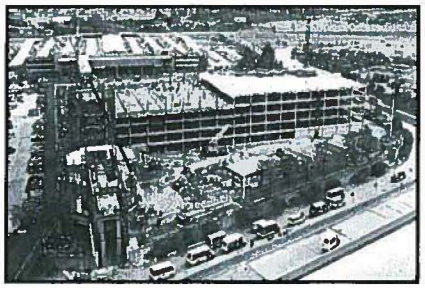
Cleveland Hopkins International Airport



Standard Parking's has been providing comprehensive parking management services at Cleveland Hopkins International Airport since 1951, when we first introduced the concept of paid airport parking in the United States here. Sixty years later, we have become the industry leader, managing more airport parking spaces than any other company in the world.

The operation at Hopkins has come a long way. Our first parking facility was nothing more than a gravel lot - today the operation accommodates nearly 7,000 vehicles in two multi-level parking structures and several surface lots. We have implemented numerous revenue control installations and upgrades, including full automation of the ESP Lot and high speed credit card processing, significantly improving customer transaction time at all exits.

Highlights:



Functional Design, Project Coordination and Construction Support...Standard Parking was hired by the City of Cleveland to develop a fully functional design for a major garage construction project in 1995. The project included column placement, ramping system, pedestrian access, exit toll plaza and elevator and escalator accommodation. Once the City accepted the design, Standard Parking assisted in the development of specifications and selection of a project team for final garage construction. During the construction process, Standard Parking served as a project coordinator and liaison to the City.

In addition to transitioning virtually all of the facilities at Hopkins, Standard Parking successfully managed parking and ground transportation operations during periods of heavy construction associated with change and expansion at the airport. From garage construction to runway expansion, our team worked closely with the airport to ensure safety and minimize disruption to the traveling public. During our years of service in Cleveland we have proven our ability to deliver high standards of service in a complex operating environment.

Revenue Control...As part of the new garage project, Standard Parking was commissioned to develop the specifications for a revenue control system for the new structure. Our technology team managed the entire process from solicitation of proposals to final installation and testing. The project scope covered 10 entry lanes and 12 exits at a cost of over $1 Million.

Taxi Dispatch...In 2007 Standard Parking was awarded a contract to manage taxi dispatch. Standard Parking was instrumental in developing and implementing required equipment and procedures to facilitate this new service.

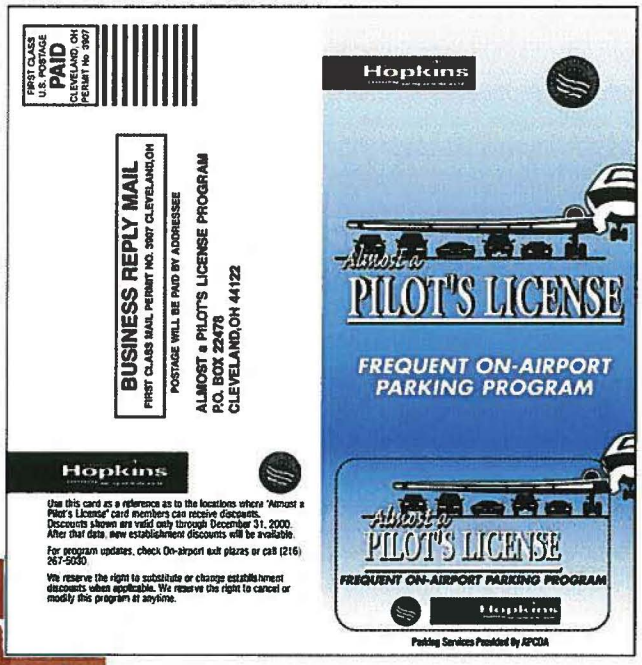


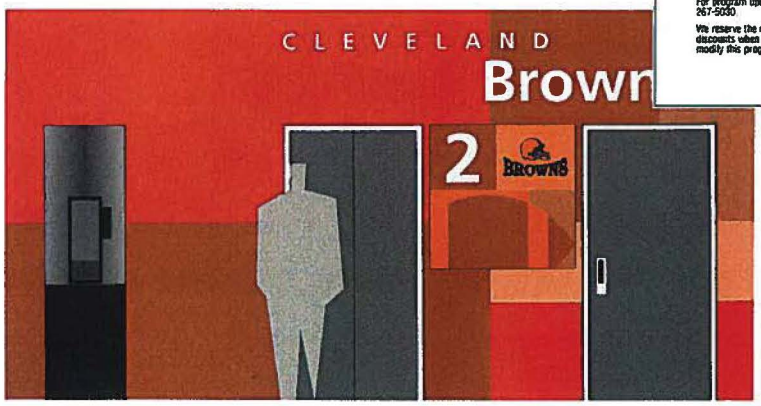
Transportation Services… Beyond traditional parking services, Standard Parking has participated in the planning, funding and operation of transportation services that are critical to the operation at Cleveland Hopkins. We continue to provide large scale transportation services, including the consolidated rental car operation, the Rocky River employee shuttle and the FIS international shuttle, which includes particular expertise in providing airside transportation services. As the operator of the Cleveland Hopkins Consolidated Rental Car Shuttle and employee transportation services for over ten years, Standard Parking has an exemplary record of safety and service.

Innovation and Improvements…In 1990 Standard Parking developed and marketed one of the first branded on- airport trunk-to-trunk shuttle services at the City's Grayton Road Lot. This operation returned over $2 million in annual parking revenues prior to its planned closure to accommodate runway expansion.

We also developed a uniquely branded Frequent Parker program to allow the Cleveland Hopkins on-airport parking facilities to better compete with off-airport operators.

Our themed floor reminder system uses local sports teams to assist travelers in remembering where they parked.





Management of Subcontracted Services… The Cleveland Hopkins International Airport contract is one of the best examples we can offer of our ability to effectively manage critical subcontracts within a major hub operation.

- ***Facility Maintenance*** - The scope of this service includes full cleaning and maintenance of multiple garages, surface lots, elevator lobbies, and terminal connectors. Standard Parking's performance in these areas has been exemplary and in 2003 resulted in the City awarding us expanded responsibilities in this area.



- ***Security Services.*** Standard Parking is responsible for providing all security and traffic direction within and around the parking facilities at Cleveland Hopkins. Since assuming the responsibilities for this function, car theft and break-ins have been all but eliminated at Hopkins.

- ***PARC Maintenance.*** Standard Parking is responsible for ongoing maintenance and repair of the revenue control system and related software at Cleveland Hopkins. Standard provides routine repairs and subcontracts all major repairs to a certified distributor of the product manufacturer. Standard Parking assisted the City in drafting a maintenance contract and negotiated final terms with the vendor.

Community Service… During our term of service, Standard Parking has never lost sight of our responsibility to give back to the community. To that end, we have provided hundreds of hours of complimentary transportation services to both the City and the general public. These services included the transport of friends and family of fallen soldiers; Airport tours for VIPs school children and boy scouts; disaster relief drills and live response/assist with emergency aircraft evacuations.

Cleveland Hopkins International Airport Statistics

Dates of Operation	1951 to present
Total Vehicle Capacity	7,125
Employees	250
Average Daily Transactions	3,131
Annual Gross Revenue	$23,000,000
Revenue Control System	Zeag On-Line 22-Cashier Exit Lanes all with Automated Credit Card Option

Cincinnati/Northern Kentucky International Airport



Standard Parking commenced operations at the Cincinnati/Northern Kentucky Airport in July 2005. This 12,000-space facility serves three terminals and consists of three multi-story parking garages and remote public/employee shuttle parking.

Standard Parking's operation at CVG is an excellent example of our ability to transition large scale parking operations, and deliver comprehensive services designed to improve customer service and on-airport market share. Our operation at CVG currently employs 93 people, including the transportation component.



Enhanced Shuttle Operations. Shortly after assuming responsibility for the parking operations at CVG, Standard Parking performed an analysis of the off-airport competition and developed a marketing and operations strategy designed to capture market share from off-airport competitors. Central to this strategy was the conversion of the long-term public busing operation from a fixed route system to an on-demand style bumper-to-bumper operation. Under this new scenario, customers are directed to available parking spaces via mobile signage and customer service representatives as they enter the facility. Standard Parking personnel then assist customers with luggage and transport them to one of three airport terminal buildings. Upon return, customers are picked up at baggage claim and dropped at their vehicle.

New Valet Parking Service. Standard Parking launched the new valet service for Cincinnati/Northern Kentucky Airport on May 1, 2009.

Cincinnati/Northern Kentucky International Airport Statistics

Dates of Operation	2005 to present
Total Vehicle Capacity	16,430
Employees	93
Average Daily Transactions	2,639
Annual Gross Revenue	$19,000,000
Revenue Control System	Amano/McGann on-line Mag Stripe, 9-entrances, 13 exits, Automated Credit Card capabilities

DAJA International

Standard Parking is pleased to partner with DAJA International for the operation of the CSR taxicab management program.

For the past 16 years, DAJA has provided similar services at Airports throughout the country. This includes implementing the first comprehensive curbside management program at any airport throughout the country while at San Francisco International Airport (SFO); providing consulting services at San Diego International Airport (SAN); providing consulting and training services for Oakland International Airport's (OAK) curbside management program; and providing valet parking services at Denver International Airport (DIA).

We consistently provide recommendations to improve and enhance services and we have demonstrated our ability to provide professional personnel focused on providing parking and curbside management services. With customer service and safety paramount, DAJA will work with Standard Parking and SAN to exceed the expectations of the requirements of the RFP by bringing out our depth of knowledge of operating and managing all aspects of facility and parking management services.

San Francisco International Airport

Facility Address	San Francisco International Airport P.O. Box 8097 San Francisco, CA 94128
Contact Information	John Martin Airport Director 650.821.5000
Scope of Services Provided	Staffing and Managing Curbside Management Program

At SFO, our comprehensive curbside program consisted of almost 100 employees, and approximately 40-45 employees per shift. The primary focus managing the taxicab dispatch and shared-ride van system, which averaged over 1,460,000 trips per year. A secondary, and equally important, component of curbside management is customer service.

We administered the taxicab and door-to-door van hold lots, ensuring that the facilities were clean and usable. Our curbside management team was responsible for cuing and dispatch of taxicabs and shared-ride vans from the hold lots to the curb. The door-to-door van service was built on an intricate, zone-based model which allowed for the best flow of traffic.



Our comprehensive approach to taxicab dispatch includes taxicab inspection. This entails ensuring cleanliness of the taxicab both inside and outside, that tires are properly inflated, ensuring that the cab has the

appropriate medallion. We managed the smart card system for taxicab operators as well as managing the refund process for the City. We had manned personnel at the limousine zones ensuring that they were properly registered. We also enforced the Airport's policy of having taxicabs allow individuals to pay via credit card.

We have a proven track record for delivering high quality, broad-based curbside management services. We have a thorough understanding of what it takes to operate a successful curbside management operation in an airport environment and realize that, as experts, we are an extension of SAN personnel and that our performance reflects upon the Airport as a whole. To that end, our firm will provide a superior level of customer service to the Airport, parking patrons and users of the ground transportation curbside management system.

2. Plan of Operation

Please refer to **E. Reponses to Minimum Qualifications** for details regarding our operating plan and transition.

3. Financial Viability

Please refer to following pages that detail our financial viability.

4. Proposed Fees/Cost to Airport

Please refer to following pages detailing our proposed fees / cost to the airport.

EXHIBIT A – FEES AND EXPENSES

RESPONDENTS MUST COMPLETE AND RETURN THIS EXHIBIT WITH THEIR PROPOSAL

Annual Management Fees

1. Annual Management Fees. The undersigned hereby agree to manage for the San Diego County Regional Airport Authority Airport Parking Facilities as defined in the Request for Proposals for the annual amount shown:

Agreement Year 2011 - 2012	$ 448,750
Agreement Year 2012 - 2013	$ 462,213
Agreement Year 2013 - 2014	$ 476.079
Agreement Year 2014 - 2015	$ 490,361
Agreement Year 2015 - 2016	$ 505,072
TOTAL	$ 2,382,475

Fee will be paid to the selected Contractor by the Authority at the rate of one twelfth (1/12) of the annual fee each month during each Agreement Year.

2. Other Reimbursable Expenses: When authorized by the Authority in advance, Authority will reimburse Contractor for actual, reasonable, and necessary out-of pocket expenses incurred in providing Services. The Authority shall not compensate Contractor for out-of-pocket expenses that were not approved in advance by the Authority.

3. For Additional Services: Contractor's compensation for Additional Services shall be as mutually agreed to by the Parties prior to Contractor providing Additional Services.

5. Worker Retention Program

Employee selection, hiring and finalization of staffing schedules will be completed in Phase I of our transition plan. The first step will be to notify the current employees that a new operator has been selected and to ensure them they will be given an opportunity to continue their employment at the Airport. Notification should be given as soon as possible upon award of the contract to maintain continuity of operations and to minimize customer service issues.

Establishing a favorable environment for communication through professional courtesy and spirit of cooperation with the current operator undoubtedly helps facilitate a smooth transition. We will make every effort to alleviate any concerns and anxiety current employees may have by effectively communicating our plans and intentions and conveying our commitment to hiring all current employees (with the exception of key management positions) meeting our selection criteria. We will complete background checks and make employment offers two (2) weeks prior to commencement and complete company orientation and training the final week before takeover.

Like the Airport Authority, Standard Parking recognizes that Incumbent Workers possess valuable knowledge, skills and experience concerning the performance of the agreement being awarded, having provided the same services under the terminating agreement. Incumbent Workers have received Airport security and safety training. They possess Airport badges, having passed some level of security screening in order to receive badges. The Authority recognizes the experience, skills, benefits and knowledge of Incumbent Workers as a valuable and important asset. Additionally, Worker Retention provides continued employment opportunities for Incumbent Workers who wish to continue working for the contractor providing services under the new agreement. Given the recognized advantages of retaining Incumbent Workers, Standard Parking intends to provide all qualified Incumbent Workers an opportunity to be rehired and compete for retention of these jobs.

Standard Parking's Worker Retention Program for this solicitation process and agreement encompassing all of the components included in the RFP document including the following:

- Standard Parking will hire/retain Incumbent Workers meeting our selection criteria who have been employed for the preceding twelve (12) months or longer by the terminated contractor, and retain the Incumbent Workers for a period of ninety (90) days, unless there is cause to terminate sooner;

- Standard Parking will retain the Incumbent Workers during the ninety (90) day period under the terms and conditions established by Standard Parking or as required by law or other applicable agreement;

- Standard Parking will apply the term "contractor" to subcontractors where applicable;

- Standard Parking will pool Incumbent Workers by job classification and to interview and hire from the pools for the first six (6) months of operations at the

Airport or until the terminated contractor completely ceases operations at the Airport, whichever is later;

- Standard Parking will maintain a preferential hiring list of Incumbent Workers not initially hired; and

- Standard Parking will not be released from the obligation to hire from the job classification pools until all of the Incumbent Workers within a job classification pool have received a ninety (90) day employment offer or the pooling period as defined above has expired.

The following are additional components of Standard Parking's Worker Retention Program:

- Standard Parking will honor the seniority of all Incumbent Workers for purposes of job position, shift preference and vacation.

- Standard Parking will hire Incumbent Workers at, or above their rate of pay at the time of the transition.

- Standard Parking will wave all requirements related to waiting periods for health care eligibility and provide uninterrupted health care benefits/first day coverage to all Incumbent Workers receiving health care benefits during the last month prior to transition.

The following are exceptions from Standard Parking's Worker Retention Program;

- Standard Parking will not be required to hire Incumbent Workers that do not meet our selection criteria, or more specifically candidates that fail a drug tests or background checks. This exception is necessary to protect the Airport Authority as well as Standard Parking.

- Standard Parking will not be required to hire Incumbent Workers for critical management positions.

- Standard Parking will not be required to hire Incumbent Workers for positions requiring a specialized skill or license not available from the pool.

6. Small Business Preference

Standard Parking does not qualify for the Small Business Preference. However, we have partnered with DAJA International LLC to run the CSR / Taxicab operations and they do qualify. Please see Attachment D.

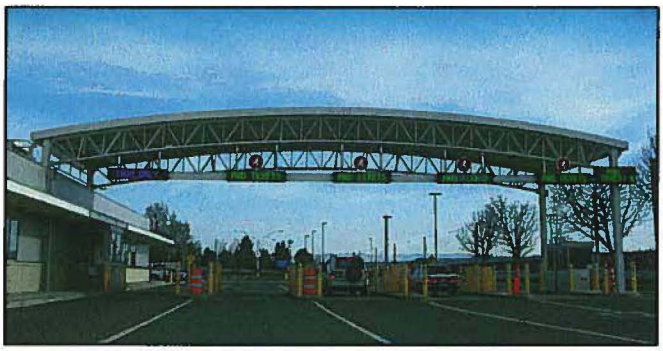
E. Responses to Minimum Qualifications

1. Competing Parking Facilities

Standard Parking does not, directly or indirectly, in whole or in part, own, operate or manage any parking facility within the area bounded by Highway 5 to the north, Grape Street to the east, North harbor Drive to the south, and Landing Road to Rosecrans Boulevard to the west. And as such, Standard Parking acknowledges that no conflict exists and agrees that subsequent breach of the Draft Agreement's Section 6.12 shall constitute a material default under the Agreement, and that in addition to the rights and remedies specified in the Agreement, the Authority shall be entitled to any and all rights and remedies at law or in equity, including specific performance.

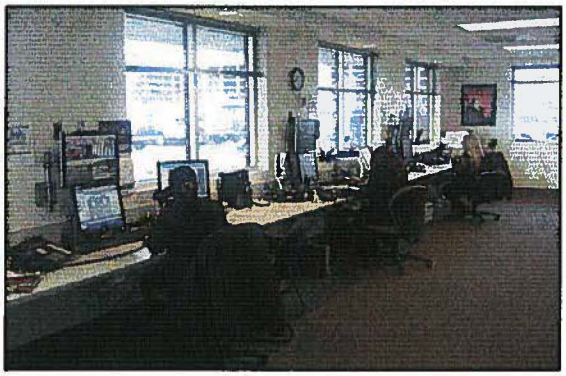
2. Three Similar Agreements

Portland International Airport



The parking facilities at Portland International Airport (PDX) encompass over 17,000 garage and surface spaces, serving the public and employees, in six separate locations, including valet, with one of the most automated revenue control systems in the industry. Standard Parking also operates the shuttle system, transporting over 2.6 million passengers per year with a fleet of 30 alternative fuel buses.

State-of-the-Art Automation and Technology Support. We are particularly proud of our accomplishments at PDX not only for the size and complexity of facilities and staffing services, but because of the advanced levels of automation and technology in the parking access and revenue control system. The Scheidt Bachmann PARC system utilizes 20 pay-on-foot stations, credit card-in / credit card-out and 11 automated exit lanes. A remarkable ***eighty-five percent or more of all transactions at PDX are fully automated***. Part of the reason for this success is our ability to support the state-of-the-art automation selected by the Port for their facilities. Our tech-friendly staff monitors each automated pay station and communicates real-time with users who may have questions or problems, walking them through the process step-by-step from our CCTV supported Ops Center.



This PARC system illustrates our ability to advance consumer adoption, and to realize efficiencies for our airports through support of technology and automation. We anticipate over 2 million automated transactions at PDX this year. At many of our airports, we have developed targeted programs to promote customer adoption, resulting in higher usage and lower operating costs.



Premium Valet Services. Standard Parking initiated the "Gold Key" curbside valet service at PDX in 2007, working closely with PDX staff on every phase of this start-up operation including development of the operating plan and budget, booth design, branding, signage, uniforms, revenue control system and valet software, and development of a comprehensive marketing campaign. Valet parking utilization is currently up 25% over last year and continues to grow. Our recent experience starting up premier valet services from the ground up at high-volume airports provides the experience and insight necessary to properly understand the challenges and complexities involved in providing this important service at San Diego International Airport.



Improved Shuttle Services. One year after taking on management of the parking operation, Standard Parking was awarded the contract for shuttle services at PDX. We immediately focused on improving customer service and operating efficiencies. For example, we implemented smart-loading procedures during peak periods to shorten wait and travel times to the terminal, better utilize each bus and conserve fuel. We implemented several cost-saving measures, through staffing and route analysis, without sacrificing customer service levels or headways. We have also consulted with the Port on equipment specifications for the purchase of new shuttle buses.

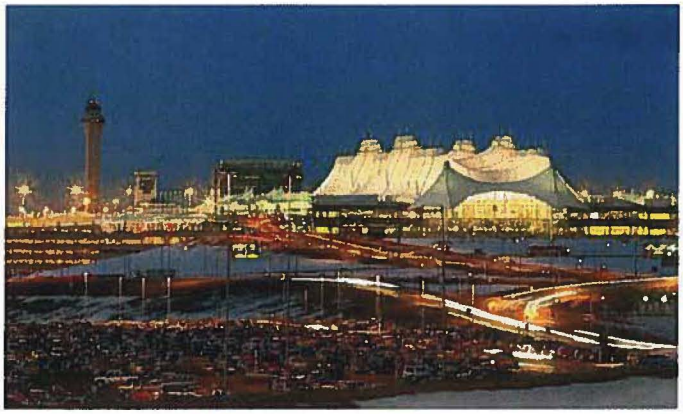
Perhaps the greatest testament to our success in the shuttle operation is the improvement in customer satisfaction reflected in the Port's annual PDX Customer Satisfaction Survey. From 2008 through 2010, customer satisfaction improved from 67% to 82%. As we continue to strive for additional improvement in these numbers, it is clear that our attention to detail and customer service training have made a very positive impact.

Employee Parking Facility. Standard is also responsible for management of the access card controlled employee parking facility, managing the issuance and control of over 1,000 access cards and providing 24 x 7 shuttle services.

Taxi Dispatch / Commercial Roadway Management. Standard Parking has been providing ground transportation management, including taxi dispatch services, at PDX since early 2009.

Reference Contact	Steve Koester, Parking Manager Port of Portland 7000 NE Airport Way Portland, OR 97212 Phone (503) 415-6529
Dates of Operation	June 2006 to present
Total Vehicle Capacity	Two Garages totaling 6,338 spaces Public Surface Lots 7,894 Employee Lots 2,832
Annual Gross Revenue	$40 Million

Denver International Airport



Standard Parking was awarded the contract for parking Management Services at Denver International Airport In April 2008 and assumed operations that October. The success of this transition speaks to Standard Parking's ability to seamlessly transition a very large scale airport parking operation with no interruption in service or impact on operations. And to continue bring innovative solutions and continuous improvement to an established operation.

Valet Services. The valet operation at DIA is among the busiest airport valet operations in the U.S., with over 600 spaces in two separate operating areas, 40 employees, almost $3 Million in annual revenue and over 50,000 transactions per year. Since taking on the operation in October 2008 we have improved operations and increased revenue by identifying and reducing potential risk areas, implementing a 'car stacking' system to increase capacity and potential revenue, adding on-site vehicle services and more. Through enhanced training, experienced management and accountability, we have significantly reduced damage claims.

Key to our success has been our ability to draw upon a large team of highly experienced ***airport specialists***. Because Standard Parking maintains a dedicated airport operating division, with a multi-disciplined team of airport focused professionals, we were able to field a team of over a dozen management level airport parking experts to support the transition at DIA. This allowed us to provide additional ***on-site management support*** to this facility not only through the planning and transition phases, but for over 30 days following commencement of the contract. No other parking company in North America can assemble a comparable airport parking management team.

We also brought in Training and Human Resource staff, our Labor Relations expert and other specialists to support the operation. Not to mention the hundreds of support hours provided by our Corporate Support Organization in Chicago. Among our accomplishments at DIA:

Hiring Over 240 Employees. The process included recruitment, interviewing, fingerprinting and background checks, badging, uniforms and all necessary HR related functions for every employee; including cashiers, valet attendants, maintenance, inventory, supervisory and management personnel.

Successful Labor Negotiations. Labor contracts were negotiated with local S.E.I.U. and Teamsters unions prior to commencement of operations to ensure a seamless transition of qualified employees.

Training. Each employee received at least 4 hours of Standard Parking's ***Three Keys to Customer Satisfaction*** training prior to commencement of operations. Individualized training plans were developed for all supervisory staff to ensure ongoing education and development.

Start-up Operations. Standard Parking initiated operations and established our on-site presence from the ground up, furnishing over 10,000 square feet of office space, valet waiting areas and cashier booths with all necessary office equipment, furniture, supplies, computers, IT networking and support. Fourteen new vehicles were acquired and fully outfitted for maintenance, inventory, staff shuttle and courtesy shuttle cart operations.

Subcontract Management. New vendor relationships were established and contracts implemented for janitorial, uniforms, vehicle maintenance, fueling and other services.

Financial Systems. Customized financial and reporting protocols were established to integrate Standard Parking's accounting systems with the Airport's to ensure compliance with daily and monthly reporting, revenue control, credit card compliance and other requirements.

Taxicab/Curbside Transportation Management. In late 2010, Standard Parking was awarded the contract for Taxicab/Curbside Transportation Management at DIA, and took over the operation on February 1st. This seamless transition included recruitment, screening, hiring and training for 25 employees. This busy operation dispatches over 500,000 taxicabs and limousines each year. Our staff manages the 500 space Hold Lot and four high-traffic ground transportation lanes for both the East and West terminals.

Proven Client Satisfaction. Standard has conducted ongoing analysis of operations and costs from our first day of operations at DIA. The operational efficiencies we implemented have substantially reduced operating costs, without sacrificing service or customer satisfaction. We have been awarded between 97% and 98% on quarterly evaluations since commencement of operations.

Reference Contact	Dorothy Harris, Asst. Airport Director, Parking Administration Denver International Airport 8500 Pena Boulevard Denver, CO 80329 Phone (303) 342-4084
Dates of Operation	October 2008 to present
Total Vehicle Capacity	40,857
Annual Gross Revenue	$114,000,000

Chicago O'Hare International Airport (ORD)



Standard Parking has been managing the more than 21,000 parking spaces at O'Hare International Airport since the City of Chicago privatized its parking operation in late 1993. O'Hare serves as our flagship operation and represents the best of what Standard Parking has to offer. From the beginning, our goal was not only to improve the operational effectiveness of the facility but also to transform the overall parking experience through improved lighting, security, customer amenities and parking options.

We are perhaps best known for our creative customer service offerings that, together with a careful attention to appearance and detail, comprise our "*Ambiance in Parking®*" program. After over fifteen years of operation we have been able to completely transform the parking experience at O'Hare into one that is a model for the industry. Our O'Hare operation is clearly an example of Standard Parking's ability to deliver high standards of service to large complex airport parking operations and to continually expand, update and improve the parking services we offer.



Valet Parking Services. Perhaps the best example of our ability to deliver first class services in a high-traffic airport is our valet operation at Chicago's O'Hare International. Standard Parking initiated the service at O'Hare in 1998 and handled just over 20,000 cars during the first twelve months of operation. By 2007, we parked over 105,000 vehicles and collected over $7 Million in revenues, making the O'Hare valet operation one of the largest in the country.

Although each valet operation is unique, Standard Parking has developed comprehensive operating plans that address revenue control and system software, arrival and retrieval procedures, vehicle controls, key storage and more, designed specifically for high-volume airport locations like Chicago O'Hare and San Diego International Airports.



Taxi Dispatch & Curbside Management Program... As the front door to the region, airport curbside operations serve as a first impression for many people visiting the city. Having served many five star hotel facilities across the country, Standard Parking developed a program that brings world class customer service to airport taxi dispatch and curbside operations. Our operations at Chicago O'Hare and Midway serve as the model for what Standard Parking is now delivering at other airports across the country.

Facility Highlights:

Increase in Revenue... Annual gross revenues have increased by 117% from approximately $46 million in 1993 to $125 million in 2007.

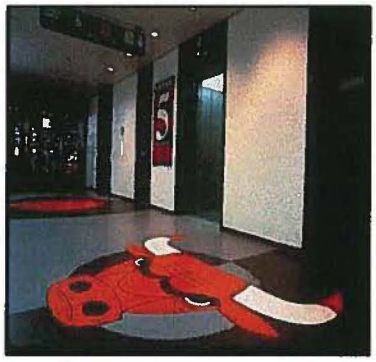
Trademark "Express Park" Program.... We have installed AVI technology in conjunction with the creation of an O'Hare *Express Park* Program - designed to facilitate swift, *cashierless* exiting for frequent airport parkers. This program utilizes automated vehicle identification (AVI) technology. Clients can even purchase Express Lane Parking in advance via website.

Elimination of Serious Crime... Serious crime has been virtually eliminated in the O'Hare parking facilities through enhanced, creative security efforts that blend a variety of security-related techniques and measures that include canine, equestrian and bicycle patrols to augment continuous patrols in high-visibility security vehicles.

Improved Lighting and Electronic Surveillance... Serving as a consultant to the airport, we participated in the upgrade of facility lighting electronic surveillance designed to greatly improve visibility and security.

Physical Improvements.... We successfully managed O'Hare's parking facilities through a massive, $60 million concrete rehabilitation restoration project for the main parking facility that included the complete rebuilding of the access bridges, ramps and floors and the installation of a $3 million on-line, computerized revenue control system.

Patented Theme Floor Reminder System... We installed this system in O'Hare's parking garage, using Chicago's various professional sports franchises for each level. This system has received universal praise from our parking patrons, who consistently laud its creativity and praise the manner in which it has enhanced their parking experience.



Customer Service and Amenity Programs... We have implemented a wide range of customer service and amenity programs, which have received rave reviews and scores of unsolicited, appreciative customer letters.

Reference Contact	Marcos Fernandez, General Manager – Landside Operations Chicago O'Hare International Airport P.O. Box 66142 Chicago, IL 60666-0142 (773) 894-2085
Dates of Operation	November 1993 to present
Total Vehicle Capacity	25,845
Annual Gross Revenue	$113,000,000

3. Work Plan

a. Management Structure

Standard Parking has an experienced staff of airport parking professionals that support all of our field operations. On the following pages we submit as further qualifications, the background information on key airport division team members that help to support the SAN parking operation. Unlike most parking companies, Standard maintains a separate Airport Division that focuses solely on the specific needs of our airport clients. The team of airport parking professionals listed below has well over 100 years of combined industry experience. *Detailed resumes for our entire management team can be found in Exhibit 1.*

Jack Ricchiuto - Executive Vice President, Airports & Transportation - Jack directs all airport and ground transportation contracts for the company through a staff of Senior Vice Presidents and Vice Presidents that are assigned to specific geographic territories. Jack began his career with the company in 1980, became an Operations Manager in 1982, and in 1985 his responsibilities expanded as he took on the role of District Manager.

In 1988, Jack became a Regional Manager covering Standard's Northeast Urban Properties and soon after was promoted to Vice President. In July of 1994, he was named Senior Vice President, and his responsibilities expanded to include airport and transportation contract administration in the Central and Eastern United States. Jack was promoted to Executive Vice President in January of 2003 and manages the Airport and Transportation Division.

As Executive Vice President, Jack focuses on achieving the long-term strategic objectives of each client. His primary focus centers on contract administration, revenue and volume trend analysis, financial performance and consultation on service enhancement, facility enhancement and marketing support strategies. Jack also has an extensive knowledge of revenue control systems and has actively assisted airports in the selection and implementation technology designed to improve operating efficiencies through automation.

Jack is a member of the American Association of Airport Executives and Airport Council International, where he participates actively through speaking engagements and workshop sessions to further the industry. He is a graduate of Bowling Green State University with a Bachelor of Science degree, and he performed graduate work at Cleveland State University.

Bob Reiser - Senior Vice President Airport Operations - Bob began his career with Standard in 1985 after graduating from Baldwin-Wallace College with a BA Degree in Business Administration. Upon successful completion of management training, Bob assumed management responsibility for a major airport shuttle operation in Cleveland.

In 1987 he was promoted to the role of Operations Manager with full oversight responsibility for more than 20 urban parking facilities in Cleveland. In 1988 Bob was relocated to Maryland to take on the role of Airport Parking Manager at Baltimore Washington International Airport and has remained in the Airport Division ever since. After experiencing valuable hands-on experience at BWI, Bob was promoted to District Manager-Northeast Airports, covering 15 airport operations in 9 states.

Bob relocated back to Ohio in 1994 to assume a similar yet expanded role as Regional Manager over airports in the east and central U.S. In May of 1999, Bob was promoted to Vice President Regional Manager and in 2005 he was promoted to Senior Vice President with operating responsibility and oversight for all Standard Parking airport operations.

Pamela Brown - Vice President, Business Development Airport Operations - Ms. Brown brings with her over 16 years experience in the airport sector; with particular focus on business development, properties and contract management. Ms. Brown joined Standard Parking in 2007 after having spent the prior 6 years in airport wireless and related IT solutions for airports. During that time she worked on projects for IBM, Sprint, T-Mobile and Laptop Lane, in addition to several airports. She also co-founded an airport-focused WiFi management company, ANS.

Ms. Brown started her airport career at the Santa Barbara Municipal Airport where she was responsible for over 130 contracts, licenses, permits and operating agreements. Her successes there included implementation and oversight of a new parking operation and management contract. She then worked for the Port of Portland developing and managing various business properties and operational relationships and contracts at Portland International Airport and three general aviation airports. She was also the Concession Program DBE Coordinator at PDX.

Clint Joy - Vice President - Regional Manager, West Airports - Clint began his career with Standard Parking in 1998 after serving as a Transportation Manager for the State of Colorado. He is a graduate of the Metropolitan State College of Denver. Clint currently manages 22 airport parking and transportation operations across the western U.S. from our Western Regional Offices in Denver, Colorado. As Regional Vice President, Clint is responsible for directing a team of Senior Managers and Facility Managers in the day to day operation of our client facilities.

His key objectives include implementation of regional operating plans, manager training and personnel reviews, regional budget and P&L oversight, contract compliance, audit review, client survey and customer satisfaction reviews, client relations and implementation of Standard Parking amenities and additional landside service programs. Clint has extensive experience with numerous revenue control systems and is a member of IPI, AAAE, ACI and NPA.

Pete Krausa – Proposed General Manager, SAN - Standard Parking is pleased to present Pete Krausa as the General Manager for all operations at SAN.

Currently Pete is responsible for the public and employee parking and shuttle services at 12 airports in the western U.S. Pete has experience with numerous revenue control systems, valet operations and curb front management and currently is accountable for 200 plus employees.

Prior to joining Standard Parking, Pete served as General/Regional Manager for a number of large scale restaurant organizations. Pete earned a Bachelor of Science degree from Florida International University with a major in Hospitality Management.

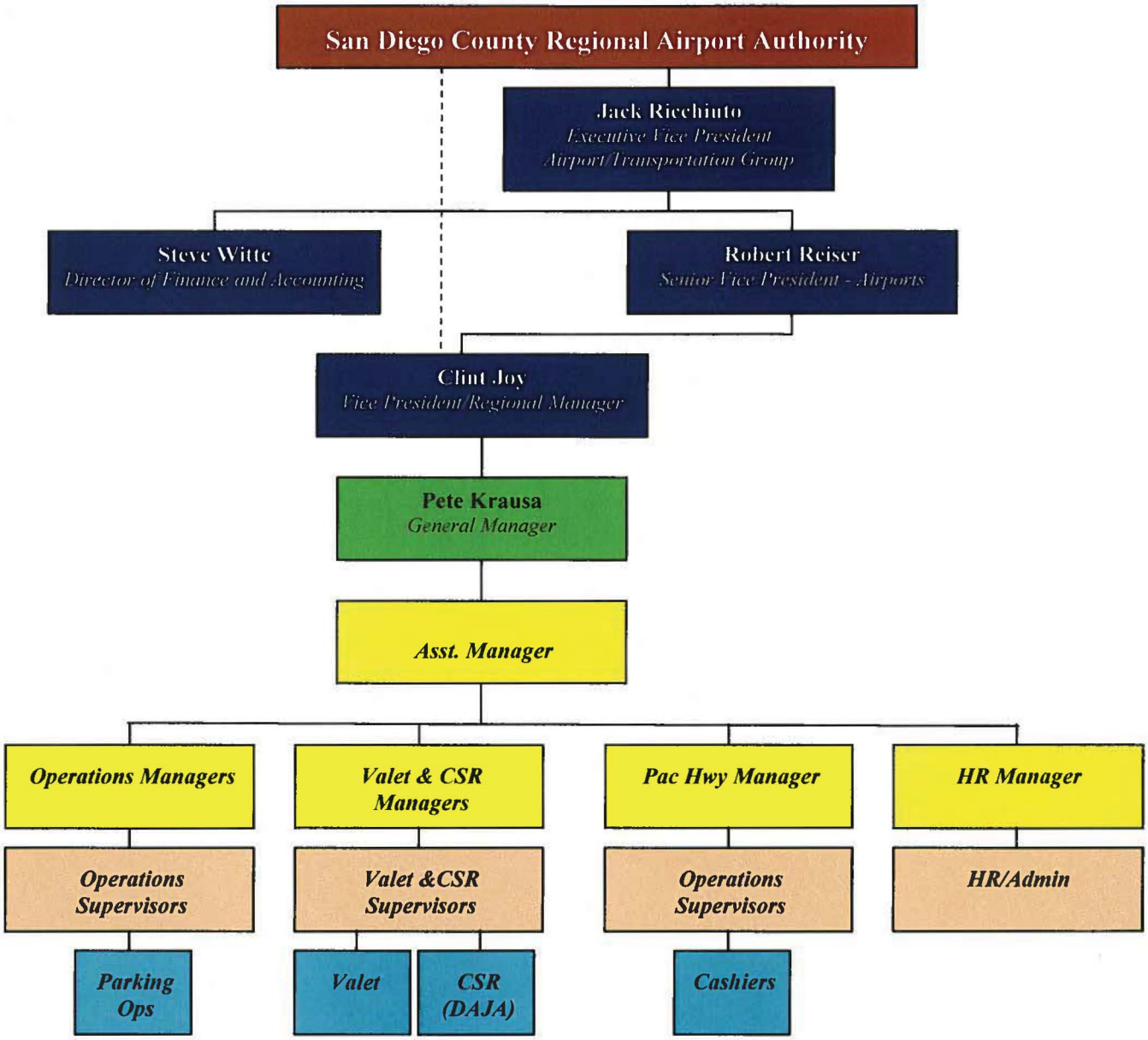
Steve Witte – Accounting Manager, Airport and Transportation Division - Steve began his career with Standard in 1997 and held several management positions within Standard's financial organization until he was promoted in 2000 to his current position of Director of Accounting – Airport & Transportation Division. Steve directs a staff of nine professionals whose

responsibilities encompass all accounting functions as to they relate payroll data input, revenue processing, A/P processing, P&L review, annual budgeting and financial forecasting.

In early 2000, Steve was instrumental in the reorganization of Standard's accounting department, which created a separate accounting division to support and focus solely on the airport and transportation markets. With the new structure in place, Standard Parking was able to capitalize on an already existing knowledge base and utilize its experience in the administration of Airport and Transportation contracts to provide a financial support staff unparalleled in the industry.

Steve and his staff will work directly with all levels of Standard's operations management team in addressing the monthly financial requirements and supporting unique and specific requests as they arise. Steve is a CPA and is currently pursuing an MBA at Cleveland State University.

Please refer to our Organizational Chart on the following page.


San Diego County Regional Airport Authority
Jack Ricchiuto
Executive Vice President
Airport/Transportation Group
Steve Witte
Director of Finance and Accounting
Robert Reiser
Senior Vice President - Airports
Clint Joy
Vice President/Regional Manager
Pete Krausa
General Manager
Asst. Manager
Operations Managers
Valet & CSR Managers
Pac Hwy Manager
HR Manager
Operations Supervisors
Valet &CSR Supervisors
Operations Supervisors
HR/Admin
Parking Ops
Valet
CSR (DAJA)
Cashiers

b. Proposed Staffing

Standard Parking will provide all resources necessary to ensure appropriate staffing levels are maintained at all times. The SAN operation will benefit from our experience operating several of the largest airport parking facilities in the country. The following represent some of the techniques we plan to employee at SAN for handling of breaks and shift changes and providing backup staffing.

Using a mix of full-time and part-time personnel in combination with a pool of on-call part-time employees will provide the operations with the necessary back up staffing to accommodate vacations, holidays, open shifts, and peak periods throughout the year. As shifts become available and in accordance with proper policy described in the employee collective bargaining agreement, we will fill open shifts with the part time employees. During peak periods, temporary shifts will be added to the regular staffing schedules. Those temporary shifts will also be filled by the part-time employees. Once the peak period has passed, the temporary shifts will be eliminated and the part-time/on call employees will revert back to their normal schedules.

All hourly staffing schedules that interface directly with customers and impact customer flow in and out of the facilities (typically cashiers and valet attendants) will include "floater" shifts to cover employees who are taking lunch breaks, restroom breaks, and other breaks. The floaters will be assigned permanent shifts that coincide with the scheduled breaks of the employees on the regular staffing schedule. As employees break for lunch, etc. the floater will move into that position and assume that employee's duties.

In order to ensure that the facilities are adequately staffed during shift changes, all staffing schedules will be created in a manner that provides for optimum coverage during these times. Individual shifts will be staggered so that employees are beginning and ending their work days at different times. This will ensure that when one employee is ending his/her shift, another employee will be beginning a shift. Our staffing methodology will also ensure that multiple employees are not ending their shifts at the same time, resulting in reduced service to the customers.

Standard Parking plans to initially follow staffing schedules similar to those currently in place at SAN. During Phase Three of our transition plan, we will evaluate all positions and schedules and make recommendations to Airport staff if adjustments are warranted. Throughout the entire term of the agreement, Standard Parking will continuously monitor and evaluate staffing schedules and recommend adjustments to maximize efficiencies and achieve cost savings from optimal utilization of automated technology.

Please refer to the following pages for our detailed operating schedules.

SAN MANAGEMENT SCHEDULE

Shift #	Time of Shift	Lot	HOURS							
			Sat	Sun	Mon	Tue	Wed	Thu	Fri	Hours
1	0900-1700	General Mgr			8	8	8	8	8	40
2	0900-1700	Assistant Mgr	8	8	8			8	8	40
3	0700-1530	Operations Mgr			8	8	8	8	8	40
4	0800-1600	Operations Mgr	8	8	8	8	8			40
5	1400-2300	Operations Mgr		8	8	8	8	8		40
6	0900-1700	HR Mgr			8	8	8	8	8	40
9	0700-1530	Acct. Sup			8	8	8	8	8	40
10	0700-1530	Sup Term 1 and 2	8	8	8	8	8	8	8	56
11	1500-0100	Sup Term 1 and 2	8	8	8	8	8	8	8	56
12	1230-0800	Sup Term 1 and 2	8	8	8	8	8	8	8	56
13	0700-1530	Sup NTC 1 and 2	8	8	8	8	8	8	8	56
14	1500-0100	Sup NTC 1 and 2	8	8	8	8	8	8	8	56
15	1230-0800	Sup NTC 1 and 2	8	8	8	8	8	8	8	56
16	0700-1530	Sup Valet/CSR	8	8	8	8	8	8	8	56
17	1500-0100	Sup Valet/CSR	8	8	8	8	8	8	8	56
18	1230-0800	Sup Valet/CSR	8	8	8	8	8	8	8	56
19	0700-1530	Sup Pac Hwy	8	8	8	8	8	8	8	56
20	1500-0100	Sup Pac Hwy	8	8	8	8	8	8	8	56
21	1230-0800	Sup Pac Hwy	8	8	8	8	8	8	8	56
22	0700-1500	Harbor/Commuter	8	8	8	8	8	8	8	56
23	1500-0100	Harbor/Commuter	8	8	8	8	8	8	8	56
		Total Managment Hours	128	136	168	160	160	160	152	1064

SAN VALET SCHEDULE

Shift #	Time of Shift	Lot	HOURS							
			Sat	Sun	Mon	Tue	Wed	Thu	Fri	Hours
1	0430-1300	Valet	8	8	8	8	8	8	8	56
2	0500-1330	Valet	8	8	8	8	8	8	8	56
3	0500-1330	Valet	8	8	8	8	8	8	8	56
4	0530-1400	Valet	8	8	8	8	8	8	8	56
5	0530-1400	Valet	8	8	8	8	8	8	8	56
6	0530-1400	Valet	8	8	8	8	8	8	8	56
7	0600-1430	Valet	8		8	8	8	8	8	48
8	0600-1430	Valet	8			8	8	8	8	40
9	0500-1330	Valet	8			8	8	8	8	40
10	0500-1330	Valet	8			8	8	8	8	40
11	0430-1300	Valet	8			8	8	8	8	40
12	0400-1430	Valet	8				8	8	8	32
13	0530-1400	Valet						8	8	16
14	0530-1400	Valet						8	8	16
15	0400-1430	Valet						8	8	16
25	1300-2130	Valet	8	8	8	8	8	8	8	56
26	1300-2130	Valet	8	8	8	8	8	8	8	56
27	1330-2200	Valet	8	8	8	8	8	8	8	56
28	1330-2200	Valet	8	8	8	8	8	8	8	56
29	1400-2230	Valet	8	8	8	8	8	8	8	56
30	1400-2230	Valet	8			8	8	8	8	40
31	1400-2230	Valet	8			8	8	8	8	40
32	1400-2230	Valet	8			8	8	8	8	40
33	1500-2230	Valet	8				8	8	8	32
34	1500-2230	Valet	8				8	8	8	32
35	1300-2130	Valet	8				8	8	8	32
36	1345-2215	Valet					8	8	8	24
37	1500-2330	Valet					8	8	8	24
54	2230-0630	Valet	8	8	8	8	8	8	8	56
58	2300-0730	Valet					8	8	8	24
		Total Valet Hours	192	96	104	160	216	240	240	1248

SAN CSR SCHEDULE

Shift #	Time of Shift	Lot	HOURS							
			Sat	Sun	Mon	Tue	Wed	Thu	Fri	Hours
1	0430-1300	CSR	8	8	8	8	8	8	8	56
2	0500-1330	CSR	8	8	8	8	8	8	8	56
3	0500-1330	CSR	8	8	8	8	8	8	8	56
4	0530-1400	CSR	8	8	8	8	8	8	8	56
5	0530-1400	CSR	8	8	8	8	8	8	8	56
6	0530-1400	CSR	8	8	8	8	8	8	8	56
7	0600-1430	CSR	8	8	8	8	8	8	8	56
8	0600-1430	CSR	8	8	8	8	8	8	8	56
9	0500-1330	CSR	8	8	8	8	8	8	8	56
10	1300-2130	CSR	8	8	8	8	8	8	8	56
11	1300-2130	CSR	8	8	8	8	8	8	8	56
12	1330-2200	CSR	8	8	8	8	8	8	8	56
13	1330-2200	CSR	8	8	8	8	8	8	8	56
14	1400-2230	CSR	8	8	8	8	8	8	8	56
15	1400-2230	CSR	8	8	8	8	8	8	8	56
16	1400-2230	CSR	8	8	8	8	8	8	8	56
17	1800-0230	CSR	8	8	8	8	8	8	8	56
18	1800-0230	CSR	8	8	8	8	8	8	8	56
19	Break	CSR	8	8	8	8	8	8	8	56
20	Break	CSR	8	8	8	8	8	8	8	56
21	Break		8	8	8	8	8	8	8	56
		Total CSR Hours	168	168	168	168	168	168	168	1176

SAN CASHIER SCHEDULE

Shift #	Time of Shift	Lot	HOURS							
			Sat	Sun	Mon	Tue	Wed	Thu	Fri	Hours
1	0700-1530	Terminal 1	8	8	8	8	8	8	8	56
2	0700-1530	Terminal 1	8	8	8	8	8	8	8	56
3	0600-1430	Terminal 1	8	8	8	8	8	8	8	56
4	0700-1530	Terminal 2	8	8	8	8	8	8	8	56
5	0700-1530	Terminal 2	8	8	8	8	8	8	8	56
6	0600-1430	Terminal 2	8	8	8	8	8	8	8	56
7	0700-1530	NTC 1	8	8	8	8	8	8	8	56
8	0700-1530	NTC 2	8	8	8	8	8	8	8	56
9	0700-1530	Harbor	8	8	8	8	8	8	8	56
10	0700-1530	Pac Hwy	8	8	8	8	8	8	8	56
11	0700-1530	Pac Hwy	8	8	8	8	8	8	8	56
12	1500-2330	Terminal 1	8	8	8	8	8	8	8	56
13	1500-2330	Terminal 1	8	8	8	8	8	8	8	56
14	1500-2330	Terminal 2	8	8	8	8	8	8	8	56
15	1500-2330	Terminal 2	8	8	8	8	8	8	8	56
16	1500-2330	NTC 1	8	8	8	8	8	8	8	56
17	1500-2330	NTC 2	8	8	8	8	8	8	8	56
18	1500-2330	Harbor	8	8	8	8	8	8	8	56
19	1500-2330	Pac Hwy	8	8	8	8	8	8	8	56
20	1500-2330	Pac Hwy	8	8	8	8	8	8	8	56
21	2300-0730	Terminal 1	8	8	8	8	8	8	8	56
22	2300-0730	Terminal 2	8	8	8	8	8	8	8	56
23	2300-0730	NTC 1	8	8	8	8	8	8	8	56
24	2300-0730	NTC 2	8	8	8	8	8	8	8	56
25	2300-0730	Harbor	8	8	8	8	8	8	8	56
26	2300-0730	Pac Hwy	8	8	8	8	8	8	8	56
		Total Cashier Hours	208	208	208	208	208	208	208	1456

SAN MAINTENANCE SCHEDULE

Shift #	Time of Shift		Duty	HOURS							
				Sat	Sun	Mon	Tue	Wed	Thu	Fri	Hours
1	0000-0830		Maintenance	8	8	8	8	8	8	8	56
2	0800-1630		Maintenance	8	8	8	8	8	8	8	56
3	0800-1630		Maintenance	8	8	8	8	8	8	8	56
4	1600-1230		Maintenance	8	8	8	8	8	8	8	56
5	1600-1230		Maintenance	8	8	8	8	8	8	8	56
			Total Maint. Hours	40	40	40	40	40	40	40	280

STL SAFETY / TRAFFIC / LPI SCHEDULE

Shift #	Time of Shift	Duty	HOURS							
			Sat	Sun	Mon	Tue	Wed	Thu	Fri	Hours
1	0700-1500	Traffic Control	8	8	8	8	8	8	8	56
2	0900-1800	Traffic Control	8	8	8	8	8	8	8	56
3	1400-2200	Traffic Control	8	8	8	8	8	8	8	56
4	2300-0700	LPI	8	8	8	8	8	8	8	56
5	2300-0700	LPI	8	8	8	8	8	8	8	56
6	2300-0700	LPI	8	8	8	8	8	8	8	56
7	2300-0700	LPI	8	8	8	8	8	8	8	56
		Total Traffic/LPI Hours	56	56	56	56	56	56	56	392

SAN OFFICE SCHEDULE

Shift #	Time of Shift		Duty	HOURS							
				Sat	Sun	Mon	Tue	Wed	Thu	Fri	Hours
1	0800-1630		HR Clerk			8	8	8	8	8	40
2	0830-1700		Office Coord			8	8	8	8	8	40
3	0830-1700		Admin Asst			8	8	8	8	8	40
4	0700-1530		Audit			8	8	8	8	8	40
5	0700-1530		Audit	8	8			8	8	8	40
6	0700-1530		Audit	8	8	8	8			8	40
8	0700-1530		Audit	8	8	8	8	8			40
			Total Office Hours	24	24	48	48	48	40	48	280

c. Transition Plan

Standard Parking has gained valuable experience executing recent airport parking transitions including Buffalo Niagara International (Nov '07) T.F. Green - Providence (Dec '07), Asheville Regional (April '08), Denver International (Oct '08), Richmond International (Nov '08) and Atlanta-Hartsfield (Aug '09). The DIA transition may best demonstrate our capabilities successfully taking over a very complex operation with 40,000+ parking spaces and over $110 million in annual revenues.

Standard Parking has developed a comprehensive phased approach to transitioning new airport operations. Our methods involve the assignment of key operating personnel within our Airport Division to critical processes that are often specific to their area of focus. Standard Parking places significant importance in the training and orientation of our employees. Our concentrated team approach to transition will allow us to quickly accomplish critical milestones in the effective and orderly transition of operating responsibilities.

Our plan for the San Diego County Regional Airport, designed to provide a seamless transition that will go unnoticed by the parkers, will address the following:

Milestones
Recognizing that each facility is unique, Standard Parking approaches transitions on a need-specific basis. Each phase of the transition will be assigned milestone completion dates that are pre-determined to assure smooth transition.

Pre-Transition (30 Days Prior – Start-Up Date)
Transition (The First 90 Days of Operation)
Post Transition (Ongoing Support)

The following shall serve to delineate specific tasks and objectives for each of the transition components.

Phase I, Pre-Transition
While all phases of the transition are important, the major focus will be placed on the pre-transition period, as the thirty (30) days leading up to the actual transition are the most critical. During the pre-transition phase, our team members will work closely with the Airport staff to accomplish a wide array of objectives. Phase 1 pre-transition objectives include the following:

<u>Coordinate Communications with Airport Staff</u>
Establishing and maintaining ongoing communications between lead transition team members and airport staff is paramount for ensuring a smooth transition. The following represents some of the key items requiring communication:

- Provide airport staff with names, titles, roles, schedules and contact information for transition team members.
- Introduce key transition team members, including representatives from first-tier subcontractors, to the airport staff.

- Establish transition meeting dates and agendas.
- Review accounting and reporting procedures and provide airport staff with sample monthly statements and on-line ClientView applications.
- Execute final operating agreement and submittal of required bonds and insurance certificates.
- Review and finalize operating budget including confirmation of staffing plan and wage and benefit packages.
- Consult and brief the airport staff on proposed on-site management staff.
- Prepare and submit a detailed plan of ongoing maintenance.
- Work with airport staff to complete initial draft of the Standard Operating Procedures Manual.

Establish Favorable Environment of Cooperation and Communication with Current Operator

Establishing a favorable environment for communication through professional courtesy and spirit of cooperation with the current operator undoubtedly helps facilitate a smooth transition. We will make every effort to alleviate any concerns and anxiety current employees may have by effectively communicating our plans and intentions and conveying our commitment to hiring all current employees meeting our selection criteria. Furthermore, we will be respectful of the current operator and not be disruptive in any way to the ongoing operation.

Some of the important items requiring cooperation between with the current operator include:

- Communication with current employees.
- Transfer of pertinent utilities and vendor accounts.
- Inventory and transfer of fixed assets.
- Joint inspection of facilities and equipment.
- Coordination of procedures to be followed on actual transition date.

Initiate Hiring and Staffing Plan

Employee selection, hiring and finalization of staffing schedules will be completed in Phase I of our transition plan. The first step will be to notify the current employees that a new operator has been selected and to ensure them they will be given an opportunity to continue their employment at the Airport. Notification should be given as soon as possible upon award of the contract to maintain continuity of operations and to minimize customer service issues.

If selected, Standard Parking will first interview all current employees interested in continuing their employment at the Airport. We will complete background checks and make employment offers two (2) weeks prior to commencement and complete company orientation and training the final week before takeover. Please find detailed information regarding our employee selection process, training programs and staffing plans throughout our proposal.

Weekly Update of Transition Checklist and Timeline

We recognize attention to detail is essential for ensuring a successful transition. As such, we have developed and utilize comprehensive timelines and checklists to assign and verify completion of specific tasks. Please find an Implementation Timeline, which illustrates significant tasks and their associated projected completion dates, attached as a reference on the

following pages along with a copy of our checklist for opening new locations and tentative travel schedule for our transition team members. We will provide the airport staff with a weekly progress report with updated checklists throughout the pre-transition phase.

Phase II, Transition

This phase addresses an action plan from the commencement date through the first 90 days of operation. It is during this phase that many programs, procedures and policies will actually be implemented.

The transition team will begin assembling in San Diego several days prior to the transition date and provide 24-hour support to the on-site staff for a period of up to fourteen (14) days thereafter. At such time, a progress evaluation will be performed by senior management and based on that evaluation and subsequent consultation with the airport staff, Standard Parking management will have the option of retaining certain team members on site should additional on-site support be required. The remainder of the team will then be released in favor of an off-site support role. It is important to note that each member of the Standard Parking transition team remains in a support role long after their on-site roles are relinquished.

The team's primary objective during Phase II will be to implement all required policies and procedures as outlined in the operations manual and/or mandated by the airport. Designated team members will provide regularly scheduled follow-up training with both hourly and management personnel, including hands-on assistance and job coaching as necessary.

Senior transition team members will evaluate the initial performance of subcontractors and provide a high level of consultation and support. As with all phases of the transition plan, we will communicate frequently with the airport staff on pertinent issues and provide progress reports.

Phase II will also include preparation, submittal and review of daily, weekly and monthly reports to be provided to the airport. Standard Parking's Airport Accounting Manager will be available to meet with Airport staff to review the initial monthly statement and supporting documents.

Phase III, Post Transition

As your parking service provider, Standard Parking will maintain an ongoing commitment to excellence in the operation of the parking facilities at the San Diego Airport. We will ensure this high standard of performance through frequent field appraisals performed by our senior management staff. Standard Parking has the most comprehensive corporate and management support structure in the business. Our support of field operations goes well beyond transition with site-specific policies and procedures to address:

- Customer service and satisfaction
- Corporate/regional audit programs
- Time and attendance tracking
- Revenue and ticket controls
- Management reporting systems
- Insurance, safety and claims management

- Personnel policies
- Procurement and levels of authority
- Maintenance programs
- On-line training programs

During every phase of the transition, Standard Parking will use a team approach that is carefully coordinated and administered by senior management. In addition to on-site management staff, the team will consist of experienced professionals from both our field operations and corporate support staffs.

Each transition team member will be assigned specific responsibilities within his or her area of expertise. Throughout the transition process, the transition team will maintain an open line of communication with airport staff to measure progress on an ongoing basis.

Transition Team

Jack Ricchiuto-Executive Vice President, Airports & Transportation
With over 25 years of experience in the industry, Jack will oversee the transition as it relates to the long-term strategic objectives of the Airport. He will focus on contractual obligations, revenue, and volume trend analysis and will provide general consultation to both the Transition Team and the Airport on an as-needed basis.

Pam Brown-Vice President, Business Development-Airports
Pam has 12 years of experience working in the Airport industry with an emphasis on business development and contract management. Pam will work closely with the SAN staff during the transition and beyond with a primary focus on marketing and customer service initiatives.

Bob Reiser-Senior Vice President, Airports
Bob has been with the company for over 20 years and is responsible for the operation of all of our airport and transportation locations nationwide. He will be on-site at the airport at various intervals to oversee all aspects of the transition. Bob has extensive experience with location start ups and has implemented and managed transition plans at several airports across the country.

Clint Joy-Vice President, Airports-West
Clint has been with the company for 12 years and is responsible for the operation of Standard Parking's Western Airport locations. He will work with our local management staff in regard to the hiring and training of new employees as well as the proper scheduling of all local personnel. He will also assist with maintenance functions, logistical issues, and the general management of all parking facilities. Clint will be on hand at regular intervals before, during, and after the transition.

Norma McEldowney, Director of Training & Development
Norma is responsible for the development, implementation and measurement of Standard Parking's training programs throughout the country and has over 10 years of training and development experience. Norma will be an important part of the transition team conducting the

initial company orientation and training sessions in providence related to customer service, policies and procedures.

d. Management Policies and Practices

Our mission is to provide the patrons of San Diego Regional Airport with the best possible service through excellence, innovation and efficiency in management provided by a superior team of parking professionals dedicated to the highest levels of customer service. In order to carry out that mission, Standard Parking will develop and implement a detailed operating plan specific to needs and conditions at SAN.

Management Structure
Unlike most parking providers, Standard Parking maintains an independent Airport Parking and Transportation Group. This approach prevents management from having to split their attention with urban or institutional clients that frequently have different needs and objectives. From design engineering services to revenue control consulting and project management, Standard Parking continues to set industry standards at airports of all sizes. Our depth of management services and unmatched customer amenity programs demonstrate our ongoing commitment to better serve our airport clients and the traveling public.

Strong Local and Off-Site Support
At Standard Parking, we realize that the success of any operation lies in the effectiveness of local staff and we focus our support to accomplish specific objectives within each job classification. This success is further reinforced by strong oversight from our Airport Field-Support Offices in Denver, Portland, Chicago and Cleveland. We are proposing a General Manager with considerable experience in managing an airport that requires a similar scope and level of service. The local operation and field management will have significant support from our Chicago Support Office in areas such as, HR, IT-Technical, Legal and Accounting.

Revenue Control Procedures
Our responsibility for revenue control begins when the customer takes a ticket or inserts their credit card and enters the facility. From this point we ensure a continuous chain of accountability for proper processing and recording of revenue from the facility level to corporate accounting and final verification of bank deposits.

When you hire a company to manage an airport parking operation the size of SAN, it is extremely important that the accounting, auditing and overall information systems are up to the task. At Standard Parking our industry leading, award-winning systems assure our clients that their revenue is accounted for and monitored on a daily basis.

Internal Audit Controls
Standard Parking has developed a comprehensive system of checks and balances designed to monitor and control all aspects of revenue control collection and financial reporting. Having managed airport properties for over fifty years, Standard Parking has worked with virtually all major suppliers of revenue control equipment, including Zeag and Federal APD, and moreover

has played a key industry role in the ongoing development of software systems, reporting requirements and auditing techniques that are commonly used throughout the industry today.

Standard Parking utilizes a series of cross-referenced procedures and reports to detail all revenue and tie revenue transactions back to individual tickets. With strong ticket control procedures in place, revenue control becomes an issue of first applying and collecting the proper rate and second, balancing cash received and deposited to the transaction record that is generated from register tapes and system software.

Daily parking activity is monitored through a series of checks and balances designed to assure accurate recording of all transactions. While the advanced systems available today provide us with significant tools to work with, the systems must be properly administered and procedures must be employed to ensure proper system monitoring and cash handling associated with day-to-day operations.

Auditing and Quality Assurance

In addition to the detailed daily revenue control procedures we will perform at the Airport including 100% auditing of every ticket and every dollar collected by every cashier, Standard Parking provides a tremendous amount of support and operational oversight from Regional and Corporate offices. Standard Parking supplemental auditing and quality assurance programs include *Corporate Security Audits*, *Operations Field Surveys* and a *Mystery Shopper Program.*

Safety Program

Standard Parking is committed to protecting employees, customers and their property against any potential threat or hazard. Safety is a cooperative undertaking requiring participation from every employee. Standard Parking has developed comprehensive manuals, training programs and operating policies and procedures that will be implemented at the SAN parking facilities.

Comprehensive Training and Orientation

All Standard Parking employees are provided with extensive training and orientation to equip them in the performance of their required tasks. An outline of our training approach is provided within this response. Our training is aimed specifically to assist employees with their day-to-day duties and to ensure a high level of customer service. In advance of the transition, we will meet with all existing employees, conduct interviews and accept applications. All employees meeting Standard's qualifications will undergo corporate orientation and customer service training. Any required gap training will also occur in advance of transition. During this pre transition process, we will review all staffing requirements and identify any deficiencies.

e. Training Programs

Standard Parking's reputation for excellence in on-site management and support office functions is built on a comprehensive, award-winning training methodology which identifies and develops the skills necessary to enable all of our staff, from frontline to support office employees, to exceed our already rigorous expectations. Standard Parking is dedicated to value and significance of employee training and development and realizes its positive correlation to professionalism and excellent customer-centric service.

As a recipient of five national awards, including two Telly awards, and a National Award for Excellence by the National Association of Industrial Office Properties (NAIOP), Standard Parking continues to enhance its already comprehensive job function specific curriculum by offering a variety of cutting-edge training techniques and deployment methods. These include online, instructor-led, MP3 learning, customized programs, mentorship programs and individualized instruction to ensure all employees, regardless of learning style or location, can take advantage of our offerings 24/7.

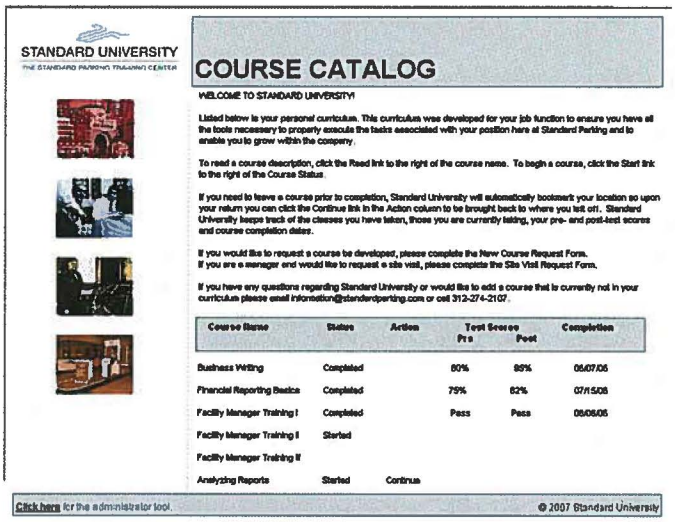
Our Training Infrastructure

Standard University® is the face of our learning management system which not only houses and tracks our training content and users, it also allows us to set up job specific curriculum. This provides the employee a definitive learning path to not only master his/her current position but to also provide the path necessary to advance within the Company. Standard University is available to our employees 24/7 so they are able to get the training they need, when they need it. The robust reporting features allow managers the ability view the status of all completed training initiatives and the respective evaluation scores as well as those courses that are currently in progress by the employee.

STANDARD UNIVERSITY
THE STANDARD PARKING TRAINING CENTER

Our Programs

Along with our job specific curriculum, we offer several programs that are required study for all employees of Standard Parking including our Three Keys to Customer Service Program and Three Keys Refresher Programs. Our dedication to excellence in customer service is a Company wide initiative created to ensure that our frontline staff as well as our supporting office employees appreciate the importance of exceptional customer service and consistently demonstrate extraordinary customer service skills.



General Manager Training Program

The General Manager Training is comprehensive blended program utilizing instructor-led, web-based and individualized instruction to educate new and current General Managers. The program includes instruction on proper facility operating procedures, which not only complies with our stringent internal audit policies processes, but also complies with the requirements of Sarbanes-Oxley. The rigorous program requires each participant to complete approximately six hours of web-based pre-work in order to prepare for the intense instructor-led portion of the training. The instructor-led portion will not only solidify the content conveyed in the pre-work but it also offers the participants a chance to collaboratively discuss and learn from each others experiences.

Upon completion of the program the participants are continually evaluated by utilizing realistic scenarios to ensure retention and application of the processes, procedures, policies and skills imparted during the training and that they are being applied and implemented at each facility. Some of the topics covered in the General Manager Training include, but are not limited to:

General Manager Job Plan
Cleared Transactions
Manual Tickets
Exception Tickets
Cashier Shift Report
Ticket to Tape Audit
Underrings and Overring
Cash Over/Short
Validations to be Billed Programs
Coupon Administrator Program
Ingress and Egress Reports
Segregation of Duties
Monthly Accounts Receivable
Tickets
Key Card Audits
AS400 Overview and Queries for General Managers
Honor Box Operations
Mystery Shopper Program
Operations Standards Reference Guide
Interviewing
Controlling Labor Costs
Reporting Payroll
Discipline Policies
Non-Harassment & Diversity
Safety

Three Keys to Customer Satisfaction
Within the first three months of employment comes the enhancement of customer service skills through our targeted *Three Keys to Customer Satisfaction* training program. Our reputation for outstanding customer service has been built to emphasize facility and employee appearance, constructive customer relations and positive resolution of customer inquiries and concerns.

Key #1—First Impressions: Facility and Employee Appearance. Employees learn the importance of maintaining a professional appearance both personally and within the facility or office.

Key #2—Successful Customer Interactions. Our business is effectively dealing with people. Whether as a cashier, valet attendant, auditor or CSR, we are constantly interacting in some way with parking customers. To make sure these interactions always proceed smoothly, the Three Keys to Customer Satisfaction program enforces the importance of looking good, warmly greeting customers, communicating in a polite and professional manner, and saying good-bye with a sincere thank you.

Key #3—Effectively Resolving Customer Issues. Some customers want information, some want solutions and some just want an ear to bend. Training helps frontline and supporting office employees to identify the issue and determine the appropriate approach to take in order to get a resolution to satisfy the customer.

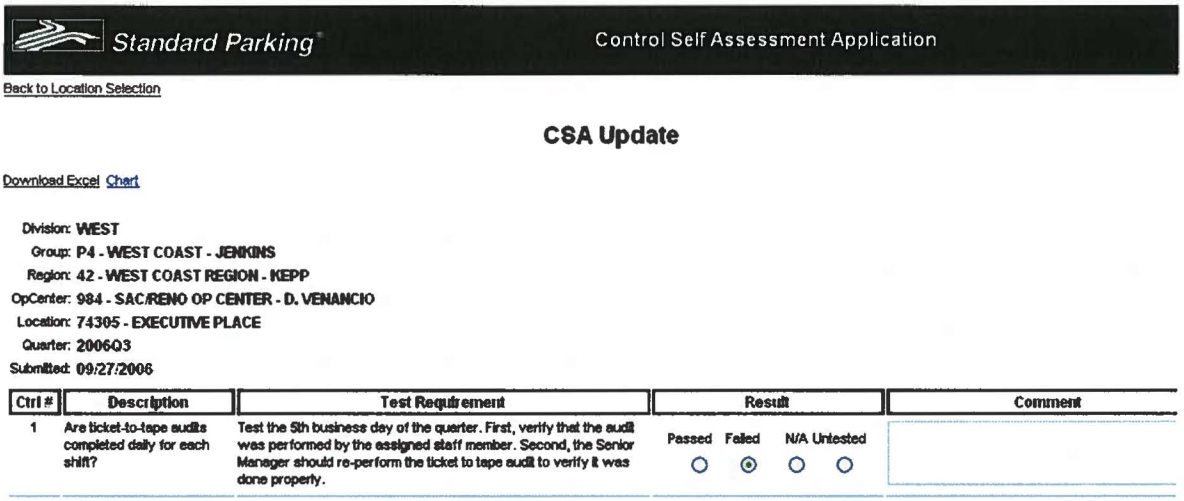
Three Keys Refresher Training Program
Customer service training does not stop with the Three Keys Customer Service Program. Our employees are required to continually update their customer service knowledge, skills and techniques by completing at least one refresher customer service training course per year to ensure their skill set is continually enhanced.

Customized Training Initiatives

Unique situations at a facility may require further analysis to precisely determine the specific training needs. Our Site Visit process allows our facilities to document and discuss their issues with a trainer who can then customize a training program specific to the needs of the facility and its employees. This system not only provides customized training to our facilities, it also gives us insight to the needs of the Company as a whole and where we need to concentrate development efforts.

Monitoring Employee Performance

We augment our training program with a multi-faceted monitoring system designed to ensure satisfactory on-the-job performance.



Standard Parking — Control Self Assessment Application

Back to Location Selection

CSA Update

Download Excel Chart

Division: WEST
Group: P4 - WEST COAST - JENKINS
Region: 42 - WEST COAST REGION - KEPP
OpCenter: 984 - SAC/RENO OP CENTER - D. VENANCIO
Location: 74305 - EXECUTIVE PLACE
Quarter: 2006Q3
Submitted: 09/27/2006

Ctrl #	Description	Test Requirement	Result				Comment
1	Are ticket-to-tape audits completed daily for each shift?	Test the 5th business day of the quarter. First, verify that the audit was performed by the assigned staff member. Second, the Senior Manager should re-perform the ticket to tape audit to verify it was done properly.	Passed	Failed	N/A	Untested	
			○	◉	○	○	

Training Compliance

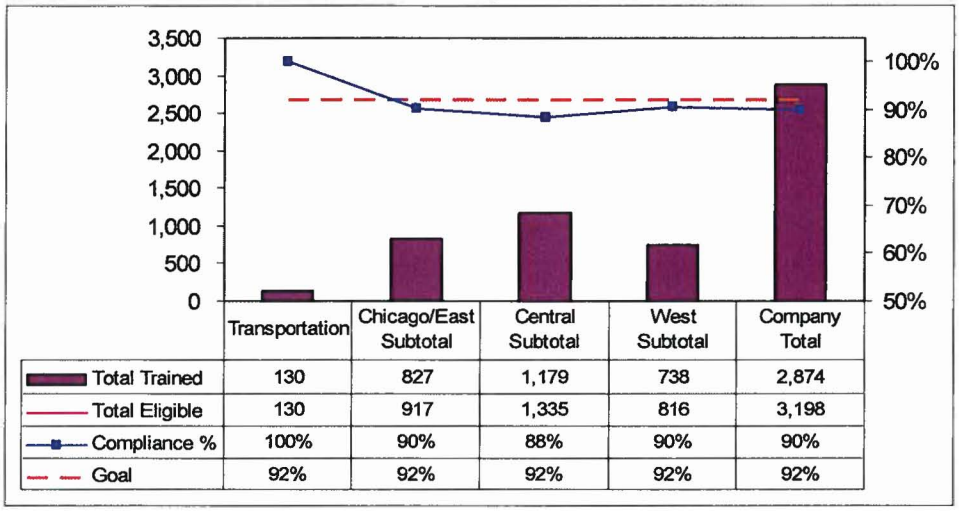
New employees are immediately granted access to Standard University and a curriculum is assigned so they may begin their training immediately. Our learning management system tracks their progress and managers can see their progress.

Frequency and Items Evaluated

We augment our training program with a multi-faceted monitoring system designed to ensure superior on-the-job performance.

- ***Training Compliance***. To guard against any new employees "slipping through the cracks," our corporate training department monitors compliance reports to verify that each new employee has participated in the appropriate training programs within the prescribed timeline. These training compliance reports are distributed quarterly to all levels of management so that they can better gauge their training activity.

Three Keys To Customer Satisfaction Compliance Report



	Transportation	Chicago/East Subtotal	Central Subtotal	West Subtotal	Company Total
Total Trained	130	827	1,179	738	2,874
Total Eligible	130	917	1,335	816	3,198
Compliance %	100%	90%	88%	90%	90%
Goal	92%	92%	92%	92%	92%

- ***In-house Auditing***. Our in-house auditing team and our Corporate Training Department will visit SAN on a regular basis to evaluate employee performance in technical as well as customer service proficiency. The respective manager being audited has an obligation to create an action plan with timelines to improve those areas identified in the audit that are performing below expected standards. These reports and action plans are shared with every level of management from Senior Managers to the CEO. Regularly various levels of management meet to review scores for tracking progress and ensure accountability.

- ***Senior Manager Audits***. Senior managers supplement our in-house audits by performing their own regional audits twice annually. Some regions use this audit as a training tool assigning Senior Managers other locations so that they can evaluate another location, objectively, while learning a new facet to operations.

- ***Customer Surveys***. Customer surveys are routinely and randomly conducted so that our parkers can provide direct feedback and observations regarding the quality of our employees.

- ***Annual Three Keys to Customer Satisfaction.*** Each year the Training Department surveys front-line employees hired within the previous 12 months. These surveys measure the level of training received and the employees' retention of the training program's objectives. For those areas that score below 95%, the respective Customer Service Coordinator must create and execute an action plan to improve scores before the year's end.

Promotional Opportunities and Training and Development Programs

Standard Parking is a company that is truly committed to the development and advancement of our employees. We have recently implemented a comprehensive Management Review and Development Program. In basic terms, this means that we have integrated a set of HR processes that drive the strategic and annual goals of the Company. These processes include:

People Development Program and Succession Planning - ensuring our employees have the necessary skills and opportunities to excel in their current and future positions as well as planning for future leadership needs.



Performance Management – the ongoing evaluation of employees' performance (annual goals, accountabilities/metrics and organizational competencies) against planned results and expectations.

Goal Setting – the establishment of meaningful goals that collectively will result in the achievement of the Company business goals.

Compensation Management – a merit system where rewards are integrally linked to an objective evaluation of corporate and individual performance.

For those employees focused on advancing their careers, they are able to utilize the training offered through *Standard University*® and our *Internal Posting Program* in preparation for that next step in their careers. The Training Department, in conjunction with Human Resources and our field operations and management team, has established formalized career development training for each operational position in the Company. These plans are available to all employees and their completion of the lessons is evaluated by both their direct supervisor and the Training Department.

During the employee performance review process, the supervisor is required to review with the employee his/her career development objectives for the upcoming year and recommend internal resources to advance those objectives, in addition to reviewing the employee's prior year's performance. The supervisor is also required to discuss with the employee performance issues that may impede advancement and again, recommend the internal resources to rectify the specific issues identified by both supervisor and employee.

The Human Resources Department has already spearheaded a formalized succession planning process to identify core competencies, job responsibilities and required skills for every management-level position within the Company. We are well-positioned to evaluate our internal compensation, employee performance evaluation and training programs to ensure each is aligned with providing employees appropriate career advancement opportunities.

Just as important, we have worked diligently to instill a commitment to client satisfaction in all of our team members. Accordingly, client satisfaction is integrated into how we train our people, how we evaluate performance, how we set goals and how we compensate. We believe this commitment ultimately reduces the cost of the service we provide to our clients because we are ensuring that our employees are fully engaged and charged when they come to work every day.

Employees can also volunteer to take on additional roles in the Company to learn different aspects of operations while supporting internal initiatives. The *Customer Service Coordinator* and *Peer Coach* are two such roles. By performing these roles, the individuals involved have an

opportunity to work with the different types of facilities, equipment, contracts, etc. that we manage on behalf of our clients. This on the job experience provides these employees practical knowledge they may not gain in their current position alone and adds to their value for that next career step.

SAN Position Specific Training Programs from Standard University

Cashier

Core Courses

Communication
- Email Etiquette

Customer Service
- Three Keys to Customer Satisfaction
- Telephone Skills Training
- Calming Upset Customers
- Making a Positive First Impression
- Properly Greeting Your Customers

Employee Relations
- New Hire Orientation Video

Internal Systems
- AS400 Access Inquiry

Operations
- Segregation of Duties
- Leading the Way: Environmental Protection and Compliance DVD
- Organizing Your Workstation
- Cashier Technical Skills

Safety
- Safety Overview

Valet Attendant and CSR

Core Courses

Customer Service
- Three Keys to Customer Satisfaction
- Telephone Skills Training
- Calming Upset Customers
- Making a Positive First Impression
- Properly Greeting Your Customers

Employee Relations
- New Hire Orientation Video

Internal Systems
- Tour of Standard University

Operations
- Check and Credit Card Acceptance
- Claims Management
- Cleared Transactions Review
- Equipment Meters and the Ingress/ Egress Report
- Internal Audit Overview
- Key Card Reconciliation
- Change Analysis
- Segregation of Duties
- Ticket to Tape Audit
- Valet and Hand Issued Tickets
- Leading the Way: Environmental Protection and Compliance DVD
- Organizing Your Workstation
- Valet Technical Skills
- Cashier Technical Skills
- Traffic Control

Safety
- Safety Overview

Training Staff

Core Courses

Business Development
- Proforma Template

Business Essentials
- Time Management (Second Edition)

Communication
- Basics of Effective Communication (Second Edition)
- Conflict Intervention (Second Edition)
- Presentation Skills (Second Edition)
- Grammar Essentials
- Email Etiquette

Customer Service
- Building Strong Customer Relationships (Second Edition)
- Three Keys to Customer Satisfaction
- Telephone Skills Training
- Calming Upset Customers
- Making a Positive First Impression
- Properly Greeting Your Customers

Employee Relations
- New Hire Orientation Video

Internal Systems
- AS400 Access Inquiry
- Operational Control Self Assessment

- Contract and Parker Management System
- Clientview
- SRC Budget Training
- Soundpath
- Workforce Management: Stromberg eSupervisor Training
- SRC Reports
- AS400 for Accountants
- Tour of Standard University

Operations

- Check and Credit Card Acceptance
- Claims Management
- Cleared Transactions Review
- Coupon and Hangtag Administrator Program
- Equipment Meters and the Ingress/Egress Report
- Internal Audit Overview
- Key Card Reconciliation
- Rate Change Analysis
- Segregation of Duties
- Ticket to Tape Audit
- Valet and Hand Issued Tickets
- General Manager Training
- Leading the Way: Environmental Protection and Compliance DVD
- Organizing Your Workstation
- Shuttle Bus Driver Technical Skills
- Valet Technical Skills
- Cashier Technical Skills
- Traffic Control

Project Management

- Managing Projects (Second Edition)

Microsoft Office Applications

- Microsoft® Office Excel 2003: Level 1
- Microsoft® Office Excel 2003: Level 2
- Microsoft® Office Outlook 2003: Level 1
- Microsoft® Office Outlook 2003: Level 2
- Microsoft® Office PowerPoint 2003: Level 1
- Microsoft® Office PowerPoint 2003: Level 2
- Microsoft® Office Word 2003: Level 1
- Microsoft® Office Word 2003: Level 2

Safety

- Safety Overview

Safety and Risk

A Lead Supervisor will assume this role at SAN.

Core Courses

Course Code Accounting and Finance

- Financial Basics for Non-Financial Managers (Second Edition)

Business Essentials

- Time Management (Second Edition)

- Developing a Strategic Plan (Second Edition)
- Understanding and Using Contracts (Second Edition)

Communication

- Basics of Effective Communication (Second Edition)
- Conflict Intervention (Second Edition)
- Presentation Skills (Second Edition)
- Grammar Essentials
- Email Etiquette

Customer Service

- Three Keys to Customer Satisfaction

Employee Relations

- New Hire Orientation Video

Internal Systems

- AS400 Access Inquiry

Operations

- General Manager Training
- Leading the Way: Environmental Protection and Compliance DVD
- Shuttle Bus Driver Technical Skills
- Valet Technical Skills
- Traffic Control

Project Management

- Managing Projects (Second Edition)

Microsoft Office Applications

- Microsoft® Office Excel 2003: Level 1
- Microsoft® Office Outlook 2003: Level 1
- Microsoft® Office Outlook 2003: Level 2
- Microsoft® Office PowerPoint 2003: Level 1
- Microsoft® Office Word 2003: Level 1

Safety

- Safety Overview

Supervisor

Core Courses

Communication

- Email Etiquette

Customer Service
- Three Keys to Customer Satisfaction
- Telephone Skills Training
- Calming Upset Customers
- Making a Positive First Impression
- Properly Greeting Your Customers

Employee Relations
- New Hire Orientation Video

Internal Systems
- AS400 Access Inquiry

Operations
- Check and Credit Card Acceptance
- Claims Management
- Cleared Transactions Review
- Coupon and Hangtag Administrator Program
- Equipment Meters and the Ingress/Egress Report
- Honor Box Overview
- Internal Audit Overview
- Key Card Reconciliation
- Paystation Revenue Reporting
- Rate Change Analysis
- Segregation of Duties
- Ticket to Tape Audit
- Valet and Hand Issued Tickets
- Leading the Way: Environmental Protection and Compliance DVD
- Organizing Your Workstation
- Shuttle Bus Driver Technical Skills
- Bank Lot Attendant Technical Skills
- Valet Technical Skills
- Cashier Technical Skills
- Traffic Control
- Cash Over/Short
- Controlling Labor Costs
- Discipline Policies
- Exception Tickets
- Manual Ticket Review
- Mystery Shopper Program
- Overrings and Underrings
- Reporting Payroll
- Validations to be Billed Program
- Monthly Accounts Receivable
- Non-Harassment and Diversity
- Cashier Shift Report
- Interviewing Skills

Safety
- Safety Overview

Audit

Core Courses

Course Code Accounting and Finance
- Financial Basics for Non-Financial Managers (Second Edition)

Business Essentials
- Time Management (Second Edition)
- Leading Effective Teams (Second Edition)

Communication

- Basics of Effective Communication (Second Edition)
- Conflict Intervention (Second Edition)
- Grammar Essentials
- Email Etiquette

Customer Service

- Three Keys to Customer Satisfaction
- New Hire Orientation Video

Internal Systems

- AS400 Access Inquiry
- Operational Control Self Assessment
- Stromberg eSupervisor Training
- SRC Reports
- Contract and Parker Management System
- Workforce Management:

Microsoft Office Applications

- Microsoft® Office Excel 2003: Level 1
- Microsoft® Office Outlook 2003: Level 1
- Microsoft® Office PowerPoint 2003: Level 1
- Microsoft® Office Word 2003: Level 1

Safety

- Safety Overview

Human Resources

Core Courses

Course Code Accounting and Finance

- Financial Basics for Non-Financial Managers (Second Edition)

Business Essentials

- Time Management (Second Edition)
- Leading Effective Teams (Second Edition)

Communication

- Basics of Effective Communication (Second Edition)
- Conflict Intervention (Second Edition)
- Presentation Skills (Second Edition)
- Grammar Essentials
- Email Etiquette

Customer Service
- Three Keys to Customer Satisfaction

Employee Relations
- Motivating Employees (Second Edition)
- Solving Problems As A Team (Second Edition)
- Interviewing Job Candidates (Second Edition)
- Conducting Performance Reviews (Second Edition)
- Discharging Employees (Second Edition)
- Disciplining and Redirecting Employees (Second Edition)
- New Hire Orientation Video

Internal Systems
- AS400 Access Inquiry
- Workforce Management: Stromberg eSupervisor Training

Management/Leadership
- Applying Leadership Basics (Second Edition)
- Creating a Strong Leadership Team (Second Edition)
- Delegating (Second Edition)
- Managing Company Change (Second Edition)
- Providing Effective Feedback (Second Edition)
- Recognizing Employee Performance (Second Edition)
- Setting Performance Goals and Expectations (Second Edition)
- Leading Effective Meetings (Second Edition)

Project Management
- Managing Projects (Second Edition)

Microsoft Office Applications
- Microsoft® Office Excel 2003: Level 1
- Microsoft® Office Outlook 2003: Level 1
- Microsoft® Office Outlook 2003: Level 2
- Microsoft® Office PowerPoint 2003: Level 1
- Microsoft® Office Word 2003: Level 1
- Microsoft® Office Word 2003: Level 2

Safety
- Safety Overview

Assistant General Manager

Core Courses

Communication
- Email Etiquette

Customer Service
- Three Keys to Customer Satisfaction
- Telephone Skills Training
- Calming Upset Customers
- Making a Positive First Impression
- Properly Greeting Your Customers

Employee Relations
- New Hire Orientation Video

Internal Systems
- AS400 Access Inquiry

Operations
- Check and Credit Card Acceptance
- Claims Management
- Cleared Transactions Review
- Coupon and Hangtag Administrator Program
- Equipment Meters and the Ingress/Egress Report
- Honor Box Overview
- Internal Audit Overview
- Key Card Reconciliation
- Paystation Revenue Reporting
- Rate Change Analysis
- Segregation of Duties
- Ticket to Tape Audit
- Valet and Hand Issued Tickets
- Leading the Way: Environmental Protection and Compliance DVD
- Organizing Your Workstation
- Shuttle Bus Driver Technical Skills
- Bank Lot Attendant Technical Skills
- Valet Technical Skills
- Cashier Technical Skills
- Traffic Control
- Cash Over/Short
- Controlling Labor Costs
- Discipline Policies
- Exception Tickets
- Manual Ticket Review
- Mystery Shopper Program
- Overrings and Underrings
- Reporting Payroll
- Validations to be Billed Program
- General Manager Job Plan
- Monthly Accounts Receivable
- Non-Harassment and Diversity
- Cashier Shift Report
- Interviewing Skills

Safety
- Safety Overview

General Manager

Core Courses

Course Code Accounting and Finance
- Financial Basics for Non-Financial Managers (Second Edition)

Business Development
- Basics of Effective Selling (Second Edition)

Business Essentials
- Time Management (Second Edition)
- Leading Effective Teams (Second Edition)

Communication
- Basics of Effective Communication (Second Edition)
- Conflict Intervention (Second Edition)
- Presentation Skills (Second Edition)
- Grammar Essentials
- Email Etiquette

Customer Service
- Building Strong Customer Relationships (Second Edition)
- Three Keys to Customer Satisfaction
- Telephone Skills Training
- Calming Upset Customers
- Making a Positive First Impression
- Properly Greeting Your Customers

Employee Relations
- Motivating Employees (Second Edition)
- Solving Problems As A Team (Second Edition)
- Interviewing Job Candidates (Second Edition)
- Conducting Performance Reviews (Second Edition)
- Discharging Employees (Second Edition)
- Disciplining and Redirecting Employees (Second Edition)
- New Hire Orientation Video

Internal Systems
- AS400 Access Inquiry
- Operational Control Self Assessment
- Contract and Parker Management System
- Workforce Management: Stromberg eSupervisor Training

Management/Leadership
- Applying Leadership Basics (Second Edition)
- Creating a Strong Leadership Team (Second Edition)
- Delegating (Second Edition)
- Managing Company Change (Second Edition)
- Providing Effective Feedback (Second Edition)
- Recognizing Employee Performance (Second Edition)
- Setting Performance Goals and Expectations (Second Edition)

- Leading Effective Meetings (Second Edition)

Operations

- Check and Credit Card Acceptance
- Claims Management
- Cleared Transactions Review
- Coupon and Hangtag Administrator Program
- Equipment Meters and the Ingress/Egress Report
- Honor Box Overview
- Internal Audit Overview
- Key Card Reconciliation
- Paystation Revenue Reporting
- Rate Change Analysis
- Segregation of Duties
- Ticket to Tape Audit
- Valet and Hand Issued Tickets
- Leading the Way: Environmental Protection and Compliance DVD
- Organizing Your Workstation
- Shuttle Bus Driver Technical Skills

Project Management

- Managing Projects (Second Edition)

Microsoft Office Applications

- Microsoft® Office Excel 2003: Level 1
- Microsoft® Office Excel 2003: Level 2
- Excel 2003: Writing Formulas
- Microsoft® Office Outlook 2003: Level 1
- Microsoft® Office PowerPoint 2003: Level 1
- Microsoft® Office Word 2003: Level 1
- Microsoft® Office Word 2003: Level

- Managing within the Law

- Bank Lot Attendant Technical Skills
- Valet Technical Skills
- Cashier Technical Skills
- Traffic Control
- Cash Over/Short
- Controlling Labor Costs
- Discipline Policies
- Exception Tickets
- Manual Ticket Review
- Mystery Shopper Program
- Overrings and Underrings
- Reporting Payroll
- Validations to be Billed Program
- General Manager Job Plan
- Monthly Accounts Receivable
- Non-Harassment and Diversity
- Cashier Shift Report
- Interviewing Skills

f. Employee Handbook

Please refer to Exhibit 3 for a sample of our Employee Handbook.

g. Employment Incentive Programs

Our employees continually go above and beyond the call of duty. The *Strive for Excellence* program offers several exciting programs and awards that can be customized to the needs of each facility in order to motivate employees as well as reward and reinforce their efforts.

Program	Overview
Awesome Attendance	Rewards team efforts at being on the job every day for a month. Winning teams receive pizza parties and certificates of achievement.
Beat the Clock	Helps reduce tardiness by rewarding employees who are on time for early for work each day.
Looking Good	Employees that wear their uniform components appropriate for a week are given a playing card. At the end of the month, the employee with the best poker hand wins a gift certificate, although everyone gets a prize.
A is for Accuracy	Recognizes cashiers who complete accurate daily revenue reports.
I've Got the Drive	Showcases shuttle bus drivers and valet attendants who provide top-notch customer service and meet performance goals.

Proposed Incentive Plan

If approved by SAN, Standard will institute the following incentive plan that is used to evaluate the performance of each Cashier, Customer Service Agent, Valet Attendant, Maintenance and Inventory personnel based upon the criteria and scoring set forth below. Full-time employees are eligible for cash bonuses of up to $25 per month. Part-time employees are eligible to receive a prorated bonus, based upon the percentage of time worked during the subject month - point scores will be prorated as well. The program would be evaluated daily by our supervisory staff.

Each supervisor will be evaluated by the performance of his/her designated staff in relation to the criteria below and would also be eligible for a cash bonus of $25 a month if 90% or more of the team scores at a Level 1 and $15 for 75-90% of their team scores at a Level 2.

Criteria

Attendance - On-time as scheduled	Yes = +1 point per day	No = -1 point per day
Work area left clean	Yes = +1 point per day	No = -1 point per day
Uniform – Complete, clean	Yes = +1 point per day	No = -1 point per day
Accurate daily paperwork	Yes = +1 point per day	No = -1 point per day
Perfect attendance – No absences or tardies	+10 points per month	

Customer or SAN Compliment	+10 points per occurrence
Customer or SAN Complaint	-10 points per occurrence
Completed S.U. module	+10 points
Outstanding Performance Award	+ 5 points
Written Disciplinary Action	-20 points per occurrence
Standard University Scores A = 5 points	B = 2.5 points

Scoring

Level 1	85 points or more	$25
Level 2	70 to 84 points	$15
No Bonus	69 points or less	$ 0

Employees will receive a $50 bonus for any suggestion that is approved and implemented by the SAN.

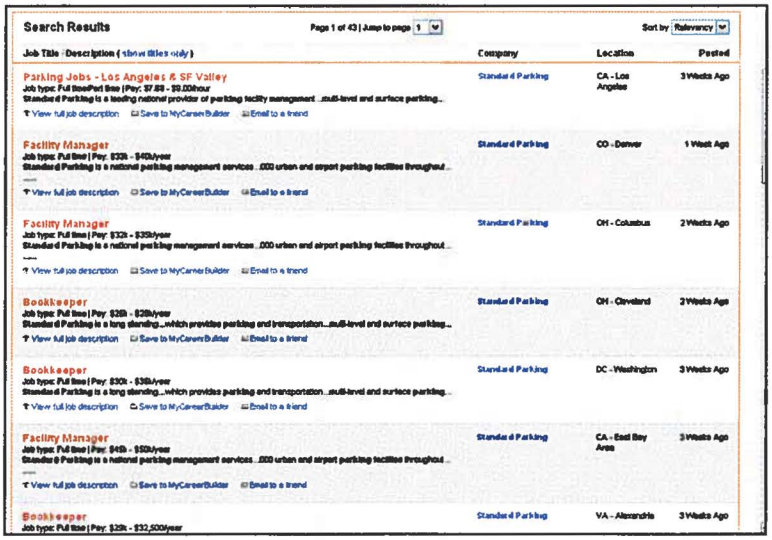
Employee of the Quarter will be selected by the Management Team and awarded a $100 bonus. Employee of the Month criteria will be approved by SAN before implementation.

h. Employment Policies

Excellence in Employee Performance

It begins with the recruitment and selection of employees. Standard Parking recognizes the first step toward employee success is providing the Hiring Manager the tools and resources needed to effectively recruit, evaluate and screen candidates. The Company recognized the need to recruit effectively, we have developed position-specific structured interviews to ensure that Hiring Managers are evaluating both the technical competencies and behaviors to succeed in our various positions. Most importantly, Standard Parking recognizes that every location has unique, individual requirements for defining and carrying out operational excellence. To that end, we always consult with our clients to ensure that all operational expectations and location-specific needs are identified and addressed in the development of our recruitment solutions.

To enable the recruitment process for our operations teams, the Human Resources Department has created recruitment resources, interviewing and hiring training programs, structured interviews and pre-employment programs to ensure the selection of the most suitable candidate for each open position. Our Recruitment Department also assists our operating divisions in implementing, managing and monitoring these tools to support each of these selection components.



Standard Parking employs a number of different recruitment sources to post positions and collect applications and resumes:

- Internal Job Posting Program
- Major Internet Job Boards
- Employee Referral Program
- Standard Parking's Online Career Center
- Industry and Media Ads
- Campus Career Centers
- Community Organizations
- Job Fairs
- Participation in Industry Associations and Organizations

As the resumes or applications are received, the Recruitment Specialist or Hiring Manager screens and selects the candidates and coordinates the interview schedule. Hiring Managers are trained and equipped with specific sets of interview questions for each type of position so they can appropriately ask and collect information during the interview process. After the interviews, the Hiring Manager completes an evaluation exercise to accurately determine the best candidate for the position.

Standard Parking will partner with an outside web-based recruitment solution vendor to implement an applicant tracking system that will provide our entire operations organization access to a centralized searchable applicant database. The intent is that Hiring Managers will be able to make better and quicker hiring decisions as they will not be limited to the applications or resumes received at a specific location. Additionally, this tool will enable applicants to complete a pre-screening questionnaire. We firmly believe this tool will save Hiring Managers much valued time in reviewing critical information about candidates up front before an interview is even considered, and accordingly be able to spend their time running the operation rather than spending their time going through the hiring cycle.

We will have an online career center which will provide a mechanism for frontline candidates to express interest in employment with Standard Parking. Postings for management and administrative positions will also reside on our online career center. The online career center will be an effective tool in helping us brand ourselves as an "employer of choice", by enabling us to share key information that we feel is relevant to any prospective employee, such as potential career paths, benefits, training opportunities, our commitment to diversity, etc. Effective employment branding will help us attract the caliber of candidates we are seeking for Standard Parking and as importantly - our clients.

Standard Parking is a leader in the service industry by requiring that comprehensive background checks are part of our pre-employment process. These stringent mandates have significantly reduced our employment risk in areas such as workplace violence, fraud and theft. Before any job offer is finalized, at a minimum, each frontline candidate completes a comprehensive pre-screening process for criminal, DMV records for driving positions and drug usage (at specified locations). For management positions and many administrative positions, candidates are required to pass a stringent pre-employment screening process that includes criminal, DMV, credit history, employment and education verification.

Standard Parking has found our approach and process for sourcing, interviewing, evaluating and testing potential employees has benefited our turnover rates and staffed the Company with a quality team of parking professionals. We are very proud that Standard Parking maintains a lower turnover rate than found in other companies in the service industry.

Extent of Background Investigations

All Standard Parking management personnel receive extensive training on utilization of recruiting resources, application screening and interviewing techniques. In addition, we complete mandatory pre-employment testing on every prospective new-hire prior to final selection.

Every applicant fills out an employment application used to screen and select persons for interviewing. The applicant's qualifications as shown on the employment application are compared to the job guidelines established by Standard Parking.

After applications are screened, the General Manager interviews each potential candidate in person. An extensive interview process is performed as detailed in the Standard Parking Hiring Guide and management training programs.

Every candidate for employment must successfully complete a criminal background check and pre-employment drug test prior to receiving an offer of employment.

Criminal Background Checks:

Standard Parking contracts with HireRight, an outside criminal background service, to perform background checks (including criminal record searches, credit history, motor vehicle record searches, education verification, employment verification and drug screening) on all prospective entry level and management candidates. Results are accessed via the Internet or faxed directly to the requestor, within 72-96 hours of submitting a request.

HireRight HIRE SAFE. HIRE SMART. HIRERIGHT.

Standard Parking has determined the following checks to be appropriate based on the position being offered.

Non-Management Candidates

- Criminal record
- Motor vehicle record

Management and Supervisory Candidates

- Criminal record
- Credit history
- Motor vehicle record (if driving position)
- Education verification
- Employment history verification

Pre-Employment Drug Tests:
Standard Parking requires pre-employment drug testing of all candidates as the final step in the hiring process. Client approval may be required at some locations. The test consists of a standard 5-panel drug screen. HireRight is also the vendor for pre-employment drug testing.

Equal Opportunity Employment
Standard Parking is committed to the goal of equal and representative opportunities for minorities, women and disabled.

With respect to the Company's internal operations, the Company will aggressively pursue employment practices that provide equal opportunity to all people regardless of sex, color, age, race or creed. The Company will not countenance discrimination against any employee or applicant in any aspects of employment, including hiring, promotions, termination, compensation, benefit programs and education opportunities. All managers who are involved with employment activities will be responsible for conforming to this policy and the compliance requirements of applicable state and federal regulations.

The Company's philosophy with respect to the quality management of parking facilities is based upon prudent business principles, combined with a creative and flexible view of opportunities. Its day-to-day challenge in operating properties is to provide and manage such locations with care and attention to detail that is unparalleled in the parking industry. Similarly high standards will also be applied to efforts related to equal opportunity and participation by Minority Business Enterprises (MBE) and Women Business Enterprises (WBE). Affirmative Action should be an essential element in any development process, and the Company will establish and implement an honorable, progressive, innovative, and goal oriented program that serves appropriate sectors of the community.

The Company has adopted a policy of equal employment opportunity with respect to all on-site contractors and subcontractors and will seek to assure that all of its contractors and subcontractors abide by the spirit of the intent of this policy statement and establish goals. Additionally, the Company will seek to ensure and maintain a working environment free of harassment, intimidation, and coercion at all sites and in all facilities at which the Company's employee may work. It shall be specifically ensured that all on-site supervisory personnel are aware of and carry out the obligation to maintain such working environment, with specific attention to minority and/or female individuals.

The Company is committed to a comprehensive MBE/WBE business development as well as minority and female employment. The Company wants to ensure that maximum opportunities exist for such firms and is confident that it will meet or exceed all goals it established on all projects.

Finally, in recognition of the fact that successful affirmative action programs are important to the continued growth and vitality of society as a whole, the Company will continue to take affirmative action to ensure that business opportunities are provided and that all job applicants are employed and treated in a non-discriminatory manner.

Commitment to Diversity & Respect

Standard Parking has one of the most diverse workforces in the industry. That workforce brings "out of the box" solutions and perspectives that enrich us as a company.



To maintain that workforce Standard Parking goes beyond the standard Equal Employment Opportunity policy to create a comprehensive Non Harassment program. The policy is an essential component of the employment proposition and is conveyed to each employee when they first start working for Standard Parking. Annually, our CEO, Jim Wilhelm confirms in writing to each employee our continued commitment to non-harassment, respect and integrity.

To support this effort, Standard Parking has a Diversity Awareness Training program to assist managers as they oversee employees from all over the world, of all ages, religions, races and cultures. Furthermore, the Company provides an outsourced 24/7Hotline for employees to report any employment concerns they may have. The Hotline provides employee's access to trained multi-lingual specialists. All reported concerns are investigated by Standard Parking's Human Resources and Internal Audit professionals.

Standard Parking believes that our commitment to integrity in all that we do is an essential component to our success. To that end, all Standard Parking managers sign the Code of Conduct which confirms the Company's expectation that Integrity is an integral part of all of we do.

General Personnel Policies and Procedures

It is essential to our success that all employees reflect the highest possible standards in the performance of their responsibilities. In turn, it is the Company's intent and desire to provide good jobs, with a fair day's pay for a fair day's work; to maintain safe and proper working conditions; to treat all employees fairly, without discrimination or favoritism; and to keep employees informed concerning what is expected of them.

Employee conduct, reflecting the guidelines outlined below, is the most visible and important measure that the public has in evaluating our performance. Attention to each point is, therefore, extremely important. Violations of these guidelines may result in disciplinary action up to and including termination of employment.

This list is not all-inclusive. Since it is impossible to list guidelines to cover every situation, the absence of an illustration from this list will not be the basis for avoiding disciplinary action when the Company believes such action is warranted. In the case of a union employee where employment is governed, in part, by the terms of a collective bargaining agreement, the provisions of the collective bargaining agreement will control, to the extent that there is any conflict with these regulations and policies.

Attendance

Failure to observe scheduled working hours reduces productivity and places an unfair burden on fellow employees. Employees are expected to report to work as scheduled, and are to be at their

work station in uniform and ready to begin work at the assigned starting time and again at the prescribed time after break and meal periods.

On any occasion when the employee is unable to report to work due to an unscheduled absence (e.g., due to an illness or emergency), the employee must call his manager/supervisor at least two hours prior to the starting time, or as soon as possible if the circumstances do not allow for such prior notice. The employee should advise the manager/supervisor of the reason for the absence, and tell him/her when he/she can be expected to return to work. If the employee is uncertain of the length of the absence required, he/she must call in each day in advance of the scheduled starting time and notify a manager/supervisor of the continued absence. The employee is responsible for ensuring that proper notice of absence or late arrival is given directly to a manager/supervisor; if a message is left with a co-worker, it is done so at the employee's own risk.

If an absence is due to an illness or injury, the employee may be required to provide appropriate medical certification to support the absence and/or fitness to return to work. Failure to provide proper notification or certification of absence or lateness, as well as unexcused absences, late arrivals or early departures from work may result in disciplinary action, up to and including discharge.

If the employee fails to report to work and fails to notify a manager/supervisor of the absence, it will be treated as if the employee has resigned from employment with the Company.

Absenteeism Policy

Absence is defined as arriving later than sixty (30) minutes after the employee's scheduled start time, leaving work early, or calling off for any reason.

A "no call" or "no show" is grounds for immediate discharge. Employees are required to call their supervisors at least one hour prior to the start of their shifts when calling off for any reason.

This is a "No Fault" absenteeism policy, and there are no "excused" absences and no doctor's excuses will be accepted.

Full-time employees who are absent for any reason as defined above during an anniversary year will be subject to disciplinary action as follows:

1- 4 Absences	No Action
5 Absences	Documented Verbal Warning
6 Absences	Written Warning
7 Absences	2nd Written Warning
8 Absences	Termination

An absenteeism record will be maintained on an anniversary year basis.

Each and every day an employee is absent counts against the total. Example: If an employee is out sick for three days, then three days of absence will be logged against the total, not one "occurrence."

The employer agrees to grant a medical leave of absence in cases of hospitalization, home recovery from an accident or illness following hospitalization, or due to recovery from a major illness such as, but not limited to; measles, mumps, chicken pox, scarlet fever and pneumonia to employees who present official documentation. Such documentation shall indicate the nature of the problem, the amount of medical leave requested, and the expected date of return to work.

Requests for medical leave of absence shall be in writing and the employer's response shall also be in writing. Medical leave shall not be approved for less than seven days, nor exceed 60 days. Applications for extensions must be made and responded to in writing, and must include new official medical documentation regarding the extension indicating how much additional time is needed and an expected date of return to work. The employer reserves the right to grant or not grant such extension.

Falsification of medical documentation will result in immediate discharge. Seniority will be continued during approved medical leaves of absence, and medical leaves will not count against absences as defined above.

Employees who have repeated medical leaves of absence may be subject to discharge due to repeated unavailability for work.

Tardiness

Tardiness is defined as:

a) Arriving at work after the scheduled starting time.
b) Not working at the scheduled starting time.
c) Returning late from a lunch or break period.

A "No Fault" tardiness policy will be used. This means that judgment is never necessary to determine whether an occurrence of tardiness is excused or unexcused. There is no "excused" tardiness. Rather, all occurrences of tardiness are counted within a "rolling" 30 day period. This time frame begins with every instance of tardiness.

The progression of disciplinary action for employees within a rolling 30 day period for tardiness is as follows:

1 Time Tardy	No Action
2 Times Tardy	Documented Verbal Warning
3 Times Tardy	Written Warning
4 Times Tardy	2nd Written Warning
5 Times Tardy	Termination

Five instances of tardiness within 30 days (beginning with every instance of tardiness) will result in termination.

Any employee who receives five warnings for tardiness in a one-year period will be terminated. The year will be based upon the anniversary year of the employee.

Employee Code of Conduct

Prior to finalizing employment with Standard Parking, every prospective employee is presented with a copy of Standard's "Company Regulations and Disciplinary Policy." Each employee is required to sign the statement page, acknowledging he/she has read and understands the Standard Parking Company Regulations and Disciplinary Policy as outlined and agrees to abide by them as a condition of employment.

The original copy of the signed "Work Rules" (Company Regulations and Disciplinary Policy) is filed at the location and a copy is forwarded to Standard's Corporate Headquarters included with the "New-Hire Packet.

Alcohol and Drugs

Illegal drug use and alcohol misuse by employees threaten health and safety, harm productivity, and are contrary to the policies and expectations of the Company and its clients. The goals of the Company's policy on alcohol and drugs - which applies to all employees - are to (i) enhance safety and productivity, and (ii) outline the circumstances in which employees are subject to testing or discipline for violating the Company's drug-alcohol rules.

Employees are expected to report to work free from the adverse effects of alcohol and drugs, and fit for duty. At all times while on duty, while operating Company or customer vehicles or equipment, or while present on the Company premises, employees are prohibited from the following:

- Violating a client's drug-alcohol rules applicable to the facility at which the employee is working.
- Being under the influence of alcohol or illegal drugs or otherwise unfit to work safely, using, possessing, selling, distributing, buying or dispensing illegal drugs, or consuming or possessing alcohol.

This policy does not prohibit the lawful use and possession of prescribed medications. The employee must, however, consult with his doctor about the medication's effect on the ability to work safely, and the employee must promptly disclose any restrictions to a manager/supervisor. The employee is not required to (and should not) disclose underlying medical conditions.

Compliance with these rules is a condition of employment, and employees reasonably suspected of violating these rules are subject to discipline or discharge, depending on the circumstances. Employees also may be required to take and pass drug and alcohol tests when required by the Company's clients or the Company and when suspected of violating the Company's drug and alcohol rules.

The Company reserves the right to inspect all parts and aspects of its premises for illegal drugs or alcohol. All employees and visitors may be asked to cooperate in inspections of their persons, work areas and property that might conceal illegal drugs or alcohol. If an employee refuses to cooperate in inspections, he will be subject to appropriate disciplinary action up to and including

termination of employment. Because a search might result in the discovery of personal possessions, we encourage employees to avoid bringing to the workplace any personal property that they do not wish to reveal to the Company.

"Illegal drugs" are controlled substances determined by the federal government that are not being used under the supervision of a licensed health care professional or in accordance with law.

"Under the influence of alcohol" means an alcohol concentration of .04 or more, or actions, speech, appearance or body odors that reasonably cause a manager/supervisor or manager/supervisor to conclude that an employee cannot work safely or effectively because of alcohol use.

Positive test results and information about legal medication use will be maintained in secure files and kept confidential to the extent required by law.

Smoking

Smoking is prohibited in all of the Company's corporate offices, parking offices and cashier booths. Additionally, smoking is prohibited in all parking areas except as specifically authorized by the facility owner.

Neatness & Personal Appearance/Uniforms

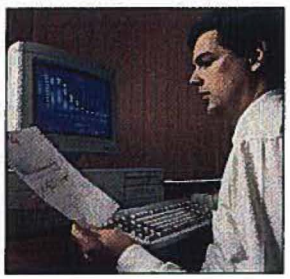
Next to pleasant, courteous and prompt service, the most important business-builder is the neatness of both the facility and its employees. All employees are required to pick up litter and clean the general work area daily as needed.

If uniforms have been provided, the employee is expected to wear the complete uniform at all times while working. T-shirts with emblems or any visible printing should not be worn under the uniform. The only hats to be worn on duty are those that are provided by the Company. Hair should be clean, combed and well-maintained in a businesslike style. Male employees are permitted to wear neat, well-trimmed beards, mustaches and/or sideburns. Identification badges will be worn at all times while on duty and shall be visible on the outermost garment at chest level. If an employee fails to comply with this policy, he can be prohibited from working. Violations of this policy may also result in disciplinary action.

i. Detailed Operating Procedures

Revenue Control Procedures

Revenue control begins at each location through an extensive series of policies and procedures that allow Standard Parking to efficiently collect and manage over $1.6 billion in parking revenue each year. Nearly 50 years of parking experience at some of the largest revenue generating facilities across the country has given Standard Parking the expertise to develop sound and proven collection and auditing procedures.



Our responsibility for revenue control begins when the customer enters the facility. From this point we ensure a continuous chain of accountability for proper processing and recording of revenue from the facility level to corporate accounting and final verification of bank deposits.

When a company is hired to manage an airport parking operation the size of SAN, it is extremely important that the accounting, auditing and overall information systems are up to the task. At Standard Parking, our industry leading, award-winning systems assure our clients that their revenue is accounted for and monitored on a daily basis.

Standard Parking's computer-based accounting system integrates revenue, payroll, accounts payable, property management, contract management and client reporting. In short, our network serves as a key resource for field and corporate management in the monitoring and reporting of all clients parking activity. Standard Parking's field management staff is supported by much more than just information systems. Highly qualified corporate professionals with expertise in the areas of accounting, human resources, legal and other key disciplines play a key role in the support of our field personnel.

Each client is assigned a personal accountant who works in concert with field personnel to prepare all financial statements and to ensure that all revenue and expenses are reported accurately. Parking transaction activity is entered daily into Standard Parking's information network at the local office level. The accounting professionals at Standard Parking have the ability to review, compare and audit the daily transaction activity of any field office or specific location. This additional level of corporate audit capability is another benefit of Standard Parking's advanced information systems technology.

Steve Witte, Director of Airport Accounting, will be assigned to SAN as the accountant responsible for preparing financial statements and reconciling revenue and expense accounts. Steve has intimate knowledge of our operational and accounting requirements and will interface with the Airport's accounting and audit personnel.

Internal Controls

Daily parking activity is monitored through a series of checks and balances designed to ensure accurate recording of all transactions. While the advanced systems available today provide us with significant tools to work with, the systems must be properly administered and procedures must be employed to ensure proper system monitoring and cash handling associated with day-to-day operations. Many of the procedures and reports Standard Parking will employ at SAN are described below.

Shift Audits and Recaps

Shift audits consist of breaking down tickets and revenue by lot and by type. Revenue tickets are counted and all "no-charge" tickets are verified and categorized. Supervisors perform a 100% audit of all exception transactions.

Shift totals are cross checked and validated with the General Totals report which contains linked data for all revenue broken down by rate type, exit counts, checks, cash and short money transactions.

Management utilizes the following sources of data to complete each daily audit:

- Individual cashier shift reports
- Fee Computer Shift Reports
- Yearly Sub-total Report
- General Totals Report
- Transaction Report
- Ticket Type Report
- Daily Deposit Sheet
- Daily Summary Sheet

Credit Card Reconciliation
With credit card transactions accounting for more than half of all parking revenues at most airports, we a pleased to be able to provide our clients with the lowest rates, most stringent controls and more customer service options than anyone else in the industry. Standard Parking accepts credit cards at every airport parking facility we manage, processing and reconciling millions of dollars in credit card revenues each month.

Standard Parking tracks credit card deposits electronically through our TRECS credit card reconciliation program. Credit card deposits are matched daily with revenue information reported by our facility personnel. Any discrepancies are tagged immediately and notifications are sent automatically via email to appropriate accounting and operations personnel.

The Software Systems
Standard has extensive experience with literally all software systems currently in use at airports across the country including the Federal APD and Zeag systems currently in place at the airport. The following narrative identifies common components of system software that Standard Parking utilizes in managing airport facilities.

Most system software use three basic modules to provide a wide range of data: Revenue Management System; Count Monitor System; and Report Generator. The first two modules gather and store relevant data on all transactions from the time a ticket is taken to the time it is collected at exit. This includes real time monitoring and control of all equipment operation, ticket tracking and fee collection. The Report Generator module draws selected data from information gathered and stored in the first two modules. The following are examples of reports used:

The following are examples of system generated reports:

Cashier Shift Report
Automatically generated at the end of each cashier's shift and provides a summary of tickets, revenue and non-revenue transactions. Supervisors use the automated report to ensure proper accounting of each cashier's shift.

Ticket Inventory Report
The Ticket Inventory Report lists all the tickets issued by entrance lane identifying whether the ticket ejected was Regular, Stolen, Back out etc. The User has the option to print for a particular date or range of dates as selected.

Cashier Analysis Report
The cashier analysis report contains transaction counts and dollar amounts by transaction type by the cashier.

Daily Collections and Deposits Report
The daily collections and deposits report contains all collected cash, checks and credit card.

Transaction Detail Report
The transaction report contains all pertinent data for every transaction of each day. Audit personnel use the transaction report to review all manual and automatic transactions to verify accuracy and accountability. Additionally, this report is used by supervisors to periodically review the performance and accuracy of cashiers.

Monthly Ticket Analysis Report
The Monthly Ticket Analysis Report prints common values of processed tickets, the accumulated number of tickets processed for that value and the revenue generated. It also illustrates the percentage of tickets accounting for the greatest percentage of revenue.

Accounts Receivable Report
The accounts receivable report contains information about the insufficient fund transaction information.

Credit Card Summary Report
The credit card summary report contains total credit card sales by day. The details of credit card type and summary information will be printed hourly.

Credit Card Details Report
The cashier analysis report contains transaction counts and dollar amounts by transaction type by the cashier. Also, the credit card type details and summary information is displayed in the report.

Daily Lane Activity Report
The daily lane activity report contains entry lane and exit lane counts for all transactions processed for a specified day. It is used to balance and crosscheck revenue, tickets and inventories for the full day's activities.

Daily Non Revenue Report
The daily non revenue report contains all non-revenue badge transactions, one-time use badge transactions and void transactions including the original fee amount.

LPI Activity Report
The LPI activity report contains any activity for a specified day including disappeared vehicles.

LPI Correction Report
The LPI correction report contains any correction for a specified day.

LPI Disappeared Vehicle Report

The LPI Disappeared Vehicle Report list all vehicles that existed in LPI earlier and subsequently not found in the next LPI upload although the vehicle has not exited. The Report also shows the date seen and the last date seen.

Many other formatted and custom reports are available as required to provide managers and customers with useful data for a variety of applications:

Entry - Exit Summaries
Provide a record of all cars entering/exiting by time block for any designated time frame. Helps identify peak exit times by day and is used by management in planning and scheduling of cashiers.

Count Activity Report
This report identifies peak facility counts used for scheduling and strategic planning.

Count Totals Report
This report cross-references inventories with ticket issues and collections to identify variances.

Validation Report
This report provides a detailed list of store validations or discounted tickets.

Ticket Type Report
This report provides a listing of status on all tickets to include back-outs.

Administrative Logs
Standard Parking maintains and keeps current several administrative control logs used to record information essential to ensuring the quality and integrity of the parking operations.

Over Ring/Under Ring Log

A monthly log is kept listing each cashier that has worked. An entry is made for each shift worked listing adjustments made by amount or recording that no adjustments were made. The log is updated daily when shift audits are performed. All adjustments are checked and verified for legitimacy.

Overage and Shortage Log

A monthly log is kept listing each cashier that has worked. The manager enters the amount of cash over or short by amount or records no variance occurred for every cashier shift worked. The log is updated daily when shift audits are performed. Cashiers are required to make up shortages and are subject to disciplinary action.

Balance Due Register

All "Balance Dues" issued are recorded in chronological order on the Balance Due Register each day (if applicable) when shift audits are performed. The register is used to record amounts owed and collected, identify and prevent repeat offenses and to initiate and record collection activity.

NSF Check Register

All personal checks returned by the bank for non-payment are recorded in the NSF Check Register. Similar to the Balance Due Register, it is maintained in chronological order by date of notification and used to record amounts owed and collected, identify and prevent repeat offenses and to initiate and record collection activity (telephone calls and letters).

Daily Log

A log is kept by day and by shift to record all pertinent information pertaining to the day's operations. Log entries may include; equipment problems, traffic issues, disciplinary or attendance issues, customer comments/complaints, flight delays, security issues and other miscellaneous information.

Missing and Unaccounted for Tickets

Standard Parking defines missing tickets as tickets processed/collected that cannot be physically located. Our policy expects and requires 100% accounting of all collected tickets and does not accept any level of missing tickets. Standard Parking defines unaccounted tickets as the variance between tickets issued and collected as compared to beginning and ending car counts. Standard Parking policy establishes the acceptable level of unaccounted tickets at less than .003 or .3% of total tickets issued.

Procedures for Prevention and Handling Employee Theft

Employees are held accountable for all receipts collected by them and for errors on the collection of parking tickets and for missing parking tickets. Standard Parking will exercise its right as detailed in the "Company Regulations and Disciplinary Policy" to summarily dismiss employees for stealing, misrepresentation of collections and receipts and for unsatisfactorily explained repeated errors in parking ticket and collections. Standard Parking will verbally notify the Airport staff and the Airport Police immediately of any lost, stolen or unaccounted for gross receipts, followed by a written notice within 24 hours. Standard Parking will use its own funds to replace any lost, stolen or unaccounted for gross receipts within 24 hours of discovery.

Standard Parking's policy requires the General Manager to notify the Corporate Security Department and the Regional Manager within 24 hours of any thefts totaling $50 or more. The manager is also required to complete a "Robbery and Theft Report" and send copies to the Corporate Support and Regional offices. "Supplemental" reports must also be completed and forwarded to report any follow-up information or conclusions.

In addition to the stringent auditing and control procedures described, Standard Parking utilizes additional procedures to deter and identify employee theft. Those procedures include Surprise Cash Counts, Fraud Hotline, Lost Ticket Follow-up Calls and Mystery Shopper Program.

Supervisors are required to perform a random "Surprise Cash Count" on a minimum of one cashier per day. Without prior notice, the supervisor enters a cashier booth during the shift, temporarily shuts down the lane and completes a surprise cash count. The supervisor takes a sub-total report on the cashier terminal and counts all money in the cashier drawer (in the presence of the cashier). The supervisor records totals on a surprise cash count form and compares sub-total with cash in drawer plus skims minus starting bank.

Any serious discrepancies are reported immediately to the General Manager for follow-up disciplinary action. Total cash in drawer is also checked to ensure cashier is in compliance with skimming requirements. Disciplinary action will also be taken for an excessive amount of cash in drawer.

All Standard Parking locations are required to post our "Fraud Hotline" telephone number and instructions for reporting improper of suspicious activity. The caller's identity can remain anonymous or is held in strict confidence. Fraud Hotline calls are received by our Corporate Security Department and are investigated jointly with cooperation between Corporate Security and Regional Operations.

Local management is required to audit lost tickets by reviewing each lost ticket to ensure all required information is recorded properly. Additionally, management is required to call telephone numbers recorded on a random sampling of lost tickets as a follow-up customer survey. Management may target a specific cashier if he or she is accepting a high number of lost tickets.

No Charge, Validated and Exception Transactions

All non-standard transactions must be pre-approved in writing by the airport. Prior to transition, Standard would review all approved programs and incorporate procedures for handling these transactions into our employee handbook and on-site operations manual. All non-standard transactions would be separated by shift and each ticket audited to ensure proper information and identification is contained on the ticket.

Lost Ticket Procedures

Any patron losing his or her ticket is required to complete a lost ticket form designed to provide specific identification and other information for verification and audit purposes. The license plate of the vehicle is recorded and checked against the license plate information recorded in the LPI system to determine the exact entrance time for fee calculation. Standard Parking prefers to use a color-coded lost ticket form for easy identification by our audit staff. This is helpful in sorting all lost tickets for review by management.

Ticket Storage

Unused tickets are stored in a locked storage room at a site designated by the airport or Standard Parking management. Tickets are stacked in sequential order by lot. When new tickets are delivered, the delivery date and beginning ticket numbers of each stack are recorded in the "Ticket Loading Log." As tickets are removed from storage for loading, the supervisor or maintenance worker removing the tickets is required to records their initials and the date next to the beginning numbers.

The "Ticket Loading Log" is utilized to ensure tickets received concur with tickets ordered and affirm tickets are loaded in sequential order. The log also used as a continuous and current inventory record and tool to identify when additional tickets need to be ordered.

Auditing and Quality Assurance

In addition to the detailed daily revenue control procedures we will perform at SAN, including 100% auditing of every ticket and every dollar collected by every cashier, Standard Parking will provide a significant level of support and operational oversight from regional and corporate offices. The Standard Parking supplemental auditing and quality assurance programs include corporate security audits, operations field surveys and mystery shopper program.

Standard Parking understands the importance of revenue control and auditing and has invested in an Internal Audit Department comprised of 16 employees located throughout the country responsible for performing field audits, reviewing revenue controls and investigating fraudulent activity. The depth and scope of the Standard Parking auditing program with dedicated staff and comprehensive evaluation criteria is unmatched in the industry further setting us apart from our competitors.

Corporate Security Audits

Standard Parking's Corporate Security staff will perform regular unannounced audits to review operations and measure compliance with Company policies and procedures. Specially trained auditors will spend several days at the facility "shopping tickets" and observing the operation prior to notifying management of their arrival. These unannounced visits allow the auditors to see the operation in the same light that customers do. Cashiers are evaluated on accuracy and compliance with customer service standards.

After observing the operation from the "outside", the auditors notify the General Manager of their presence, and begin examining records and reviewing procedures. The comprehensive audit covers an extensive checklist including security check, customer service evaluation, ticket analysis, manager's controls, equipment and lot security, personnel, administrative and records analysis, safety program verification, general observations and other information specific to the operation.

Upon completion, the Corporate Security Department prepares a detailed summary of the audit team's findings. Recommendations for corrective actions related to any non-compliance items and suggestions for operational improvements are itemized. Confidential copies are circulated internally through the ranks of our organization up to the CEO. The Regional Manager is then required to respond in writing to each item with explanations and/or dates of implementation.

Operations Field Surveys

Standard Parking's Regional Manager will perform a minimum of two Operations Field Surveys each year with the assistance of the General Manager. Each survey involves touring the location and completing a structured review of operations utilizing a format similar to that used by the Corporate Security staff. The Regional Manager and General Manager audit and evaluate each aspect of the operation and prepare a detailed report of their findings.

The Operations Field Survey requires considerable interaction between the Regional Manager, General Manager and our staff in San Diego. This 'hands-on" approach is used as much for training and motivation as it is for measurement and evaluation. The Regional Manager learns the intricacies of the operation and obtains valuable feedback from the employees responsible for the day-to-day operations.

The frequent location visits by the Regional Manager also provides an opportunity for communication and interaction with airport staff. Standard Parking recognizes the importance of understanding the needs and concerns of the Airport. We work hard at being attentive to those needs and providing new ideas and suggestions for improvements.

Mystery Shopper Program

Standard Parking has a contract with an independent firm to perform "Mystery Shopping" at our facilities throughout the country. The mystery shoppers follow the pattern of a normal parking customer and are instructed to observe specific operational procedures and employee behaviors. Immediately upon exiting the facility, the mystery shopper completes a series of questions designed to determine if customers service and revenue control procedures were followed according to Company standards.

The frequency of mystery shopping varies by location and is typically scheduled by the Regional Manager in cooperation with the Airport staff. We recommend one shop per lot per month for SAN. The mystery shopping is occasionally directed at a specific employee suspected of improper behavior.

Parking Fee Adjustments and Refunds

Standard Parking personnel are trained to exercise reasonable discretion when responding to a request for a refund by a customer. Contingent upon location specific policies, Standard Parking management or supervisory personnel typically are authorized to give refunds or make "on-site" fee adjustments with prior Airport notice. All fee adjustments and refunds will be reported to the Airport as "exception transactions".

Deposit of Gross Receipts

Standard Parking will utilize an armored car service to ensure all funds collected the previous day are deposited by 2:00 PM daily into a bank account designated by SAN.

Minimizing Reimbursable Costs – Budget Control

Effectively controlling and managing client costs are central to Standard Parking's mission statement. We realize that our success as an organization relies in large part on our ability to protect client revenues and to operate cost effective and efficient operations. Our methods for ensuring effective cost controls and efficiencies include but are not limited to:

Strict Procurement Practices - All major purchases and or services require at least three competitive quotes unless otherwise directed by the client. Typically this requirement applies to all purchases over $500 and is strictly monitored through signature by multiple levels of authority within the organization.

National Discounts - As one of the nation's largest parking service providers, Standard Parking enjoys substantial discounts from numerous vendors due to the large volume of our annual purchases. By example, Standard Parking places bulk ticket orders twice per year which affords us significant discounts that are passed along to our clients. Our clients benefit from national discounts on revenue control equipment, supplies and other items typically necessary in the day to day operation of parking facilities.

Workforce Management – Controlling Costs Through Automation
Standard Parking's Internet-based biometric workforce management system enhances the effective management of the personnel deployed at our clients' locations, resulting in reduced labor-related operating costs for our clients while minimizing potential legal liability arising from Fair Labor Standards Act compliance.

- *No More Paper Timesheets* – Automation of the manual processes of tracking employee time and attendance eliminates paper timesheets and improves the accuracy of time data for each employee.



- *Improved Payroll Accuracy* – The systems approach reduces human error, which allows us to process payroll more efficiently and accurately.

- *Better Oversight of Labor Costs and Absenteeism* – Managers have improved visibility into overtime and absenteeism, using real-time data to make informed workforce decisions.

- *Compliance with State and Federal Time Recording Requirements* – Consistent pay policies are automatically enforced, with managers having the ability to review time accounting reports in real time. A full audit trail of time card edits and approvals is readily available.

Employee Status Just a Click Away
Our managers and supervisors can quickly view the status of their assigned employees and edit time, employee file information, exceptions and schedules. A status board displays all assigned employees and those with missed punches. Saved historical data allows the manager to perform detailed analyses, identify cost and staffing trends, and plan for the future.

Secure Data Collection
Standard Parking gathers and computes data from both salaried and hourly professionals, in a secure environment, using magnetic strip, bar code or biometric time clocks as data collection devices. Biometric time clocks increase security and accuracy by eliminating "buddy punching" and lost identification cards. We also can collect data via touch-tone phones.

Attendance Tracking
Our managers are able to track employee exceptions and policy compliance over long periods of time. Exceptions include early or tardy arrivals, late departures, long shifts, long meals, missed punches and frequent absences. As employees use the system, the program collects the exceptions defined within the payroll rule assigned to each employee, enabling managers to quickly identify unfavorable trends. At any time, supervisors can request a "snapshot" of exceptions, by employee, in a calendar format that shows the number and type of exceptions recorded by the system.

Transferring Data to the Payroll, HR Systems
The system accurately transfers hours worked, overtime, department, holidays, sick time and vacation data to and from payroll programs or processing service bureaus. Reconfigurations necessitated by payroll policy changes are quickly implemented.

Generating Workforce Reports
Once the time and attendance data is collected and stored, we can process the information and generate over 50 different reports. These reports provide a complete overview of employee statistics, including overtime calculations.

Controlling Costs and Enhancing Productivity for Our Clients
Our workforce management program gives our local management team the time it needs to focus on revenue generation and customer service, not employee tracking paperwork. More importantly, management's enhanced awareness of labor information allows for the proactive control of our most valuable and costly resource: our employees.

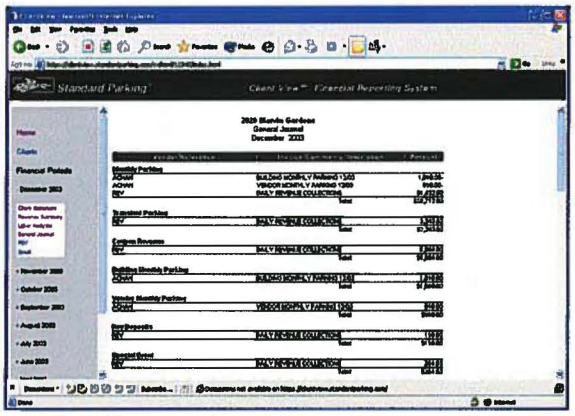
Monthly Reports and Reimbursable Operating Expenses
Standard Parking will furnish a "Certified Monthly Statement" SAN in accordance to requirements stated within the RFP. The statement will summarize all gross receipts by revenue type, disbursements for operating expenses, operating fee and net profit for the preceding calendar month and on a year-to-date basis. The statement will include budgeted amounts and variances for each facility separately and combined as a total.

The Certified Monthly Statement will also include the following reports in both printed and electronic file format:

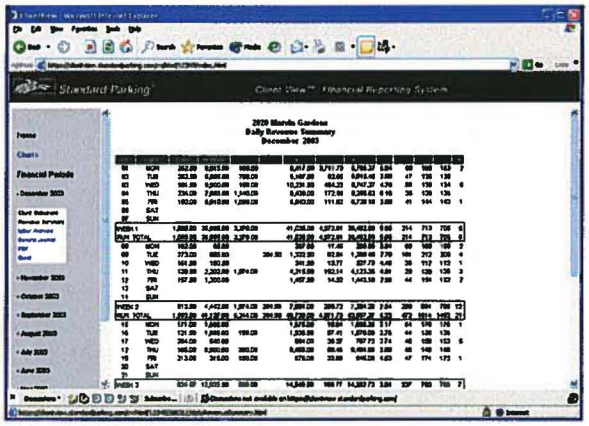
- Reconciliation of cash and credit card deposits
- Parking Activity Report
- Copies of original invoices and all required backup
- Payroll records
- Copies of paid checks supporting requested reimbursable expenses
- Budget Variance Report
- Exception Transaction Report
- Missing Tickets Report
- General Ledger detailing revenues and expenses incurred
- Monthly list of all authorized permit holders and access card numbers
- Petty Cash Receipts

Client View [sm] **Financial Reporting**
Taking full advantage of advances in technology and information systems, Standard Parking offers its clients on-line access to operating statements through a secure web-site. Our "*ClientView*" program allows the client to view the revenue expense history of their facility each month and provides a variety of reports and analysis that serve as useful tools in forecasting, budgeting and planning. If selected as your parking operator, Standard Parking will provide ABIA staff access to our "*ClientView*" program at no cost to the Authority.

Client View[sm], our fully-secured Internet-based system, gives clients the flexibility and convenience to access and download monthly financials and detailed backup reports, including:



- *Statement of Revenue and Expense*
- *Labor Analysis Report*
  - — Employee Name
  - — Pay Date
  - — Hours Worked
  - — Total Earnings (regular and O.T.)
  - — Employer Payroll Taxes
  - — Workers Compensation Cost
- *Revenue Summary Report*
  - — Revenue Data by Day
  - — All Revenue Types (transient, meter, monthly, validation, coupon, miscellaneous)
  - — Sales Tax Data
  - — Average Ticket Data
  - — Tickets Issued
  - — Tickets Collected
  - — Weekly and Monthly Summaries
- *General Journal Report* (supports Statement of Revenue and Expense)
  - — General Ledger Reference
  - — Vendor Reference
  - — Invoice Number
- *13-Month Trend Analysis*



The system also provides line item drill down capability (general ledger detail, vendor reference and scanned image of invoices), rolling 24-month historical data and the ability to convert reports to Microsoft Excel files.

Sarbanes-Oxley Certification

Standard Parking Corporation is registered with the SEC and therefore is required to comply with all SEC rules and regulations, including all applicable Sarbanes – Oxley requirements. The Internal Audit Department is responsible for the Company's internal controls certification process required by the Sarbanes-Oxley Act. This work includes the documentation of all business processes, control design analysis, key control identification and ongoing testing of controls for operating effectiveness.

As a publicly traded company, Standard Parking has gone to extraordinary measures to comply with these stringent SEC requirements, requirements which are *not* mandated for non-publicly traded parking operators. This should give reasonable assurance to the SAN that our internal controls are effective in protecting their parking operation revenues.

Please refer to the following pages for the requested sample reports.

DAILY REVENUE PAPERWORK CONTROL SHEET

Location Number 99403 Revenue Date: 4/2/11

Control Description	Completed by (initials and date)
Cashier Shift Report completed for every shift and every automated cashier	4/4/11
Ticket to tape audit completed	4/4/11
Over-rings and under-rings verified	4/4/11
Cashier Shift Reports reconciled to the AS400 Input Sheet	4/4/11
Locations with fee computers only: Non-resettable transaction counts and sales dollars were reconciled from shift to shift	4/4/11
Manual locations and special events only: Tickets issued to cashiers were sequential. Un-issued tickets were used to allocate total tickets issued and reconciled to revenues	—
Credit Card Batch numbers were reconciled from day to day and shift to shift to ensure there were no missing shifts	4/4/11
Credit Card reports are audited each day	4/4/11
AS400 Input Sheets entered	4/4/11
Cash receipts were deposited by the next business day	4/4/11

6.7.11

Standard Parking®

Location Name: [redacted]
Week Ending Date: April 8th 2014
Auditor's Name: Jess A Chester

Cash Deposits			
Was the cash deposit made for the amount listed on the PT-70?	✓ Yes	No	If no, provide the date it was deposited
Was the cash deposit made by the next business day?			
Ticket-to-Tape Audit			
Does the revenue listed on the Cashier Shift Report (CSR) tie to summary register tape (make sure there are "check marks")?	✓ Yes	No	If no, enter explanation
Do the total transactions listed on the CSR tie to the summary register tape (make sure there are "check marks")?			
Did the person who conducted the ticket-to-tape audit sign and date the applicable section of the Daily Paperwork Control Sheet?			
Cashier Shift Report			
Was a CSR completed for every shift and automated cashier?	✓ Yes	No	If no, enter explanation
Did the person who completed the CSR sign and date it along with the applicable section of the Daily Paperwork Control Sheet?			
Over-rings and Under-rings			
Were over-rings and under-rings documented on the CSR and reviewed by the facility manager?	✓ Yes	No	If no, enter explanation
Did the person who reviewed and approved the over/under-rings sign and date the Daily Paperwork Control Sheet?			
Reconcile the CSR to the PT-70			
Does the total revenue listed on the PT-70 tie to the CSRs?	✓ Yes	No	If no, enter explanation
Do the total transactions listed on the PT-70 tie to the CSRs?			
Are non-resettable transaction numbers sequential from day-to-day?			
Did the person who reconciled the CSR to the PT-70 sign and date the Daily Paperwork Control Sheet? *Note: the person completing this reconciliation needs to evidence it with "check marks" on the CSR and PT-70, as well.*			
Credit Card Processing			
Are the transactions on the Credit Card Batch Tracking Sheet sequential from shift-to-shift and day-to-day?	✓ Yes	No	If no, enter explanation
Did the person who performed the credit card batch reconciliation sign and date the Daily Paperwork Control Sheet?			
PT-70 Data Entry			
Was the data from the PT-70 entered into the AS/400 within three business days?	✓ Yes	No	If no, enter explanation
Did the person who entered the PT-70 sign and date the Daily Paperwork Control Sheet?			
Payroll Verification			
Were completed timecards signed by each hourly employee?	Yes	✓ No	If no, enter explanation
Did the total for each employee's timecard tie to the Summary Time Sheet?			Strawberry
Did the supervisor sign the Summary Time Sheet?			
Did the payroll entry clerk reconcile the hours on the Summary Time Sheetito the Proof Report?			

Standard Parking DAILY REVENUE SUMMARY

DATE	4/2/2011	LOCATION NUMBER	99460	LOCATION NAME	[redacted] Airport	PREPARED BY	Barb Michelizzi

LINE	TODAY'S CASH $ CREDIT CARDS	CASH TOTAL
1	LONG TERM OR TRANSIENT	1,782.00
2	SHORT TERM	103.00
3	METER	
4	MONTHLY/MONTHLY DECALS	26.00
5	VALET HIKER FEE	
6	VALET PARKING	
7	VALIDATIONS	
8	KEY DEPOSITS	
9	CONCESSIONS	
10	MISCELLANEOUS	
11	SPECIAL EVENT REVENUE	
27		
28		
29	SUBTOTAL (LINES 1 THUR 28)	**1,911.00**
30	PLUS: CASH OVER	
31	REDEPOSITS OF CHECKS	
32	RECEIVED ON ACCOUNT	
33	MANAGEMENT FEE	
34	RENTAL INCOME	
35	HEATER CORD RENTAL #71050	
36	LESS: CASH SHORT	
48		
49	TOTAL (LINES 29 THUR 48)	**1,911.00**
50	LANDLORD BANK DEPOSIT	570.00
51	VISA / MASTERCARD	1,007.00
52	AMERICAN EXPRESS	244.00
53	DINERS CLUB	
54	DISCOVER	90.00
55		
56		
68	STANDARD BANK DEPOSIT	
69	TOTAL (LINES 50 THUR 68)	**1,911.00**

LINE 69 SHOULD EQUAL LINE 49

LINE	ACCOUNTS RECEIVABLE SUMMARY	AMOUNT
150	PREVIOUS DAY'S TOTAL	46.20
151	+ CHARGES (LINE 129)	
152	- TODAY'S COLLECTIONS (LINE 32)	
153	+ OR - OTHER	
154	= NEW ACCOUNTS RECEIVABLE	46.20

LINE	TODAY'S CHARGES	CHARGE TOTAL
101	LONG TERM OR TRANISIENT	
102	SHORT TERM	
104	MONTHLY OR MONTHLY DECALS	
105	VALET HIKER FEE	
106	VALET PARKING	
107	VALIDATIONS	0.00
108	KEY DEPOSITS	
109	CONCESSIONS	
110	MISC. PARKING REVENUE	
111	SPECIAL EVENT REVENUE	
127		
128		
129	TOTAL (LINES 101 THRU 128)	0.00

LINE	REVENUE	AMOUNT
130	TAXABLE	1,911.00
131	TAX EMEMPT	
139	TOTAL(LINES 130 + 131 SHOULD = LINES 29 +129)	1,911.00

SALES TAX - MANUAL CALC. LOCATIONS ONLY		
140	LANDLORD SALES TAX	
141	STANDARD SALES TAX	

TICKET CONTROL SUMMARY	LINE	L / T	LINE	S / T
CARS ON LOT AT START	70	313	80	9
+ TODAY'S TICKETS ISSUED	71	113	81	63
- TODAY'S REVENUE TICKETS COLLECTED	72	48	82	46
- TODAY'S NON REVENUE TICKETS	73	16	83	8
- TODAY'S TICKETS MUTILATED	74	5	84	2
= CARS ON LOT AT FINISH	75	357	85	16
- ACTUAL CAR COUNT	76	356	86	13
= TICKETS OVER / (SHORT)	77	(1)	87	(3)
TO BE COMPLETED ON FIRST DAY OF MONTH ONLY:				
NO OF EMPLOYEES	90	5		
NO OF SPACES	91	0		0
	92			
	93			
(EXPLANATION FOR CHANGE ON LINE 90 OR 91)				

ATTACH YOUR BANK VALIDATED DEPOSIT SLIP

FOR LINE 50 AND / OR 68

Standard Parking MASTER REPORT FOR AUTOMATED OPERATIONS

DAY	DATE	WEATHER	LOCATION NAME	LOCATION NO.	PREPARED BY
Saturday	4/2/2011	0	[redacted]	99460	Barb Michelizzi

TICKET CONTROL

LONG TERM

ENTRANCE	#1	#2	#3	#4	#5	#6	#7	TOTAL TICKETS ISSUED LONG TERM ENTRANCES
TKT. COLOR								
NEXT UNUSED TICKET NO	086-791	019-292	64966	067-886				
FIRST TICKET NO USED	086-751	019-264	64933	067-874				
TKTS ISSUED	000-040	000-028	33	000-012				113

SHORT TERM OR TRANSIENT TICKETS ISSUED

ENTRANCE	#1	#2						TOTAL TICKETS ISSUED SHORT TERM ENTRANCES
TKT COLOR								
NEXT UNUSED TICKET NO	064-613	090-059						
FIRST TICKET NO USED	064-580	090-029						
TKTS ISSUED	33	30						63
TOTAL LONG TERM AND SHORT TERM	73	58	000-033	12				176

TOTAL LONG TERM AND SHORT TERM TICKETS ISSUED

ACTIVITY COUNTERS 24 HOURS

	BOOTH #1	BOOTH #2	EXPRESS PARC					TOTAL
REVENUE TICKETS TRANSACTION COUNT	80	0	14					
VOIDS	18	0	6					
MUTILATED TICKETS	7	0	0					
TOTAL TICKETS COLLECTED	105	0	20					125
EXIT COUNT	101	0	0					TOTAL TICKETS COLLECTED
ACTUAL TICKET COUNT	105	0	20					125

LOT CONTROL

	Long Term	PT70	Short Term	PT70
CARS ON LOT AT START	313	70	9	80
+ TODAY'S TICKETS ISSUED	113	71	63	81
+ TODAY'S REVENUE TKTS COLLECTED	48	72	46	82
+ TODAY'S NON-REVENUE TKTS	16	73	8	83
+ TODAY'S MUTILATED TKTS	5	74	2	84
- CARS ON LOT AT FINISH	357	75	16	85
- ACTUAL CAR COUNT	356	76	13	86
= TICKETS OVER/SHORT	(1)	77	(3)	87

REVENUE RECAP

CASH REGISTER TOTAL TKT VALUE	570.00	
CASH DEPOSIT	570.00	50 / 68
CREDIT CARDS	1,341.00	51 / 54
(SHORT)/OVER	0.00	30 / 36
METER		3
MONTHLY	26.00	4
VALET PARK		6
VALIDATIONS		7
RECEIVED ON ACCOUNT	0.00	32
BALANCE DUE	0.00	
TOTAL DEPOSIT	1,911.00	69

REVENUE CONTROL

AUDITORS TOTALS 24 HOURS (DOLLARS)

	BOOTH #1	BOOTH #2	EXPRESS PARC					TOTAL	
ENDING AUDIT TOTAL	230192.90	768439.70	629.50						
BEGINNING AUDIT TOTAL	228911.40	768439.70	0.00						
CASH TO BE ACCOUNTED FOR	1281.50	0.00	629.50						
ADJUSTMENT (+) UNDERRING	0.00	0.00							
ADJUSTMENT (-) OVERRING	0.00	0.00	0.00						
CREDIT CARDS	711.50	0.00	629.50					1341.00	
CASH REGISTER TOTAL TKT VALUE	570.00	0.00	0.00					570.00	CASH REGISTER TOTAL TICKET VALUE
CASH DEPOSIT	570.00	0.00						570.00	CASH DEPOSIT
(SHORT)/OVER	0.00	0.00	0.00					0.00	(SHORT)/OVER

PROCESSOR SETTLEMENT REPORT

Printed on 04/03/2011 05:52

Settlement Report

Result: UNKNOWN [0]
Terminal: 669653
Operator:
Merchant:
Sequence:
Shift:
Batch: 030509
Date: 11/04/03
Time: 04:00:05

Host Visa Sales:	0	0.00
PC Visa Sales:	9	340.00
Host MasterCard Sales:	0	0.00
PC MasterCard Sales:	1	90.00
Host AMEX Sales:	0	0.00
PC AMEX Sales:	5	229.00
Host Diners Club Sales:	0	0.00
PC Diners Club Sales:	0	0.00
Host Debit Sales:	0	0.00
PC Debit Sales:	0	0.00
Host Discover Sales:	0	0.00
PC Discover Sales:	1	52.50
Host Insignia Sales:	0	0.00
PC Insignia Sales:	0	0.00
Host JCP Sales:	0	0.00
PC JCP Sales:	0	0.00
Host Private Label Sales:	0	0.00
PC Private Label Sales:	0	0.00
Host Payment Corrections:	0	0.00
PC Payment Corrections:	0	0.00
Host Debit Sales:	0	0.00
PC Debit Sales:	16	711.50
Host Credit Refunds:	0	0.00
PC Credit Refunds:	0	0.00
Host Corrections:	0	0.00
PC Corections:	0	0.00

f.c.

PROCESSOR SETTLEMENT REPORT

Printed on 04/03/2011 05:52

Settlement Report

Result: UNKNOWN [0]
Terminal: 669693
Operator:
Merchant:
Sequence:
Shift:
Batch: 030509
Date: 11/04/03
Time: 04:00:01

Host Visa Sales:	0	0.00
PC Visa Sales:	9	337.00
Host MasterCard Sales:	0	0.00
PC MasterCard Sales:	5	240.00
Host AMEX Sales:	0	0.00
PC AMEX Sales:	1	15.00
Host Diners Club Sales:	0	0.00
PC Diners Club Sales:	0	0.00
Host Debit Sales:	0	0.00
PC Debit Sales:	0	0.00
Host Discover Sales:	0	0.00
PC Discover Sales:	1	37.50
Host Insignia Sales:	0	0.00
PC Insignia Sales:	0	0.00
Host JCP Sales:	0	0.00
PC JCP Sales:	0	0.00
Host Private Label Sales:	0	0.00
PC Private Label Sales:	0	0.00
Host Payment Corrections:	0	0.00
PC Payment Corrections:	0	0.00
Host Debit Sales:	0	0.00
PC Debit Sales:	16	629.50
Host Credit Refunds:	0	0.00
PC Credit Refunds:	0	0.00
Host Corrections:	0	0.00
PC Corections:	0	0.00

GENERAL TOTALS REPORT

Fee Computers, Lag Readers, Express Parc

From: 04/02/2011 04:00
To: 04/03/2011 04:00

Printed on 04/03/2011 06:00

CUMULATIVE

CATEGORY	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
GROSS	$1,892.00	113	
NET	$1,806.00	113	
CASH	$570.00	65	
CREDIT CARD	$1,236.00	30	
AMEX CARD	$244.00	6	
DISCOVER CARD	$90.00	2	
MASTERCARD	$270.00	5	
VISA CARD	$632.00	17	
NO SALES	$0.00	18	
NEG. VALIDATION	($112.00)	9	9
TAX	$91.62	80	
TAX1	$91.62	80	
LOST	$0.00	2	
AUTOMATIC	$1,255.50	96	
MANUAL	$26.00	3	
LAG READER	$0.00	63	
LAG VALIDATION	$0.00	55	55

RATE 0	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
GROSS	$0.00	1	
NET	$26.00	1	
CASH	$26.00	1	

RATE A Long-Term	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
GROSS	$523.50	13	
NET	$523.50	13	

RATE B Short-Term	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
GROSS	$1.00	1	
NET	$1.00	1	

AREA RATE 1	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
GROSS	$1,264.50	45	
NET	$1,153.50	45	
CASH	$442.00	19	
CREDIT CARD	$711.50	16	
NO SALES	$0.00	10	
TAX	$84.17	35	
NEG. VALIDATION	($111.00)	8	8

AREA RATE 2	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
GROSS	$103.00	53	
NET	$102.00	53	
CASH	$102.00	45	
NO SALES	$0.00	8	
TAX	$7.45	45	
NEG. VALIDATION	($1.00)	1	1

GENERAL TOTALS REPORT

Fee Computers, Lag Readers, Express Parc

From: 04/02/2011 04:00
To: 04/03/2011 04:00

Printed on 04/03/2011 06:00

CUMULATIVE

VALIDATIONS/ SERVICE TICKETS	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
VAL8	$0.00	55	55
VAL 2	($37.50)	1	1
VAL 3	($59.50)	6	6
VAL 5	($15.00)	2	2

Average Gross Fee: $16.74
Average Net Fee: $15.98

GENERAL TOTALS REPORT

Fee Computers, Lag Readers, Express Parc

From: 04/02/2011 04:00
To: 04/03/2011 04:00

Printed on 04/03/2011 06:00

LOT 6 LANE 1
31 - FEE COMPUTER #1 - MACHINE 31

CATEGORY	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
GROSS	$1,367.50	99	
NET	$1,281.50	99	
CASH	$570.00	65	
CREDIT CARD	$711.50	16	
AMEX CARD	$229.00	5	
DISCOVER CARD	$52.50	1	
MASTERCARD	$90.00	1	
VISA CARD	$340.00	9	
NO SALES	$0.00	18	
NEG. VALIDATION	($112.00)	9	9
TAX	$91.62	80	
TAX1	$91.62	80	
LOST	$0.00	2	
AUTOMATIC	$1,255.50	96	
MANUAL	$26.00	3	

RATE 0	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
GROSS	$0.00	1	
NET	$26.00	1	
CASH	$26.00	1	

AREA RATE 1	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
GROSS	$1,264.50	45	
NET	$1,153.50	45	
CASH	$442.00	19	
CREDIT CARD	$711.50	16	
NO SALES	$0.00	10	
TAX	$84.17	35	
NEG. VALIDATION	($111.00)	8	8

AREA RATE 2	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
GROSS	$103.00	53	
NET	$102.00	53	
CASH	$102.00	45	
NO SALES	$0.00	8	
TAX	$7.45	45	
NEG. VALIDATION	($1.00)	1	1

VALIDATIONS/ SERVICE TICKETS	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
VAL 2	($37.50)	1	1
VAL 3	($59.50)	6	6
VAL 5	($15.00)	2	2

Average Gross Fee: $13.81
Average Net Fee: $12.94

Standard Parking®

Express Parc Report

Date: 4-2-11

Activity $ Amount

Settlement $ Amount

	$$		Right	Middle	Total
Express Parc Activity	524 50	Visa/MC	$99-		
Credit Card Activity	105 00	AMEX	[illegible] 15-		
		Disc	37. [illegible]		
Total	629 50	Total	[illegible]		

629.50

Total Sales	629.50
Over/short	
Total	

	L.T.	S.T.	Total
Total Tickets	19	1	20
Non-Rev	6		6
Rev	13	1	14
Mute			
Total Tickets	19	1	20

Trans. Close	1031
Trans. Open	1006
Total	

Middle Lane Count	
Ex Parc	
C.C. in/out	
Total	

EXPRESS PARC ACTIVITY REPORT

All Transactions

From: 04/02/2011 04:00

To: 04/03/2011 04:00

Printed on 04/03/2011 05:51

Reader	Machine Number	Lot	Entrance Date and Time	Exit Date and Time	Gross Card Fee	Net Card Fee	Credit Card Number	Credit Card Type	Rate Name	Ticket Number	Allow Access	Validations 1	2	3
EP Right Exit	31	6	03/30/2011 07:27	04/02/2011 10:45	$30.00	$30.00	*7635	VISA	A_Long-Term	18279	Yes	0	0	0
EP Right Exit	31	6	03/28/2011 06:56	04/02/2011 12:37	$37.50	$37.50	*2001	DISC	A_Long-Term	6096	Yes	0	0	0
EP Right Exit	31	6	04/01/2011 06:58	04/02/2011 14:39	$15.00	$15.00	*1001	AMEX	A_Long-Term	6249	Yes	0	0	0
EP Right Exit	31	6	03/26/2011 05:45	04/02/2011 14:47	$52.50	$52.50	*2938	VISA	A_Long-Term	18144	Yes	0	0	0
EP Right Exit	31	6	03/28/2011 11:36	04/02/2011 16:51	$37.50	$37.50	*1749	VISA	A_Long-Term	18214	Yes	0	0	0
EP Right Exit	31	6	03/26/2011 14:19	04/02/2011 16:54	$51.00	$51.00	*2484	VISA	A_Long-Term	10299	Yes	0	0	0
EP Right Exit	31	6	03/26/2011 13:24	04/02/2011 16:56	$52.50	$52.50	*2639	MC	A_Long-Term	2873	Yes	0	0	0
EP Right Exit	31	6	03/28/2011 14:22	04/02/2011 16:58	$37.50	$37.50	*1837	MC	A_Long-Term	18227	Yes	0	0	0
EP Right Exit	31	6	03/26/2011 05:45	04/02/2011 16:58	$52.50	$52.50	*6490	MC	A_Long-Term	10293	Yes	0	0	0
EP Right Exit	31	6	03/31/2011 11:06	04/02/2011 17:06	$22.50	$22.50	*1698	VISA	A_Long-Term	6220	Yes	0	0	0
EP Right Exit	31	6	03/29/2011 05:44	04/02/2011 17:18	$37.50	$37.50	*8601	MC	A_Long-Term	6148	Yes	0	0	0
EP Right Exit	31	6	04/02/2011 19:42	04/02/2011 20:10	$1.00	$1.00	*1167	VISA	B_Short-Term	16361	Yes	0	0	0
EP Right Exit	31	6	03/28/2011 04:58	04/02/2011 21:22	$37.50	$37.50	*1279	VISA	A_Long-Term	6085	Yes	0	0	0
EP Right Exit	31	6	03/25/2011 05:05	04/02/2011 22:40	$60.00	$60.00	*1858	VISA	A_Long-Term	10272	Yes	0	0	0
Transactions in Report: 14				**Total:**	**$524.50**	**$524.50**								

CREDIT CARD ACTIVITY REPORT

From: 04/02/2011 04:00
To: 04/03/2011 04:00

Printed on 04/03/2011 05:51

Reader	Reader Address	Lot	Dir.	Date and Time	Gross Card Fee	Net Card Fee	Credit Card Number	Credit Card Trans	Allow Access	Validations 1	Validations 2	Validations 3
LT Main Ent. A	4	0	In	04/02/11 05:24:49	$0.00	$0.00	*3854	23,768	Yes	0	0	0
LT Main Ent. B	5	0	In	04/02/11 06:12:37	$0.00	$0.00	*9407	23,769	Yes	0	0	0
LT Main Ent. B	5	0	In	04/02/11 06:12:54	$0.00	$0.00	*2277	23,770	Yes	0	0	0
LT Main Ent. B	5	0	In	04/02/11 13:02:57	$0.00	$0.00	*9991	23,773	Yes	0	0	0
LT Main Ent. A	4	0	In	04/02/11 13:42:50	$0.00	$0.00	*6640	23,774	Yes	0	0	0
LT Main Ent. B	5	0	In	04/02/11 14:17:07	$0.00	$0.00	*0322	23,775	Yes	0	0	0
LT Rentry B	3	0	In	04/02/11 14:25:12	$0.00	$0.00	*9149	23,776	Yes	0	0	0
EP Right Exit	31	6	Out	04/02/11 21:40:20	$60.00	$60.00	*8456	23,788	Yes	0	0	0
EP Right Exit	31	6	Out	04/02/11 21:50:35	$45.00	$45.00	*8042	23,789	Yes	0	0	0
Transactions in Report: 9				Total:	**$105.00**	**$105.00**						

GENERAL TOTALS REPORT

Fee Computers, Lag Readers, Express Parc

From: 04/02/2011 04:00
To: 04/03/2011 04:00

Printed on 04/03/2011 06:00

LOT 6
EP RIGHT EXIT - Reader 2

CATEGORY	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
GROSS	$524.50	14	
NET	$524.50	14	
CREDIT CARD	$524.50	14	
AMEX CARD	$15.00	1	
DISCOVER CARD	$37.50	1	
MASTERCARD	$180.00	4	
VISA CARD	$292.00	8	

RATE A Long-Term	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
GROSS	$523.50	13	
NET	$523.50	13	

RATE B Short-Term	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
GROSS	$1.00	1	
NET	$1.00	1	

Average Gross Fee: $37.46
Average Net Fee: $37.46

GENERAL TOTALS REPORT

Fee Computers, Lag Readers, Express Parc

From: 04/02/2011 04:00
To: 04/03/2011 04:00

Printed on 04/03/2011 06:00

LOT 6 LANE 3
LAG TIME READER - MACHINE 31

CATEGORY	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
LAG READER	$0.00	6	

Standard Parking™

DAILY SHIFT RE

Open Gate
Open Drawer
Validation Coupon

0000

Transactions Close	29819
Transactions Open	29800
SHIFT TOTAL	19

DATE	4.2.11
DAY	Sat
SHIFT	A
BOOTH #	1
LOC. NAME	[redacted]
LOT #	96772
CASHIER	JOM

MONTHLY PERMIT SALES

Permit #	Amount

Gate Counts	Left	Right
End Readings	93649	
Begin Readings	93627	
Totals	22	

exits over (3) 93630

ADJUSTMENTS

TRANS #	REASON	AMOUNT
TOTAL + OR - ADJUSTMENT		

ADVANCE DEPOSITS

Time	Amount	Initials

RECEIVED ON ACCT

RECEIVED

STARTING BANK #1	$150
STARTING BANK #2	
CHANGE FUND	$200
TOTAL	$350

SAFE ROOM/BOOTH KEYS

EMPLOYEE SIGNATURE T McCoy

REVENUE RECAP

Total Sales - Register Tape	125.50
Adjustments Over/Under Rings	
Less Credit Cards	97.50
Net Cash Deposit	28.00
(Short) Over	
Total Deposit	28.00

CLEARED TRANSACTIONS

TRANS #	REASON

AMEX	52.50
DISCOVER	
MC/VISA	45.00
DINERS	
TOTAL C.C.	97.50

TOTAL DEPOSIT $125.50

Cashier Signature T McCoy

MANAGERS USE ONLY

	Long Term	Short Term	Total
Total Tick.	9	10	19
Non-Rev	2	2	4
Revenue	9	$8	15
Mut./Start			
Total Tickets	9	10	19

	Tickets	Hours	Amount
L.T.			
S.T.			
Ttl.			

ATTENDANT TOTALS REPORT

Fee Computers

From: 04/02/2011 04:00
To: 04/03/2011 04:00

Printed on 04/03/2011 06:00

LOT 6 LANE 1
ATTENDANT 867

CATEGORY	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
GROSS	$156.50	19	
NET	$125.50	19	
CASH	$28.00	12	
CREDIT CARD	$97.50	3	
AMEX CARD	$52.50	2	
VISA CARD	$45.00	1	
NO SALES	$0.00	4	
NEG. VALIDATION	($31.00)	3	3
TAX	$9.16	15	
TAX1	$9.16	15	
AUTOMATIC	$125.50	19	

AREA RATE 1	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
GROSS	$137.50	9	
NET	$107.50	9	
CASH	$10.00	4	
CREDIT CARD	$97.50	3	
NO SALES	$0.00	2	
TAX	$7.85	7	
NEG. VALIDATION	($30.00)	2	2

AREA RATE 2	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
GROSS	$19.00	10	
NET	$18.00	10	
CASH	$18.00	8	
NO SALES	$0.00	2	
TAX	$1.31	8	
NEG. VALIDATION	($1.00)	1	1

VALIDATIONS/ SERVICE TICKETS	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
VAL 3	($31.00)	3	3

Average Gross Fee: $8.24
Average Net Fee: $6.61

Open Gate
Open Drawer
Validation Coupon

Standard Parking™ DAILY SHIFT REI

Transactions Close	89873
Transactions Open	29819
SHIFT TOTAL	54

DATE	4-2-11
DAY	SAT
SHIFT	B
BOOTH #	1
LOC. NAME	[redacted]
LOT #	96772
CASHIER	HEATHER

MONTHLY PERMIT SALES

Permit #	Amount
5	76.—

Gate Counts	Left	Right
End Readings	93702	
Begin Readings	93649	
Totals	53	

exits over

ADJUSTMENTS

TRANS #	REASON	AMOUNT

TOTAL + OR - ADJUSTMENT

ADVANCE DEPOSITS

Time	Amount	Initials

RECEIVED ON ACCT

RECEIVED

STARTING BANK #1	150
STARTING BANK #2	
CHANGE FUND	200.—
TOTAL	$350.—

SAFE ROOM/BOOTH KEYS

EMPLOYEE SIGNATURE

REVENUE RECAP

Total Sales - Register Tape	701.00
Adjustments Over/Under Rings	
Less Credit Cards	505.00
Net Cash Deposit	196.00
(Short) Over	
Total Deposit	196.00

CLEARED TRANSACTIONS

TRANS #	REASON

AMEX	146.50
DISCOVER	
MC/VISA	358.50
DINERS	
TOTAL C.C.	$505.00

TOTAL DEPOSIT $ 701.

Cashier Signature

MANAGERS USE ONLY

	Long Term	Short Term	Total
Total Tick.	22	31	53
Non-Rev	6	6	12
Revenue	16	25	41
Mut./Start			
Total Tickets	22	31	53

	Tickets	Hours	Amount
L.T.			
S.T.			
Ttl.			

PROCESSOR SETTLEMENT REPORT

Printed on 03/16/2011 06:00

No Transactions to settle

From: 04/02/2011 04:00
To: 04/03/2011 04:00

Printed on 04/03/2011 06:00

LOT 6 LANE 1
ATTENDANT 574

CATEGORY	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
GROSS	$726.00	54	
NET	$701.00	54	
CASH	$196.00	33	
CREDIT CARD	$505.00	9	
AMEX CARD	$146.50	2	
MASTERCARD	$90.00	1	
VISA CARD	$268.50	6	
NO SALES	$0.00	12	
NEG. VALIDATION	($51.00)	4	4
TAX	$49.27	41	
TAX1	$49.27	41	
LOST	$0.00	1	
AUTOMATIC	$675.00	52	
MANUAL	$26.00	2	

RATE 0	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
GROSS	$0.00	1	
NET	$26.00	1	
CASH	$26.00	1	

AREA RATE 1	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
GROSS	$671.00	22	
NET	$620.00	22	
CASH	$115.00	7	
CREDIT CARD	$505.00	9	
NO SALES	$0.00	6	
TAX	$45.25	16	
NEG. VALIDATION	($51.00)	4	4

AREA RATE 2	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
GROSS	$55.00	31	
NET	$55.00	31	
CASH	$55.00	25	
NO SALES	$0.00	6	
TAX	$4.02	25	

VALIDATIONS/ SERVICE TICKETS	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
VAL 2	($37.50)	1	1
VAL 3	($6.00)	2	2
VAL 5	($7.50)	1	1

Average Gross Fee: $13.44
Average Net Fee: $12.98

Standard Parking™

DAILY SHIFT REP

Validation Coupon

Transactions Close	29899
Transactions Open	29873
SHIFT TOTAL	26

DATE	4.2.11
DAY	Sat
SHIFT	C
BOOTH #	1
LOC. NAME	[redacted]
LOT #	96772
CASHIER	Brian

MONTHLY PERMIT SALES

Permit #	Amount

Gate Counts	Left	Right
End Readings	93728	
Begin Readings	93702	
Totals	26	

exits over

ADJUSTMENTS

TRANS #	REASON	AMOUNT
TOTAL + OR - ADJUSTMENT		

RECEIVED ON ACCT

ADVANCE DEPOSITS

Time	Amount	Initials

RECEIVED

STARTING BANK #1	$150.00
STARTING BANK #2	
CHANGE FUND	$200.00
TOTAL	$350.00

SAFE ROOM/BOOTH KEYS

Brian Laus

EMPLOYEE SIGNATURE

REVENUE RECAP

Total Sales - Register Tape	$455.00
Adjustments Over/Under Rings	0.
Less Credit Cards	109.00
Net Cash Deposit	$346.00
(Short) Over	0.
Total Deposit	$346.00

CLEARED TRANSACTIONS

TRANS #	REASON

AMEX	$30.00
DISCOVER	$52.50
MC/VISA	$26.50
DINERS	0.
TOTAL C.C.	$109.00

TOTAL DEPOSIT $455.00

Cashier Signature Brian Laus

MANAGERS USE ONLY

	Long Term	Short Term	Total
Total Tick.	14	12	26
Non-Rev	2	—	2
Revenue	12	12	24
Mut./Start	5	2	7
Total Tickets	19	14	33

	Tickets	Hours	Amount
L.T.			
S.T.			
Ttl.			

ATTENDANT TOTALS REPORT

Fee Computers

From: 04/02/2011 04:00
To: 04/03/2011 04:00

Printed on 04/03/2011 06:00

LOT 6 LANE 1
ATTENDANT 759

CATEGORY	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
GROSS	$485.00	26	
NET	$455.00	26	
CASH	$346.00	20	
CREDIT CARD	$109.00	4	
AMEX CARD	$30.00	1	
DISCOVER CARD	$52.50	1	
VISA CARD	$26.50	2	
NO SALES	$0.00	2	
NEG. VALIDATION	($30.00)	2	2
TAX	$33.19	24	
TAX1	$33.19	24	
LOST	$0.00	1	
AUTOMATIC	$455.00	25	
MANUAL	$0.00	1	

AREA RATE 1	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
GROSS	$456.00	14	
NET	$426.00	14	
CASH	$317.00	8	
CREDIT CARD	$109.00	4	
NO SALES	$0.00	2	
TAX	$31.07	12	
NEG. VALIDATION	($30.00)	2	2

AREA RATE 2	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
GROSS	$29.00	12	
NET	$29.00	12	
CASH	$29.00	12	
TAX	$2.12	12	

VALIDATIONS/ SERVICE TICKETS	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
VAL 3	($22.50)	1	1
VAL 5	($7.50)	1	1

Average Gross Fee: $18.65
Average Net Fee: $17.50

ATTENDANT TOTALS REPORT

Fee Computers

From: 04/02/2011 04:00
To: 04/03/2011 04:00

Printed on 04/03/2011 06:00

CUMULATIVE

CATEGORY	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
GROSS	$1,367.50	99	
NET	$1,281.50	99	
CASH	$570.00	65	
CREDIT CARD	$711.50	16	
AMEX CARD	$229.00	5	
DISCOVER CARD	$52.50	1	
MASTERCARD	$90.00	1	
VISA CARD	$340.00	9	
NO SALES	$0.00	18	
NEG. VALIDATION	($112.00)	9	9
TAX	$91.62	80	
TAX1	$91.62	80	
LOST	$0.00	2	
AUTOMATIC	$1,255.50	96	
MANUAL	$26.00	3	

RATE 0	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
GROSS	$0.00	1	
NET	$26.00	1	
CASH	$26.00	1	

AREA RATE 1	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
GROSS	$1,264.50	45	
NET	$1,153.50	45	
CASH	$442.00	19	
CREDIT CARD	$711.50	16	
NO SALES	$0.00	10	
TAX	$84.17	35	
NEG. VALIDATION	($111.00)	8	8

AREA RATE 2	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
GROSS	$103.00	53	
NET	$102.00	53	
CASH	$102.00	45	
NO SALES	$0.00	8	
TAX	$7.45	45	
NEG. VALIDATION	($1.00)	1	1

VALIDATIONS/ SERVICE TICKETS	DOLLAR AMOUNT	TRANSACTION COUNT	VALIDATION COUPONS
VAL 2	($37.50)	1	1
VAL 3	($59.50)	6	6
VAL 5	($15.00)	2	2

Average Gross Fee: $13.81
Average Net Fee: $12.94

DISCOUNT TICKET REPORT

Fee Computers

From: 04/02/2011 04:00
To: 04/03/2011 04:00

Printed on 04/03/2011 06:00

Gross Amount	Net Amount	AT ID	Rate	Ticket Type	Trans Type	Ticket Number	Entrance Date and Time	Exit Date and Time	Trans Number	Device Name	Validations/Service Discounts/ Taxes Amount	Count
$7.50	$0.00	867	Area 1	Normal	Normal	6293	04/01/11 19:11	04/02/11 09:41	29809	31 - Fee Computer #1	($7.50)	1
$22.50	$0.00	867	Area 1	Normal	Normal	10345	03/30/11 14:07	04/02/11 09:42	29810	31 - Fee Computer #1	($22.50)	1
$1.00	$0.00	867	Area 2	Normal	Normal	6988	04/02/11 10:45	04/02/11 11:30	29818	31 - Fee Computer #1	($1.00)	1
$7.50	$0.00	574	Area 1	Normal	Normal	6305	04/02/11 05:43	04/02/11 11:40	29820	31 - Fee Computer #1	($7.50)	1
$4.00	$0.00	574	Area 1	Normal	Normal	18427	04/02/11 11:00	04/02/11 12:50	29835	31 - Fee Computer #1	($4.00)	1
$2.00	$0.00	574	Area 1	Normal	Normal	18432	04/02/11 13:03	04/02/11 13:38	29838	31 - Fee Computer #1	($2.00)	1
$37.50	$0.00	574	Area 1	Normal	Normal	18241	03/29/11 05:25	04/02/11 17:01	29869	31 - Fee Computer #1	($37.50)	1
$7.50	$0.00	759	Area 1	Normal	Normal	6322	04/02/11 11:34	04/02/11 17:34	29874	31 - Fee Computer #1	($7.50)	1
$22.50	$0.00	759	Area 1	Lost	Normal	0	03/31/11 13:28	04/02/11 19:19	29875	31 - Fee Computer #1	($22.50)	1

TOTALS

Total Transactions	Gross Amount	Net Amount	Validation Amount	Validation Count	Service Discounts Amount	Service Discounts Count	Tax Amount	Shortage Amount	Overage Amount
9	$112.00	$0.00	($112.00)	9	$0.00	0	$0.00	$0.00	$0.00

Colors:
Black = Valid Transactions
Red = Void Transactions
Blue = Canceled Transactions

Note: Amounts in parentheses are negative amounts.

CANCELED TRANSAC TION REPORT

Fee Computers

From: 04/02/2011 04:00
To: 04/03/2011 04:00

Printed on 04/03/2011 06:00

Gross Amount	Net Amount	AT ID	Rate	Ticket Type	Trans Type	Ticket Number	Entrance Date and Time	Exit Date and Time	Trans Number	Device Name

	Canceled Transactions		Valid Transactions	
	Amount	Count	Amount	Count
Gross:	$0.00			
Net :	$0.00	0		0

*Canceled Transactions appear in blue. *Valid Transactions appear in black.

REVENUE TRANSACTION REPORT

Fee Computers

From: 04/02/2011 04:00
To: 04/03/2011 04:00

Printed on 04/03/2011 05:55

Gross Amount	Net Amount	AT ID	Rate	Ticket Type	Trans Type	Ticket Number	Entrance Date and Time	Exit Date and Time	Trans Number	Device Name
$4.00	$4.00	867	Area 1	Normal	Normal	10381	04/02/11 05:05	04/02/11 06:09	29801	31 - Fee Computer #1
$1.00	$1.00	867	Area 2	Normal	Normal	6982	04/02/11 05:52	04/02/11 06:24	29802	31 - Fee Computer #1
$1.00	$1.00	867	Area 2	Normal	Normal	16339	04/02/11 06:15	04/02/11 06:40	29803	31 - Fee Computer #1
$1.00	$1.00	867	Area 2	Normal	Normal	16341	04/02/11 07:07	04/02/11 07:43	29804	31 - Fee Computer #1
$1.00	$1.00	867	Area 2	Normal	Normal	6984	04/02/11 07:23	04/02/11 07:50	29805	31 - Fee Computer #1
$2.00	$2.00	867	Area 1	Normal	Normal	10394	04/02/11 07:09	04/02/11 07:56	29806	31 - Fee Computer #1
$2.00	$2.00	867	Area 1	Normal	Normal	10395	04/02/11 07:20	04/02/11 07:57	29807	31 - Fee Computer #1
$4.00	$4.00	867	Area 2	Normal	Normal	16340	04/02/11 06:43	04/02/11 08:43	29808	31 - Fee Computer #1
$7.50	$0.00	867	Area 1	Normal	Normal	6293	04/01/11 19:11	04/02/11 09:41	29809	31 - Fee Computer #1
$22.50	$0.00	867	Area 1	Normal	Normal	10345	03/30/11 14:07	04/02/11 09:42	29810	31 - Fee Computer #1
$45.00	$45.00	867	Area 1	Normal	Normal	10304	03/27/11 07:20	04/02/11 10:26	29811	31 - Fee Computer #1
$6.00	$6.00	867	Area 2	Normal	Normal	6985	04/02/11 07:31	04/02/11 10:32	29812	31 - Fee Computer #1
$15.00	$15.00	867	Area 1	Normal	Normal	18328	03/31/11 12:59	04/02/11 10:34	29813	31 - Fee Computer #1
$2.00	$2.00	867	Area 1	Normal	Normal	18426	04/02/11 10:01	04/02/11 10:36	29814	31 - Fee Computer #1
$2.00	$2.00	867	Area 2	Normal	Normal	6986	04/02/11 09:29	04/02/11 10:47	29815	31 - Fee Computer #1
$2.00	$2.00	867	Area 2	Normal	Normal	6987	04/02/11 09:34	04/02/11 10:48	29816	31 - Fee Computer #1
$37.50	$37.50	867	Area 1	Normal	Normal	6158	03/29/11 06:58	04/02/11 11:03	29817	31 - Fee Computer #1
$1.00	$0.00	867	Area 2	Normal	Normal	6988	04/02/11 10:45	04/02/11 11:30	29818	31 - Fee Computer #1
$0.00	$0.00	867	Area 2	Normal	Normal	6991	04/02/11 11:13	04/02/11 11:33	29819	31 - Fee Computer #1
$7.50	$0.00	574	Area 1	Normal	Normal	6305	04/02/11 05:43	04/02/11 11:40	29820	31 - Fee Computer #1
$2.00	$2.00	574	Area 2	Normal	Normal	6992	04/02/11 11:16	04/02/11 12:16	29821	31 - Fee Computer #1
$2.00	$2.00	574	Area 2	Normal	Normal	6990	04/02/11 11:11	04/02/11 12:22	29822	31 - Fee Computer #1
$90.00	$90.00	574	Area 1	Normal	Normal	10195	03/20/11 11:32	04/02/11 12:26	29823	31 - Fee Computer #1
$1.00	$1.00	574	Area 2	Normal	Normal	16345	04/02/11 11:52	04/02/11 12:27	29824	31 - Fee Computer #1
$22.50	$22.50	574	Area 1	Normal	Normal	6197	03/30/11 14:13	04/02/11 12:29	29825	31 - Fee Computer #1
$19.00	$19.00	574	Area 1	Normal	Normal	18323	03/31/11 11:28	04/02/11 12:30	29826	31 - Fee Computer #1
$0.00	$0.00	574	Area 1	Lost	Normal	0	04/02/11 12:35	04/02/11 12:35	29827	31 - Fee Computer #1
$1.00	$1.00	574	Area 2	Normal	Normal	6996	04/02/11 11:52	04/02/11 12:35	29828	31 - Fee Computer #1
$2.00	$2.00	574	Area 2	Normal	Normal	6994	04/02/11 11:34	04/02/11 12:35	29829	31 - Fee Computer #1
$2.00	$2.00	574	Area 2	Normal	Normal	16344	04/02/11 11:28	04/02/11 12:36	29830	31 - Fee Computer #1
$45.00	$45.00	574	Area 1	Normal	Normal	18169	03/27/11 06:38	04/02/11 12:38	29831	31 - Fee Computer #1
$101.50	$101.50	574	Area 1	Normal	Normal	17813	03/18/11 10:52	04/02/11 12:39	29832	31 - Fee Computer #1
$2.00	$2.00	574	Area 2	Normal	Normal	6993	04/02/11 11:33	04/02/11 12:40	29833	31 - Fee Computer #1
$2.00	$2.00	574	Area 1	Normal	Normal	6324	04/02/11 11:48	04/02/11 12:48	29834	31 - Fee Computer #1
$4.00	$0.00	574	Area 1	Normal	Normal	18427	04/02/11 11:00	04/02/11 12:50	29835	31 - Fee Computer #1
$22.50	$22.50	574	Area 1	Normal	Normal	6211	03/31/11 06:01	04/02/11 12:58	29836	31 - Fee Computer #1
$1.00	$1.00	574	Area 2	Normal	Normal	6997	04/02/11 12:44	04/02/11 13:05	29837	31 - Fee Computer #1
$2.00	$0.00	574	Area 1	Normal	Normal	18432	04/02/11 13:03	04/02/11 13:38	29838	31 - Fee Computer #1
$0.00	$0.00	574	Area 2	Normal	Normal	6999	04/02/11 13:31	04/02/11 13:51	29839	31 - Fee Computer #1
$1.00	$1.00	574	Area 2	Normal	Normal	6998	04/02/11 13:28	04/02/11 13:53	29840	31 - Fee Computer #1
$1.00	$1.00	574	Area 2	Normal	Normal	16350	04/02/11 13:40	04/02/11 14:07	29841	31 - Fee Computer #1
$2.00	$2.00	574	Area 2	Normal	Normal	16347	04/02/11 13:18	04/02/11 14:11	29842	31 - Fee Computer #1
$0.00	$0.00	574	Area 2	Normal	Normal	16354	04/02/11 14:15	04/02/11 14:24	29843	31 - Fee Computer #1
$0.00	$0.00	574	Area 1	Normal	Normal	18437	04/02/11 14:11	04/02/11 14:29	29844	31 - Fee Computer #1
$1.00	$1.00	574	Area 2	Normal	Normal	16353	04/02/11 14:14	04/02/11 14:44	29845	31 - Fee Computer #1
$1.00	$1.00	574	Area 2	Normal	Normal	7001	04/02/11 13:57	04/02/11 14:45	29846	31 - Fee Computer #1
$9.00	$9.00	574	Area 2	Normal	Normal	16332	04/01/11 17:30	04/02/11 14:46	29847	31 - Fee Computer #1
$37.50	$37.50	574	Area 1	Normal	Normal	6152	03/29/11 06:02	04/02/11 14:49	29848	31 - Fee Computer #1
$67.50	$67.50	574	Area 1	Normal	Normal	5939	03/24/11 06:13	04/02/11 14:50	29849	31 - Fee Computer #1
$1.00	$1.00	574	Area 2	Normal	Normal	16356	04/02/11 14:25	04/02/11 14:51	29850	31 - Fee Computer #1
$1.00	$1.00	574	Area 2	Normal	Normal	7002	04/02/11 14:16	04/02/11 14:51	29851	31 - Fee Computer #1

REVENUE TRANSACTION REPORT

Fee Computers

From: 04/02/2011 04:00
To: 04/03/2011 04:00

Printed on 04/03/2011 05:55

Gross Amount	Net Amount	AT ID	Rate	Ticket Type	Trans Type	Ticket Number	Entrance Date and Time	Exit Date and Time	Trans Number	Device Name
$1.00	$1.00	574	Area 2	Normal	Normal	16352	04/02/11 14:01	04/02/11 14:51	29852	31 - Fee Computer #1
$1.00	$1.00	574	Area 2	Normal	Normal	7003	04/02/11 14:19	04/02/11 14:55	29853	31 - Fee Computer #1
$4.00	$4.00	574	Area 1	Normal	Normal	6331	04/02/11 13:44	04/02/11 14:56	29854	31 - Fee Computer #1
$0.00	$0.00	574	Area 2	Normal	Normal	7004	04/02/11 14:48	04/02/11 14:59	29855	31 - Fee Computer #1
$2.00	$2.00	574	Area 2	Normal	Normal	16355	04/02/11 14:19	04/02/11 15:10	29856	31 - Fee Computer #1
$3.00	$3.00	574	Area 2	Normal	Normal	16348	04/02/11 13:30	04/02/11 15:11	29857	31 - Fee Computer #1
$3.00	$3.00	574	Area 2	Normal	Normal	16349	04/02/11 13:38	04/02/11 15:13	29858	31 - Fee Computer #1
$45.00	$45.00	574	Area 1	Normal	Normal	18175	03/27/11 11:34	04/02/11 15:22	29859	31 - Fee Computer #1
$3.00	$3.00	574	Area 2	Normal	Normal	16351	04/02/11 13:53	04/02/11 15:24	29860	31 - Fee Computer #1
$7.50	$7.50	574	Area 1	Normal	Normal	2977	04/02/11 10:53	04/02/11 15:47	29861	31 - Fee Computer #1
$0.00	$0.00	574	Area 2	Normal	Normal	7005	04/02/11 16:32	04/02/11 16:34	29862	31 - Fee Computer #1
$9.00	$9.00	574	Area 2	Normal	Normal	16337	04/02/11 05:04	04/02/11 16:35	29863	31 - Fee Computer #1
$36.00	$36.00	574	Area 1	Normal	Normal	6167	03/29/11 14:22	04/02/11 16:51	29864	31 - Fee Computer #1
$30.00	$30.00	574	Area 1	Normal	Normal	18275	03/30/11 05:49	04/02/11 16:52	29865	31 - Fee Computer #1
$0.00	$0.00	574	Area 2	Normal	Normal	7006	04/02/11 16:43	04/02/11 16:55	29866	31 - Fee Computer #1
$30.00	$30.00	574	Area 1	Normal	Normal	6193	03/30/11 13:44	04/02/11 16:56	29867	31 - Fee Computer #1
$60.00	$60.00	574	Area 1	Normal	Normal	5992	03/25/11 11:32	04/02/11 16:56	29868	31 - Fee Computer #1
$37.50	$0.00	574	Area 1	Normal	Normal	18241	03/29/11 05:25	04/02/11 17:01	29869	31 - Fee Computer #1
$0.00	$26.00	574	Area 0	Misc	Normal	0		04/02/11 17:02	29870	31 - Fee Computer #1
$2.00	$2.00	574	Area 2	Normal	Normal	16357	04/02/11 16:08	04/02/11 17:02	29871	31 - Fee Computer #1
$1.00	$1.00	574	Area 2	Normal	Normal	16358	04/02/11 16:47	04/02/11 17:17	29872	31 - Fee Computer #1
$0.00	$0.00	574	Area 2	Normal	Normal	7007	04/02/11 17:19	04/02/11 17:22	29873	31 - Fee Computer #1
$7.50	$0.00	759	Area 1	Normal	Normal	6322	04/02/11 11:34	04/02/11 17:34	29874	31 - Fee Computer #1
$22.50	$0.00	759	Area 1	Lost	Normal	0	03/31/11 13:28	04/02/11 19:19	29875	31 - Fee Computer #1
$97.50	$97.50	759	Area 1	Normal	Normal	17856	03/19/11 06:07	04/02/11 20:12	29876	31 - Fee Computer #1
$6.00	$6.00	759	Area 2	Normal	Normal	16359	04/02/11 17:18	04/02/11 20:15	29877	31 - Fee Computer #1
$1.00	$1.00	759	Area 2	Normal	Normal	16360	04/02/11 19:41	04/02/11 20:20	29878	31 - Fee Computer #1
$1.00	$1.00	759	Area 2	Normal	Normal	7008	04/02/11 20:53	04/02/11 21:25	29879	31 - Fee Computer #1
$60.00	$60.00	759	Area 1	Normal	Normal	5982	03/25/11 06:02	04/02/11 21:27	29880	31 - Fee Computer #1
$15.00	$15.00	759	Area 1	Normal	Normal	6246	04/01/11 05:54	04/02/11 21:27	29881	31 - Fee Computer #1
$67.50	$67.50	759	Area 1	Normal	Normal	2827	03/24/11 11:56	04/02/11 21:31	29882	31 - Fee Computer #1
$9.00	$9.00	759	Area 2	Normal	Normal	6983	04/02/11 06:00	04/02/11 21:33	29883	31 - Fee Computer #1
$30.00	$30.00	759	Area 1	Normal	Normal	18273	03/30/11 05:11	04/02/11 21:35	29884	31 - Fee Computer #1
$52.50	$52.50	759	Area 1	Normal	Normal	10298	03/26/11 12:22	04/02/11 21:36	29885	31 - Fee Computer #1
$22.50	$22.50	759	Area 1	Normal	Normal	6212	03/31/11 06:11	04/02/11 21:37	29886	31 - Fee Computer #1
$22.50	$22.50	759	Area 1	Normal	Normal	6210	03/31/11 05:59	04/02/11 22:39	29887	31 - Fee Computer #1
$1.00	$1.00	759	Area 2	Normal	Normal	7009	04/02/11 22:04	04/02/11 22:44	29888	31 - Fee Computer #1
$2.00	$2.00	759	Area 2	Normal	Normal	16363	04/02/11 21:55	04/02/11 22:46	29889	31 - Fee Computer #1
$1.00	$1.00	759	Area 2	Normal	Normal	16365	04/02/11 21:57	04/02/11 22:46	29890	31 - Fee Computer #1
$4.00	$4.00	759	Area 1	Normal	Normal	10412	04/02/11 20:59	04/02/11 22:47	29891	31 - Fee Computer #1
$22.50	$22.50	759	Area 1	Normal	Normal	18333	03/31/11 13:29	04/02/11 22:47	29892	31 - Fee Computer #1
$2.00	$2.00	759	Area 1	Normal	Normal	6334	04/02/11 22:20	04/02/11 22:49	29893	31 - Fee Computer #1
$30.00	$30.00	759	Area 1	Normal	Normal	6177	03/30/11 05:35	04/02/11 22:50	29894	31 - Fee Computer #1
$1.00	$1.00	759	Area 2	Normal	Normal	7010	04/02/11 22:17	04/02/11 22:52	29895	31 - Fee Computer #1
$2.00	$2.00	759	Area 2	Normal	Normal	16364	04/02/11 21:57	04/02/11 22:52	29896	31 - Fee Computer #1
$2.00	$2.00	759	Area 2	Normal	Normal	16362	04/02/11 21:32	04/02/11 22:52	29897	31 - Fee Computer #1
$2.00	$2.00	759	Area 2	Normal	Normal	16366	04/02/11 22:02	04/02/11 22:54	29898	31 - Fee Computer #1
$1.00	$1.00	759	Area 2	Normal	Normal	16367	04/02/11 22:07	04/02/11 22:57	29899	31 - Fee Computer #1

REVENUE TRANSACTION REPORT

Fee Computers

From: 04/02/2011 04:00
To: 04/03/2011 04:00

Printed on 04/03/2011 05:55

Gross Amount	Net Amount	AT ID	Rate	Ticket Type	Trans Type	Ticket Number	Entrance Date and Time	Exit Date and Time	Trans Number	Device Name

TOTALS

Total Transactions	Gross Amount	Net Amount	Shortage Amount	Overage Amount
99	$1,367.50	$1,281.50	$0.00	$0.00

Colors:

Black = Valid Transactions
Red = Void Transactions
Blue = Canceled Transactions

j. Maintenance Schedule and Procedures

Standard Parking will provide the personnel and equipment necessary to ensure the general upkeep and cleanliness of the airport public parking facilities and other assigned areas including surfaces, sidewalks, exit booths, entry and exit lanes, associated ramps, elevators, escalators, shuttle stop shelters, stairwells and vestibules, all office areas, all office equipment and storage areas. Routine maintenance will be performed by Standard Parking staff and major maintenance including power washing will be subcontracted to qualified vendors approved by the Authority.

Maintenance Staffing and Duties

Standard Parking will provide maintenance coverage 24 hours per day x 7 days per week. Maintenance personnel will be required to complete a comprehensive checklist of daily and weekly duties to maintain the highest degree of cleanliness at all times.

Measurement and Evaluation

Maintenance personnel will be required to complete a "Maintenance Checklist" during every shift worked. The checklist will be used as a guideline for daily and weekly routine maintenance requirements and as documentation that the work has been completed. The checklist will be reviewed every day by management to verify that all required boxes have been initialed.

At the end of each maintenance shift, management personnel will tour the facilities to confirm that the scheduled maintenance duties have been completed and the work performed is satisfactory. The maintenance tour will be included as part of the daily facility inspection. A sample maintenance checklist containing items that are typically addressed can be found on the following page.

In addition to custodial duties, maintenance personnel will be trained on and be responsible for loading tickets, clearing jams in ticket dispensers, performing routine maintenance and repair, and responding maintenance related emergency situations. Personnel will also be trained and required to assist customers in need and to identify and report potential safety hazards. During each inspection, maintenance staff will also note any maintenance and/or repair items that require the attention of SAN staff. Routine items that fall under the Authority's responsibility will be reported daily. Any potential safety concerns will be reported immediately.

WEEK OF _____ SAMPLE MAINTENANCE CHECKLIST

DAILY DUTIES	SAT		SUN		MON		TUE		VED		THU		FRI	
	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
Empty office trash cans														
Pick up all trash & debris														
- Garage Terminal 1														
- Garage Terminal 2														
- Garage Terminal 3														
- Long Term Lot														
- Employee Lot														
Sweep entrance/exit areas														
- Short Term Garages														
- Long Term Lot														
- Employee Lot														
Wipe down all equipment														
Check all gate arms														
Sweep all stairwells														
Wipe down handrails														
Clean & stock restrooms														
Return carts and wheel chairs														
Clean & sweep sidewalks														
Operate power sweeper														
Duties assigned by manager														

WEEKLY DUTIES	SAT		SUN		MON		TUE		VED		THU		FRI	
	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
Inventory all cleaning supplies														
Wipe down all booths														
Clean office/booth windows														
Sweep all curb areas														
Replace lights as needed														
Clean all oil stains														
Pull weeds														
Wipe down fire estinguishers														
Check all floor drains														
Vacuum equipment cabinets														
Projects assigned by manager														

Where We Shine

Maintenance Training Programs
Maintaining the desired image of commercial and residential properties begins with skilled professionals trained to meet our clients' commitment to excellence. The training programs of Standard University℠ prepare our team to care for the Airport's facilities as if they were their own. Training modules developed specifically for facility maintenance staff ensure operational and safety compliance. To maximize efficiency, we use an automated workforce management system that streamlines scheduling, tracks time and lowers labor costs.

Protecting the Environment
Standard Parking seeks out and applies new methods for greener cleaning. When it comes to pressure washing, we're extremely sensitive to the added responsibilities that strict EPA wastewater reclamation regulations impose on our clients, so we've made a substantial investment in the training and skills needed for compliance purposes. We dispose of all sweeping waste only at approved disposal sites. From recycling to submitting paperless reports to seeking out local suppliers and alternative fuels, we work hard to reduce our carbon footprint.

Standard Parking is a recipient of this year's Oracle "Empower the Green Enterprise" award. We were one of sixteen companies recognized for our commitment to sustainable business practices. Others include Alcoa, Dell, Ingersoll Rand, Motorola, Novartis, PG&E and Sun.

Attention to Detail
We firmly believe paying attention to the less obvious details of parking facility maintenance can make a dramatic impact in creating inviting, user-friendly environments and we help make properties shine by attending to little touches such as entrance landscaping, flower boxes and crisply painted directional arrows and pavement markings.

k. Program Enhancements

From the information available, the current marketing program for the San Diego airport parking facilities appears to be well-designed and executed but there are a few enhancements we believe would be beneficial to your customers and to the Airport's bottom line.

Advance Booking and Reservations .... The airport's website provides a great platform for our Click and Park™ reservations system, which would allow SAN travelers searching for parking options to secure parking anytime before leaving for the Airport. This is especially effective in 'capturing' new or infrequent parkers who may not be familiar with San Diego Airport. And while the percentage of parkers who make advance parking reservations may not be great, the benefit to the Airport is that once a traveler makes a reservation, it is highly unlikely that they will find their way to an off-airport parking facility before reaching the Airport. Discounts can be used to attract bargain-shopping parkers who might otherwise go to off-airport facilities for online specials or pricing.

The Click and Park™ system is easy to use, PCI compliant, utilizing proven technology and customer support. The system also provides parkers with detailed directions from their doorstep to their reserved parking space or area.

Preferred Parking ... One of the most popular marketing concepts we have seen recently is the concept of a Preferred Parking area. These are designated spaces within existing parking facilities, close-in with the most convenient terminal access. These are not reserved spaces, but an access-controlled area available to preferred 'members' on a first-come first-served basis (the Preferred area can also be designated using signage for a simpler and low-cost implementation).

Airport parkers have proven a willingness to pay an added premium for the convenience of these preferred areas – providing airports with an incremental revenue opportunity. Preferred Parking access can be offered for an annual fee, or on a per stay basis using the Click and Park™ advance booking system. It can also be included as an add-on to corporate parking programs, if it is determined to be worthwhile to gain the new business. Or membership can be offered for a commitment to a minimum annual parking expenditure; for example, 60 days per year.

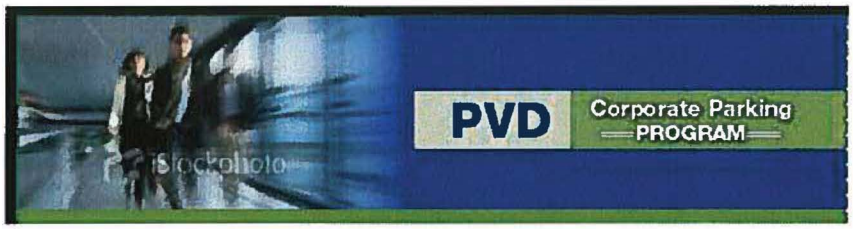
Corporate Parking Program

A corporate parking program is typically comprised of elements such as a Frequent Parker loyalty program – perhaps with enhanced benefits – a preferred parking area, and possibly even corporate discounts or rebates tied to volume. We help our airports to select the program features most appropriate to meet their goals.

Whatever the features of the corporate program, it gives us an opportunity get in front of the corporate travel managers who influence your most frequent travelers' parking choices, and to motivate them to encourage their parkers to utilize on-airport parking.

We will start by compiling a "target" list of the largest companies in the greater San Diego area and identifying the in-house travel agency or travel manager. We will then arrange in-person meetings that typically include a member of the Airport's landside or marketing team. These meetings allow us to identify current parking patterns and existing relationships these companies may have with competing off-airport parking facilities.

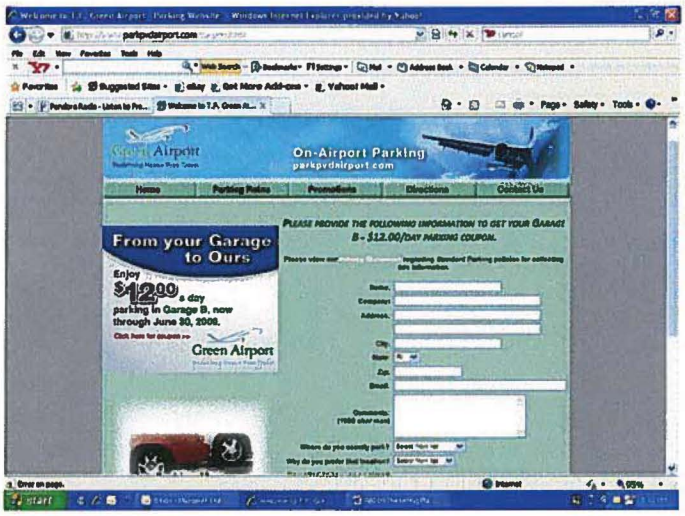
To the extent possible, we gather data as to the number of travelers they have utilizing the Airport, where they are typically parking and any special pricing or benefits being offered by the competition. We also discuss the features/benefits of the Corporate Parking Program and our ability to develop a program specific to that company or organization. We solicit feedback to determine how we might better meet their parking needs. These meeting are crucial to developing the right program and for effectively targeting our efforts. For example, if we find that most of a company's travelers are already parking on-airport, we will not recommend offering discounts – we will however promote the Frequent Parker program and its rewards, as a way to thank them for their business, build loyalty and maintain market share.



Many companies utilize corporate 'intranet' travel websites that push their travelers to specific airlines, hotels, rental car companies and even parking facilities. We have found that by designing a corporate parking program, unique to these individual companies, we can often gain a presence on these corporate travel sites to promote our on-airport parking offerings.

Coupons and Discounts ….. The website can also be used very effectively for coupon promotions and other discounts that attract new customers. Off-airport operators use online coupons and discounts very effectively to capture business.

In this example from T.F Green, coupon users enter a few bits of information, including an email address where the non-reproducible coupon is emailed. They are also presented with a few brief questions regarding travel frequency and where they typically park. This data is then compiled to assist us in analyzing the program and future marketing initiatives. Each coupon has a unique code that cannot be re-used once it has been redeemed.



It is important to note that the potential use of coupons and other discounts has to be very carefully analyzed. By making discounts available to travelers who would have parked on-airport at full-price, you risk eroding your own revenue base. We perform these analyses regularly and can assist the Authority in doing the same, should you elect to consider discounting. One of the advantages of online discounts and couponing is the ability to carefully measure and restrict distribution, and to quickly cease distribution at anytime.

Super Park Frequent Parker Program Enhancements



An automated Frequent Parker Program (FPP) – like the one shown here from Akron Canton Airport – is fast and convenient for parkers. Members enter and exit through automated lanes by simply waiving their proximity card in front of a reader. Upon exiting, the system processes the entry and exit dates and times, calculates the parking charge and charges it to the customer's credit card on file. The transaction is processed and a detailed receipt is sent automatically to the member via e-mail. Online sign-up, data storage, credit card processing and record keeping are fully PCI compliant. These automated systems also reduce staffing costs by automating payment and exit functions.

Automated Frequent Parker systems are particularly popular among frequent business travelers who like the convenience of not having to pull a ticket at entry, a cashierless exit and a receipt in their email Inbox before they even get back to the office.

I. Creative Cost Savings / Management Programs

Demand Analysis, Utilization and Rate Studies
Standard Parking regularly conducts detailed Demand Analyses and Rate Studies for our airport clients to assist in establishing market pricing for each of their parking facilities. While market pricing is only one component, it can be an effective tactic in balancing demand and maximizing revenue potential across your facility. Standard's ability to complete these studies in-house saves the airport from hiring consultants or expending its own staff resources to collect and analyze data. We recommend that our clients perform – or have us perform – rate analyses every 18 to 24 months.

And where traffic demands warrant it, we can analyze traffic flow and existing lot layouts to determine if re-design or a new striping plan can be used to increase the number of available spaces or enhance traffic flow.

Customer Satisfaction Programs – Comment Cards and Surveys
Standard Parking can provide and make available comment cards at each exit to provide parking customers with a convenient means for providing their comments and opinions related to the service received. The cards include pre-paid postage and specific rating questions along with an open area for comments.

Standard Parking has also developed and implemented customer survey programs for our airport clients. While comment cards offer customers a convenient method for communicating a message, surveys provide a more accurate sampling of the customer base and provide a better gauge of how customers perceive various aspects of the parking operation. Customer surveys can also be used to poll customers to determine the feasibility or acceptability of services under consideration by an airport.

Value Added Services
Standard Parking is perhaps most famous for its ***Ambiance in Parking*** program. Our amenity programs that have been recognized nationally by Time Magazine, The Osgood File, The Wall Street Journal and others. Having surveyed thousands of parking patrons across the country it is clear that today's traveler seeks options that help to ease the stress and time management issues surrounding their daily lives. By offering options such as Zip In – Zoom Out, Valet Parking and customer conveniences like CarCare Service and Gifts to Go, the airport creates a value added approach to parking. Standard Parking is committed to working with the San Diego Airport to enhance the parking experience and deliver world class customer service amenities.

By selecting Standard Parking, the airport will have a menu of existing programs to choose from and an experienced marketing team to promote them. We have implemented a wide range of customer service and amenity programs, which have received rave reviews and scores of unsolicited, appreciative customer letters. Examples include:

- **Customer Service Patrols....** to assist customers with complimentary jump-starts, tire inflation, car search assistance and lockout assistance.

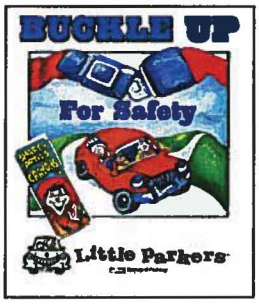
- ***Park Net®....***Traffic information system allows patrons to view specific traffic reports (updated continuously with Metro Traffic Network) on large commuter monitors located in the parking facility's pedestrian lobby areas

- ***CarCare****....*Parkers wishing to have their vehicles serviced while parking with us can do so by taking advantage of our CarCare service option. The service is simple to use and requires no advanced reservation. It is as easy as dropping off your keys. Vehicles are service at a nearby Midas Service Center and retuned to a ready area for customer retrieval.

- ***Gifts-to-Go****....*Designed to take a little pressure off when a customer needs something special but does not have the time to shop. The program is a cooperative effort that brings the products of many of the terminal vendors to the seat of a parker's car. From a comprehensive menu the parker can choose an appropriate gift including sports apparel, flowers, ties and more. This program works particularly well with valet customers who tend to be business travelers with not much time to waste.

- ***Books-To-Go®*** .....Audiotape Library. Books to Go®.....As one of our signature amenities, the *Books-to-Go* program offers parkers free access to a library of audio books covering a wide range of fiction and non-fiction subjects. This program is especially popular with our urban-monthly clients; however, we are looking at ways to expand this program to fit the airport market.

- ***Little Parkers®****....*Child-Friendly Facilities. One of our newest amenities, this program centers on passengers rather than drivers. The Little Parkers program includes a variety of inexpensive give-away products for children such as coloring books and crayons. This can be especially nice for families traveling an hour or more to fly from SAN.



- ***Courtesy Umbrellas****....*Complimentary courtesy umbrellas can be loaned to customers on rainy days and returned to designated stations in the terminal building and the Valet drop-off area.

Driver Assistance Services

Standard Parking is pleased to provide a vehicle assistance program to serve the valued patrons of San Diego Airport. We have a great deal of experience providing these services at our other parking facilities across the country as part of our amenity package.



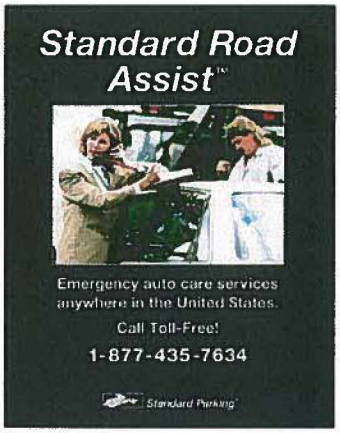
Standard Parking provides the personnel, equipment and supplies necessary to jump start motor vehicles, provide lockout assistance, air to inflate vehicle tires, up to one (1) gallon of gas for patrons in need and car-search assistance twenty-four 24 hours per day.

Standard Parking also makes available customer service materials at the exit plaza including maps, handouts with the posted parking rates, commonly requested telephone numbers (AAA, airlines, rental

cars, hotels and Airport information) and comment cards.

Customer Appreciation Days
During the year, special items are given out as way to make the customers' visit a little more pleasant. A variety of complimentary services can be provided as a special way of saying "thank you" to our parking patrons. On certain holidays, candy can be distributed to customers as they exit (with wrappers that can be customized with the facility logo). Personalized promotional items, such as key-chains, also can be distributed. As part of our Little Parker Program, we hand out coloring books, with safety tips along with crayons to children.

Standard Road Assist [sm] Emergency Services



Parking customers experiencing vehicle problems beyond weak batteries and low tire pressure can call our toll-free number to receive, on a pay-per-use basis, a basic package of emergency services including towing, extracting a vehicle from the side of the road and lock-out service. The emergency services can be provided at the parking facility or anywhere on the road.

License Plate Sticker Reminder Cards
As staff tour the facilities they will place reminder cards on dashboards or windshields, similar to the windshield cleaning card, offering a friendly reminder that his or her vehicle's registration is due to expire within 30 days.

m. Quality Management Performance

Standard Parking will select and appoint an experienced and knowledgeable General Manager, approved by the Airport, whose only responsibility is the full-time management of the Parking Facilities and Equipment. The General Manager is in complete charge of Standard's operation at the Airport and is vested with full power and authority in respect to the conduct of Standard's operation.

The General Manager will be assigned to an office in the Parking Administration Building and is ordinarily available during regular business hours. The General Manager is accessible at all times by telephone or cell phone for emergencies.

The General Manager shall be responsible for oversight of all of Standard Parking's operations under this Contract at San Diego Regional Airport including but not limited to revenue collection, traffic control, customer service, and response to all incidents and changing conditions, while maintaining proper staffing levels and quality customer service. The General Manager will also be accountable for hiring, training, scheduling, promoting, disciplining and discharging of employees that work for Standard Parking under this Contract.

The General Manager will also meet the following qualifications:

- A four year degree in business administration, management, personnel management, accounting, or a related field. Associates Degrees will be applied to the education requirements and Parking Management experience can be substituted on a year by year basis for education.
- Three years of management experience at an airport parking facility with revenue exceeding $10 million.
- Proven bondable for a Fidelity Bond.

The annual salary range for this position is $70,000 - $85,000.

n. Financial Ability

Please refer to section D –Evaluation Criteria, subsection (3) financial viability for further information regarding Standard Parking's financial ability.

o. Customer Service Programs

It is essential to our success that all of our employees reflect the highest possible standards in the performance of their responsibilities. Standard Parking will work with the Airport to develop site specific policies and procedures that will be incorporated into our training regiment. These policies and procedures will become the backbone of our on-going refresher training for all staff members.

Hiring and retaining the most qualified employees is critical to maintaining a successful operation at San Diego Airport. Standard Parking devotes a substantial amount of time and resources to the selection process and places a tremendous emphasis on hiring only quality employees to represent our company and SAN.

After the selection process is completed, new-hires receive comprehensive employee training covering every aspect of their employment from specific job requirements to our "Three Keys to Customer Satisfaction."

Comprehensive Employee Training
To assure that all levels of hourly, supervisory and management employees are fully equipped to effectively perform their respective job requirements, Standard Parking has developed and implemented comprehensive, job specific classroom training programs. We have invested significantly in the development of these programs, as we believe they serve as the cornerstone to achieving excellence in customer service.

Corporate Orientation/Customer Service Skills: For All Front Line Employees

- Within the first week of employment, *all* front line employees participate in the classroom training session.
- Classroom training session includes video presentation and training kit [flip charts].
- The trainer and the employee complete and sign off on the "Classroom Training Record."
- The "Classroom Training Record" is filed in the employee's personnel file.

Technical Skills Training

- Coach explains and demonstrates tasks outlined in the "On-the-Job" Coaching Manual to the new employee.
- New employee performs tasks competently in front of the coach.
- Coach and employee complete and sign off on the "On-the-Job Coaching Record."
- *The "On-the-Job Coaching Record" is filed in the employee's personnel file.*

90 Day Evaluation Completed For All Front Line Employees:

- Supervisor observes performance of employee and checks off the applicable objectives as the employee completes them.
- Supervisor allows front line employee to complete the "Training Feedback" sheet.
- When the training supervisor is satisfied that the employee has met the training objectives, the supervisor is required to:
  - Sign the "90-Day Follow-up Record" and place it in employee's file.
  - Sign the "Certificate of Completion" and present it to the employee with their congratulations.
  - Sign the remaining stub and feedback sheet and send to the training and development department.
- Corporate Training Department documents receipt of training records and issues periodic compliance reports that are distributed to corporate and field staff listing any and all employees employed for more than 90 days with proper training documentation.

Please refer to section 3.e for further details regarding our comprehensive customer service training programs.

p. Sub-Contracted Services

Standard Parking shall provide the resources for all necessary functions other than janitorial, security and the CSR taxi management system. If Standard is awarded the contract the janitorial and security services will be bid during the transition period to the best qualified firms. DAJA International LLC will perform the CSR function at SAN. DAJA meets the airport's small business preference requirements (appropriate forms can be found in section C – Attachments.) Below is brief synopsis of DAJA's experience and background.

DAJA International, LLC (DAJA) is a San Francisco-based business that was started in 1995. It is a transportation and parking management firm built on the foundation of responsibility, integrity and results. Their team of seasoned professionals has over 60 years of experience applying sound management principles to meet the unique requirements of each project. With the insightful understanding of the needs and goals of stakeholders that only comes with experience, DAJA has successfully responded to requests from the public and private sectors to provide management services for parking, facility and curbside management projects.

DAJA has provided curbside management, consulting and parking services to a variety of airports throughout the country, including San Francisco International Airport (SFO), Oakland International Airport (OAK), San Diego International Airport (SAN) and Denver International Airport (DIA). In particular, at SFO, DAJA installed a comprehensive curbside management

program, which was responsible for dispatch of over 1,460,000 taxicabs and shared-ride van services per year.

Effective Subcontract Management



At hub airports like O'Hare, Midway, Cleveland Hopkins, Ft Myers, Portland, Cincinnati/Northern Kentucky and Bradley-Hartford, Standard Parking manages a wide variety of subcontracted services. In areas such as general maintenance, snow removal, security, equipment maintenance and shuttle bus maintenance, Standard Parking has developed considerable procedures that ensure effective monitoring and administration of these services. Through our in-house legal staff we will establish all required insurance, bonding and contract documentation with any required vendors in San Diego and review their performance annually.

q. Projected Gross Revenues and Expenses

Projected Gross Revenues and Expenses can be found on the following pages.

San Diego International Airport
Combined Parking Operation
5 Year Proforma

INCOME	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
Transient	Assumes 2.5% Growth	$ 32,424,908	$ 33,235,531	$ 34,066,419	$ 34,918,080	$ 35,791,032
Employee Parking	Assumes 2.5% Growth	820,165	840,669	861,686	883,228	905,308
Credit Card Fees	80% of Revenue at 2.5%	(718,094)	(736,046)	(754,447)	(773,308)	(792,641)
TOTAL INCOME		$ 32,526,979	$ 33,340,154	$ 34,173,658	$ 35,027,999	$ 35,903,699

EXPENSES	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
PAYROLL						
Management						
General Manager	Proportionally Split	$ 80,000	$ 82,000	$ 84,050	$ 86,151	$ 88,305
Asst General Manager	Proportionally Split	65,000	66,625	68,291	69,998	71,748
Operations Manager	Proportionally Split	135,000	138,375	141,834	145,380	149,015
Valet Manager		-	-	-	-	-
CSR Manager		-	-	-	-	-
Pacific Hwy Manager		-	-	-	-	-
HR Manager	Proportionally Split	42,500	43,563	44,652	45,768	46,912
Ops Supervisors	Proportionally Split	591,136	605,914	621,062	636,589	652,504
CSR Supervisors		-	-	-	-	-
Valet Supervisors		-	-	-	-	-
Staff		-	-	-	-	-
Audit		192,500	197,313	202,245	207,301	212,484
Office Coord		-	-	-	-	-
Cashiers		698,880	716,352	734,261	752,617	771,433
Lot Checkers		83,824	85,920	88,068	90,269	92,526
Traffic Directors		132,496	135,808	139,204	142,684	146,251
Maintenance		107,744	110,438	113,199	116,029	118,929
CS Reps		590,226	604,982	620,106	635,609	651,499
Valet		616,512	631,925	647,723	663,916	680,514
HR Clerk		-	-	-	-	-
Admin Asst		-	-	-	-	-
Other		-	-	-	-	-
Vacation		166,791	170,961	175,235	179,616	184,106
Holiday		102,743	105,312	107,945	110,643	113,409
Sub-Total Payroll Expenses		$ 3,605,352	$ 3,695,486	$ 3,787,873	$ 3,882,570	$ 3,979,634

OPERATING EXPENSES	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
Payroll Taxes		$ 349,268	$ 358,000	$ 366,950	$ 376,124	$ 385,527
Health and Welfare		377,487	403,156	430,584	459,893	491,211
Recruiting, Testing, Training		14,456	14,890	15,337	15,797	16,271
Payroll Processing Fee		18,329	18,879	19,446	20,029	20,630
Employee Incentives Nontax		60,000	61,800	63,654	65,564	67,531
Shopping Tests		34,285	35,313	36,373	37,464	38,588
Armored Transport		29,902	30,799	31,723	32,675	33,655
Professional Security		85,375	87,937	90,575	93,292	96,091
Supplies		105,576	108,743	112,005	115,365	118,826
Uniforms		90,000	75,000	77,250	79,568	81,955
Ticket and Decals		125,794	129,567	133,454	137,458	141,582
Signs		38,485	39,639	40,829	42,053	43,315
Vans-Gas and Oil		30,000	30,900	31,827	32,782	33,765
Keys and Locks		2,205	2,271	2,339	2,409	2,481
Equipment Rental		120,153	123,758	127,470	131,294	135,233
Janitorial		47,229	48,646	50,105	51,609	53,157
Pest Control		2,795	2,879	2,965	3,054	3,146
Office Supplies		35,629	36,698	37,799	38,933	40,101
Xerox and Printing		4,915	5,062	5,214	5,370	5,532
Postage		2,946	3,034	3,125	3,219	3,315
Computer Expense		4,392	4,524	4,659	4,799	4,943
Equipment Repairs (Includes PCI Compliance)		260,537	268,353	276,404	284,696	293,237
Surface Repairs		18,242	18,789	19,352	19,933	20,531
Paint and Décor		1,698	1,749	1,802	1,856	1,911
Electrical Lamping		-	-	-	-	-
Telephone and Pager		46,787	48,190	49,636	51,125	52,659
Water and Sewer		2,188	2,254	2,322	2,391	2,463
Electricity		30,213	31,119	32,052	33,014	34,004
Business License and Taxes		2,021	2,082	2,144	2,208	2,275
Depreciation		817	841	867	893	919
Base Management Fee	Proportionally Split	448,750	462,213	476,079	490,361	505,072
Miscellaneous		12,691	13,072	13,464	13,868	14,284
Vehicle Tax & License		4,000	4,120	4,244	4,371	4,502
Vehicle Misc.		12,000	12,360	12,731	13,113	13,506
Vehicle Cleaning		6,000	6,180	6,365	6,556	6,753
Customer Service		72	74	76	79	81
Promotion and Advertising		41,466	42,710	43,992	45,311	46,671
Sub-Total Operating Expenses		$ 2,466,701	$ 2,535,600	$ 2,625,212	$ 2,718,525	$ 2,815,721
TOTAL EXPENSES		$ 6,072,053	$ 6,231,086	$ 6,413,085	$ 6,601,094	$ 6,795,355
NET OPERATING INCOME		$ 26,454,926	$ 27,109,068	$ 27,760,573	$ 28,426,905	$ 29,108,344

San Diego International Airport
Parking Operation
Terminal 1 and Terminal 2
5 Year Proforma

INCOME	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
Transient		$ 18,209,350	$ 18,664,584	$ 19,131,199	$ 19,609,479	$ 20,099,716
Employee Parking		426,937	437,611	448,551	459,765	471,259
Credit Card Fees		(402,544)	(412,607)	(422,923)	(433,496)	(444,333)
TOTAL INCOME		$ 18,233,744	$ 18,689,588	$ 19,156,827	$ 19,635,748	$ 20,126,642

EXPENSES	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
PAYROLL						
Management						
General Manager		$ 16,000	$ 16,400	$ 16,810	$ 17,230	$ 17,661
Asst General Manager		13,000	13,325	13,658	14,000	14,350
Operations Manager		27,000	27,675	28,367	29,076	29,803
Valet Manager		-	-	-	-	-
CSR Manager		-	-	-	-	-
Pacific Hwy Manager		-	-	-	-	-
HR Manager		8,500	8,713	8,930	9,154	9,382
Ops Supervisors		126,672	129,839	133,085	136,412	139,822
CSR Supervisors		-	-	-	-	-
Valet Supervisors		-	-	-	-	-
Staff			-	-	-	-
Audit		27,500	28,188	28,892	29,614	30,355
Office Coord		-	-	-	-	-
Cashiers		331,968	340,267	348,774	357,493	366,431
Lot Checkers		27,664	28,356	29,064	29,791	30,536
Traffic Directors		27,664	28,356	29,064	29,791	30,536
Maintenance		55,328	56,711	58,129	59,582	61,072
CS Reps		-	-	-	-	-
Valet		-	-	-	-	-
HR Clerk		-	-	-	-	-
Admin Asst		-	-	-	-	-
Other			-	-	-	-
Vacation		33,065	33,891	34,739	35,607	36,497
Holiday		20,368	20,877	21,399	21,934	22,482
Sub-Total Payroll Expenses		$ 714,729	$ 732,597	$ 750,912	$ 769,685	$ 788,927

OPERATING EXPENSES	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
Payroll Taxes		$ 69,239	$ 70,970	$ 72,745	$ 74,563	$ 76,427
Health and Welfare		113,246	121,173	129,655	138,731	148,442
Recruiting, Testing, Training		4,337	4,467	4,601	4,739	4,881
Payroll Processing Fee		5,499	5,664	5,834	6,009	6,189
Employee Incentives Nontax		18,000	18,540	19,096	19,669	20,259
Shopping Tests		10,285	10,594	10,912	11,239	11,576
Armored Transport		8,971	9,240	9,517	9,802	10,096
Professional Security		25,613	26,381	27,172	27,988	28,827
Supplies		31,673	32,623	33,602	34,610	35,648
Uniforms		27,000	22,500	23,175	23,870	24,586
Ticket and Decals		37,738	38,870	40,036	41,237	42,475
Signs		11,545	11,892	12,249	12,616	12,995
Vans-Gas and Oil		9,000	9,270	9,548	9,835	10,130
Keys and Locks		661	681	702	723	744
Equipment Rental		36,046	37,127	38,241	39,388	40,570
Janitorial		14,169	14,594	15,032	15,483	15,947
Pest Control		838	864	890	916	944
Office Supplies		10,689	11,009	11,340	11,680	12,030
Xerox and Printing		1,474	1,519	1,564	1,611	1,659
Postage		884	910	938	966	995
Computer Expense		1,318	1,357	1,398	1,440	1,483
Equipment Repairs (Includes PCI Compliance)		78,161	80,506	82,921	85,409	87,971
Surface Repairs		5,473	5,637	5,806	5,980	6,159
Paint and Décor		509	525	541	557	573
Electrical Lamping		-	-	-	-	-
Telephone and Pager		14,036	14,457	14,891	15,338	15,798
Water and Sewer		656	676	696	717	739
Electricity		9,064	9,336	9,616	9,904	10,201
Business License and Taxes		606	624	643	663	682
Depreciation		-	-	-	-	-
Base Management Fee		134,625	138,664	142,824	147,108	151,522
Miscellaneous		3,807	3,922	4,039	4,160	4,285
Vehicle Tax & License		1,200	1,236	1,273	1,311	1,351
Vehicle Misc.		3,600	3,708	3,819	3,934	4,052
Vehicle Cleaning		1,800	1,854	1,910	1,967	2,026
Customer Service		22	22	23	24	24
Promotion and Advertising		12,440	12,813	13,197	13,593	14,001
Sub-Total Operating Expenses		$ 704,224	$ 724,224	$ 750,443	$ 777,779	$ 806,289
TOTAL EXPENSES		$ 1,418,953	$ 1,456,821	$ 1,501,355	$ 1,547,464	$ 1,595,216
NET OPERATING INCOME		$ 16,814,791	$ 17,232,766	$ 17,655,472	$ 18,088,284	$ 18,531,426

San Diego International Airport
Parking Operation
SAN Park NTC 1 and SAN Park NTC 2
5 Year Proforma

INCOME	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
Transient		$ 3,423,905	$ 3,509,503	$ 3,597,241	$ 3,687,172	$ 3,779,351
Employee Parking		-	-	-	-	-
Credit Card Fees		(73,956)	(75,805)	(77,700)	(79,643)	(81,634)
TOTAL INCOME		$ 3,349,949	$ 3,433,698	$ 3,519,540	$ 3,607,529	$ 3,697,717

EXPENSES	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
PAYROLL						
Management						
General Manager		$ 16,000	$ 16,400	$ 16,810	$ 17,230	$ 17,661
Asst General Manager		13,000	13,325	13,658	14,000	14,350
Operations Manager		27,000	27,675	28,367	29,076	29,803
Valet Manager		-	-	-	-	-
CSR Manager		-	-	-	-	-
Pacific Hwy Manager		-	-	-	-	-
HR Manager		8,500	8,713	8,930	9,154	9,382
Ops Supervisors		126,672	129,839	133,085	136,412	139,822
CSR Supervisors		-	-	-	-	-
Valet Supervisors		-	-	-	-	-
Staff			-	-	-	-
Audit		27,500	28,188	28,892	29,614	30,355
Office Coord		-	-	-	-	-
Cashiers		157,248	161,179	165,209	169,339	173,572
Lot Checkers		26,208	26,863	27,535	28,223	28,929
Traffic Directors		26,208	26,863	27,535	28,223	28,929
Maintenance		52,416	53,726	55,070	56,446	57,857
CS Reps		-	-	-	-	-
Valet		-	-	-	-	-
HR Clerk		-	-	-	-	-
Admin Asst		-	-	-	-	-
Other			-	-	-	-
Vacation		24,038	24,639	25,255	25,886	26,533
Holiday		14,807	15,177	15,557	15,946	16,344
Sub-Total Payroll Expenses		$ 519,597	$ 532,587	$ 545,901	$ 559,549	$ 573,538

OPERATING EXPENSES	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
Payroll Taxes		$ 50,336	$ 51,594	$ 52,884	$ 54,206	$ 55,561
Health and Welfare		75,497	80,782	86,437	92,487	98,961
Recruiting, Testing, Training		2,891	2,978	3,067	3,159	3,254
Payroll Processing Fee		3,666	3,776	3,889	4,006	4,126
Employee Incentives Nontax		12,000	12,360	12,731	13,113	13,506
Shopping Tests		6,857	7,063	7,275	7,493	7,718
Armored Transport		5,980	6,160	6,345	6,535	6,731
Professional Security		17,075	17,587	18,115	18,658	19,218
Supplies		21,115	21,749	22,401	23,073	23,765
Uniforms		18,000	15,000	15,450	15,914	16,391
Ticket and Decals		25,159	25,913	26,691	27,492	28,316
Signs		7,697	7,928	8,166	8,411	8,663
Vans-Gas and Oil		6,000	6,180	6,365	6,556	6,753
Keys and Locks		441	454	468	482	496
Equipment Rental		24,031	24,752	25,494	26,259	27,047
Janitorial		9,446	9,729	10,021	10,322	10,631
Pest Control		559	576	593	611	629
Office Supplies		7,126	7,340	7,560	7,787	8,020
Xerox and Printing		983	1,012	1,043	1,074	1,106
Postage		589	607	625	644	663
Computer Expense		878	905	932	960	989
Equipment Repairs						
(Includes PCI Compliance)		52,107	53,670	55,280	56,939	58,647
Surface Repairs		3,648	3,757	3,870	3,986	4,106
Paint and Décor		340	350	360	371	382
Electrical Lamping		-	-	-	-	-
Telephone and Pager		9,357	9,638	9,927	10,225	10,532
Water and Sewer		438	451	464	478	493
Electricity		6,043	6,224	6,410	6,603	6,801
Business License and Taxes		404	416	429	442	455
Depreciation		233	240	248	255	263
Base Management Fee		89,750	92,443	95,216	98,072	101,014
Miscellaneous		2,538	2,614	2,693	2,774	2,857
Vehicle Tax & License		800	824	849	874	900
Vehicle Misc.		2,400	2,472	2,546	2,623	2,701
Vehicle Cleaning		1,200	1,236	1,273	1,311	1,351
Customer Service		14	15	15	16	16
Promotion and Advertising		8,293	8,542	8,798	9,062	9,334
Sub-Total Operating Expenses		$ 473,892	$ 487,337	$ 504,930	$ 523,271	$ 542,398
TOTAL EXPENSES		$ 993,489	$ 1,019,923	$ 1,050,831	$ 1,082,820	$ 1,115,935
NET OPERATING INCOME		$ 2,356,461	$ 2,413,774	$ 2,468,709	$ 2,524,709	$ 2,581,782

San Diego International Airport
Parking Operation
SAN Park Harbor Drive
5 Year Proforma

INCOME	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
Transient		$ 2,759,206	$ 2,828,186	$ 2,898,891	$ 2,971,363	$ 3,045,647
Employee Parking		67,554	69,243	70,974	72,748	74,567
Credit Card Fees		(61,058)	(62,584)	(64,149)	(65,753)	(67,397)
TOTAL INCOME		$ 2,765,702	$ 2,834,845	$ 2,905,716	$ 2,978,359	$ 3,052,818

EXPENSES	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
PAYROLL						
Management						
General Manager		$ 16,000	$ 16,400	$ 16,810	$ 17,230	$ 17,661
Asst General Manager		13,000	13,325	13,658	14,000	14,350
Operations Manager		27,000	27,675	28,367	29,076	29,803
Valet Manager		-	-	-	-	-
CSR Manager		-	-	-	-	-
Pacific Hwy Manager		-	-	-	-	-
HR Manager		8,500	8,713	8,930	9,154	9,382
Ops Supervisors		84,448	86,559	88,723	90,941	93,215
CSR Supervisors		-	-	-	-	-
Valet Supervisors		-	-	-	-	-
Staff			-	-	-	-
Audit		27,500	28,188	28,892	29,614	30,355
Office Coord		-	-	-	-	-
Cashiers		78,624	80,590	82,604	84,669	86,786
Lot Checkers		3,744	3,838	3,934	4,032	4,133
Traffic Directors		-	-	-	-	-
Maintenance		-	-	-	-	-
CS Reps		-	-	-	-	-
Valet		-	-	-	-	-
HR Clerk		-	-	-	-	-
Admin Asst		-	-	-	-	-
Other			-	-	-	-
Vacation		12,941	13,264	13,596	13,936	14,284
Holiday		7,972	8,171	8,375	8,584	8,799
Sub-Total Payroll Expenses		$ 279,728	$ 286,722	$ 293,890	$ 301,237	$ 308,768

OPERATING EXPENSES	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
Payroll Taxes		$ 27,099	$ 27,776	$ 28,471	$ 29,182	$ 29,912
Health and Welfare		37,749	39,636	41,618	43,699	45,884
Recruiting, Testing, Training		1,446	1,489	1,534	1,580	1,627
Payroll Processing Fee		1,833	1,888	1,945	2,003	2,063
Employee Incentives Nontax		6,000	6,180	6,365	6,556	6,753
Shopping Tests		3,428	3,531	3,637	3,746	3,859
Armored Transport		2,990	3,080	3,172	3,267	3,365
Professional Security		8,538	8,794	9,057	9,329	9,609
Supplies		10,558	10,874	11,201	11,537	11,883
Uniforms		9,000	7,500	7,725	7,957	8,195
Ticket and Decals		12,579	12,957	13,345	13,746	14,158
Signs		3,848	3,964	4,083	4,205	4,332
Vans-Gas and Oil		3,000	3,090	3,183	3,278	3,377
Keys and Locks		220	227	234	241	248
Equipment Rental		12,015	12,375	12,747	13,129	13,523
Janitorial		4,723	4,865	5,011	5,161	5,316
Pest Control		279	288	297	305	315
Office Supplies		3,563	3,670	3,780	3,893	4,010
Xerox and Printing		491	506	521	537	553
Postage		295	303	313	322	332
Computer Expense		439	452	466	480	494
Equipment Repairs (Includes PCI Compliance)		26,054	26,836	27,641	28,470	29,324
Surface Repairs		1,824	1,879	1,935	1,993	2,053
Paint and Décor		170	175	180	186	191
Electrical Lamping		-	-	-	-	-
Telephone and Pager		4,679	4,819	4,964	5,113	5,266
Water and Sewer		219	225	232	239	246
Electricity		3,021	3,112	3,205	3,301	3,400
Business License and Taxes		202	208	214	221	227
Depreciation		117	120	124	128	131
Base Management Fee		44,875	46,221	47,608	49,036	50,507
Miscellaneous		1,269	1,307	1,346	1,387	1,428
Vehicle Tax & License		400	412	424	437	450
Vehicle Misc.		1,200	1,236	1,273	1,311	1,351
Vehicle Cleaning		600	618	637	656	675
Customer Service		7	7	8	8	8
Promotion and Advertising		4,147	4,271	4,399	4,531	4,667
Sub-Total Operating Expenses		$ 238,877	$ 244,893	$ 252,894	$ 261,170	$ 269,734
TOTAL EXPENSES		$ 518,605	$ 531,614	$ 546,783	$ 562,407	$ 578,501
NET OPERATING INCOME		$ 2,247,097	$ 2,303,230	$ 2,358,933	$ 2,415,952	$ 2,474,316

San Diego International Airport
Parking Operation
SAN Park Pacific Highway
5 Year Proforma

INCOME	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
Transient		$ 5,547,334	$ 5,686,017	$ 5,828,167	$ 5,973,872	$ 6,123,218
Employee Parking		325,673	333,815	342,160	350,714	359,482
Credit Card Fees		(126,857)	(130,028)	(133,279)	(136,611)	(140,026)
TOTAL INCOME		$ 5,746,150	$ 5,889,804	$ 6,037,049	$ 6,187,975	$ 6,342,674

EXPENSES	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
PAYROLL						
Management						
General Manager		$ 16,000	$ 16,400	$ 16,810	$ 17,230	$ 17,661
Asst General Manager		13,000	13,325	13,658	14,000	14,350
Operations Manager		27,000	27,675	28,367	29,076	29,803
Valet Manager		-	-	-	-	-
CSR Manager		-	-	-	-	-
Pacific Hwy Manager		-	-	-	-	-
HR Manager		8,500	8,713	8,930	9,154	9,382
Ops Supervisors		126,672	129,839	133,085	136,412	139,822
CSR Supervisors		-	-	-	-	-
Valet Supervisors		-	-	-	-	-
Staff			-	-	-	-
Audit		27,500	28,188	28,892	29,614	30,355
Office Coord		-	-	-	-	-
Cashiers		131,040	134,316	137,674	141,116	144,644
Lot Checkers		26,208	26,863	27,535	28,223	28,929
Traffic Directors		78,624	80,590	82,604	84,669	86,786
Maintenance		-	-	-	-	-
CS Reps		-	-	-	-	-
Valet		-	-	-	-	-
HR Clerk		-	-	-	-	-
Admin Asst		-	-	-	-	-
Other			-	-	-	-
Vacation		22,727	23,295	23,878	24,475	25,087
Holiday		14,000	14,350	14,709	15,076	15,453
Sub-Total Payroll Expenses		$ 491,271	$ 503,553	$ 516,142	$ 529,045	$ 542,271

OPERATING EXPENSES	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
Payroll Taxes		$ 47,592	$ 48,782	$ 50,001	$ 51,251	$ 52,533
Health and Welfare		113,246	121,173	129,655	138,731	148,442
Recruiting, Testing, Training		4,337	4,467	4,601	4,739	4,881
Payroll Processing Fee		5,499	5,664	5,834	6,009	6,189
Employee Incentives Nontax		18,000	18,540	19,096	19,669	20,259
Shopping Tests		10,285	10,594	10,912	11,239	11,576
Armored Transport		8,971	9,240	9,517	9,802	10,096
Professional Security		25,613	26,381	27,172	27,988	28,827
Supplies		31,673	32,623	33,602	34,610	35,648
Uniforms		27,000	22,500	23,175	23,870	24,586
Ticket and Decals		37,738	38,870	40,036	41,237	42,475
Signs		11,545	11,892	12,249	12,616	12,995
Vans-Gas and Oil		9,000	9,270	9,548	9,835	10,130
Keys and Locks		661	681	702	723	744
Equipment Rental		36,046	37,127	38,241	39,388	40,570
Janitorial		14,169	14,594	15,032	15,483	15,947
Pest Control		838	864	890	916	944
Office Supplies		10,689	11,009	11,340	11,680	12,030
Xerox and Printing		1,474	1,519	1,564	1,611	1,659
Postage		884	910	938	966	995
Computer Expense		1,318	1,357	1,398	1,440	1,483
Equipment Repairs (Includes PCI Compliance)		78,161	80,506	82,921	85,409	87,971
Surface Repairs		5,473	5,637	5,806	5,980	6,160
Paint and Décor		509	525	541	557	573
Electrical Lamping		-	-	-	-	-
Telephone and Pager		14,036	14,457	14,891	15,338	15,798
Water and Sewer		656	676	696	717	739
Electricity		9,064	9,336	9,616	9,904	10,201
Business License and Taxes		606	624	643	663	682
Depreciation		350	361	371	383	394
Base Management Fee		134,625	138,664	142,824	147,108	151,522
Miscellaneous		3,807	3,922	4,039	4,160	4,285
Vehicle Tax & License		1,200	1,236	1,273	1,311	1,351
Vehicle Misc.		3,600	3,708	3,819	3,934	4,052
Vehicle Cleaning		1,800	1,854	1,910	1,967	2,026
Customer Service		22	22	23	24	24
Promotion and Advertising		12,440	12,813	13,197	13,593	14,001
Sub-Total Operating Expenses		$ 682,927	$ 702,397	$ 728,072	$ 754,850	$ 782,789
TOTAL EXPENSES		$ 1,174,198	$ 1,205,950	$ 1,244,214	$ 1,283,895	$ 1,325,060
NET OPERATING INCOME		$ 4,571,952	$ 4,683,854	$ 4,792,835	$ 4,904,080	$ 5,017,614

San Diego International Airport
Parking Operation
SAN Park Valet
5 Year Proforma

INCOME	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
Transient		$ 2,485,113	$ 2,547,241	$ 2,610,922	$ 2,676,195	$ 2,743,099
Employee Parking		-	-	-	-	-
Credit Card Fees		(53,678)	(55,020)	(56,396)	(57,806)	(59,251)
TOTAL INCOME		$ 2,431,434	$ 2,492,220	$ 2,554,526	$ 2,618,389	$ 2,683,849

EXPENSES	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
PAYROLL						
Management						
General Manager		$ 16,000	$ 16,400	$ 16,810	$ 17,230	$ 17,661
Asst General Manager		13,000	13,325	13,658	14,000	14,350
Operations Manager		27,000	27,675	28,367	29,076	29,803
Valet Manager		-	-	-	-	-
CSR Manager		-	-	-	-	-
Pacific Hwy Manager		-	-	-	-	-
HR Manager		8,500	8,713	8,930	9,154	9,382
Ops Supervisors		126,672	129,839	133,085	136,412	139,822
CSR Supervisors		-	-	-	-	-
Valet Supervisors		-	-	-	-	-
Staff						
Audit		82,500	84,563	86,677	88,843	91,065
Office Coord		-	-	-	-	-
Cashiers		-	-	-	-	-
Lot Checkers		-	-	-	-	-
Traffic Directors		-	-	-	-	-
Maintenance		-	-	-	-	-
CS Reps		590,226	604,982	620,106	635,609	651,499
Valet		616,512	631,925	647,723	663,916	680,514
HR Clerk		-	-	-	-	-
Admin Asst		-	-	-	-	-
Other						
Vacation		74,021	75,871	77,768	79,712	81,705
Holiday		45,597	46,737	47,905	49,103	50,330
Sub-Total Payroll Expenses		$ 1,600,027	$ 1,640,028	$ 1,681,029	$ 1,723,054	$ 1,766,131

OPERATING EXPENSES	Detail	FY2012	FY2013	FY2014	FY2015	FY2016
Payroll Taxes		$ 155,003	$ 158,878	$ 162,850	$ 166,921	$ 171,094
Health and Welfare		37,749	40,391	43,219	46,244	49,481
Recruiting, Testing, Training		1,446	1,489	1,534	1,580	1,627
Payroll Processing Fee		1,833	1,888	1,945	2,003	2,063
Employee Incentives Nontax		6,000	6,180	6,365	6,556	6,753
Shopping Tests		3,428	3,531	3,637	3,746	3,859
Armored Transport		2,990	3,080	3,172	3,267	3,365
Professional Security		8,538	8,794	9,057	9,329	9,609
Supplies		10,558	10,874	11,201	11,537	11,883
Uniforms		9,000	7,500	7,725	7,957	8,195
Ticket and Decals		12,579	12,957	13,345	13,746	14,158
Signs		3,848	3,964	4,083	4,205	4,332
Vans-Gas and Oil		3,000	3,090	3,183	3,278	3,377
Keys and Locks		220	227	234	241	248
Equipment Rental		12,015	12,375	12,747	13,129	13,523
Janitorial		4,723	4,865	5,011	5,161	5,316
Pest Control		279	288	297	305	315
Office Supplies		3,563	3,670	3,780	3,893	4,010
Xerox and Printing		491	506	521	537	553
Postage		295	303	313	322	332
Computer Expense		439	452	466	480	494
Equipment Repairs						
(Includes PCI Compliance)		26,054	26,836	27,641	28,470	29,324
Surface Repairs		1,824	1,879	1,935	1,993	2,053
Paint and Décor		170	175	180	186	191
Electrical Lamping		-	-	-	-	-
Telephone and Pager		4,679	4,819	4,964	5,113	5,266
Water and Sewer		219	225	232	239	246
Electricity		3,021	3,112	3,205	3,301	3,400
Business License and Taxes		202	208	214	221	227
Depreciation		117	120	124	128	131
Base Management Fee		44,875	46,221	47,608	49,036	50,507
Miscellaneous		1,269	1,307	1,346	1,387	1,428
Vehicle Tax & License		400	412	424	437	450
Vehicle Misc.		1,200	1,236	1,273	1,311	1,351
Vehicle Cleaning		600	618	637	656	675
Customer Service		7	7	8	8	8
Promotion and Advertising		4,147	4,271	4,399	4,531	4,667
Sub-Total Operating Expenses		$ 366,781	$ 376,749	$ 388,873	$ 401,454	$ 414,513
TOTAL EXPENSES		$ 1,966,808	$ 2,016,777	$ 2,069,902	$ 2,124,508	$ 2,180,643
NET OPERATING INCOME		$ 464,626	$ 475,443	$ 484,624	$ 493,881	$ 503,205

r. Insurance Coverages

Standard Parking has and will obtain sufficient insurance coverage in the amounts necessary to perform the Scope of Work.

s. Additional Information

Standard Parking will obtain and provide sufficient insurance coverage, will comply with the state prevailing wage rates and does not take exception to the Agreement language provided.

F. References

Portland International Airport
Contact: **Steven Koester, AAE**
Parking Manager
Port of Portland
7200 NE Airport Way
Portland, OR 97218
Phone: (503) 415-6529
Email: steven.koester@portofportland.com

Denver International Airport
Contact: **Dorothy Harris**
Assistant Airport Director
8500 Pena Boulevard
Denver, CO 80329
Phone: (303) 342-4080
Email: dorothy.harris@diadenver.net

Chicago-O'Hare International Airport
Contact: **Marcos Fernandez**
General Manager - Landside Operations
AAB – 2nd Floor
10510 W. Zemke Rd.
Chicago, IL 60666
Phone: (773) 894-2085
Email: Marcos.Fernandez@cityofchicago.org

Cincinnati-Northern Kentucky International Airport
Contact: **Lisa Ransom**
Manager, Parking and Ground Transportation Operations
P.O. Box 752000
Cincinnati, OH 45275-2000
Phone: (859) 767-7023
Email: lransom@cvgairport.com

Kansas City International Airport
Contact: **Mark VanLoh**
Director of Aviation
601 Brasilia Ave.
Kansas City, MO 64195
Phone: (816) 243-3100
Email: Mark_VanLoh@kcmo.org

Chicago Midway International Airport
Contact: **Erin O'Donnell,**
Deputy Commissioner
5700 S. Cicero Avenue
Chicago, IL 60638
Phone: (773) 838-0608
Email: Erin@cityofchicago.org

Hartsfield-Jackson International Airport
Contact: **Katie Stanciel**
Aviation Parking Manager
City of Atlanta - Department of Aviation
P.O. Box 20509
Atlanta, GA 30320
Phone: (404) 382-2336
Email: katie.stanciel@atlanta-airport.com

Cleveland Hopkins International Airport
Contact: **Bill Mullins**
Manager of Ground Transportation and Parking
5300 Riverside Drive
Cleveland, OH 44135
Phone: (216) 265-6088
Email: BMullins@clevelandairport.com

Southwest Florida International Airport
Contact: **Jeffrey Gray, AAE**
Lee County Port Authority
11000 Terminal Access Road
Fort Myers, FL 33913
Phone: (239) 590-4705
Email: jcgray@flylcpa.com

El Paso International Airport
Contact: **Jeff Schultes**
Assistant Director of Aviation
6701 Convair Road
El Paso TX 79925
Phone: (915) 780-4720
Email: Jeff.Schultes@elpasotexas.gov

In addition to the references provided here, we welcome you to contact any of our airport clients. A complete list of our airport locations, including contacts for each, are included in the location listing provided in the Experience and Qualifications section of this proposal.

Standard Parking - Airport Locations

PARKING FACILITY NAME & LOCATION	DATES of OPERATION	ANNUAL GROSS RECEIPTS	SCOPE OF WORK	PARKING SPACES	SHUTTLE / VEHICLE FLEET SIZE	CONTACT NAME & PHONE NUMBER	AVERAGE DAILY TRANS.
Cleveland Hopkins Int'l. Airport 5300 Riverside Drive Cleveland, OH 44135	1951 - Present	$ 23,000,000	Parking & Shuttle	7,125	6 Shuttles (29-Pass) Employee + International	Pat Singleton 216-265-6500	3,131
Bradley International Airport Windsor Locks, CT 06096	1953 - Present	$ 24,000,000	Parking & Shuttle	7,815	6 Trucks, Shuttle Service Sunbcontracted	Eric Waldron 860-594-3000	2,725
Tri-Cities Regional Airport P.O. Box 1055 Blountville, TN 37617	1959 - Present	$ 1,800,000	Parking	644	N/A	Patrick Wilson 423-323-6288	236
Baton Rouge Metro Airport Suite 212, Ryan Terminal Bldg. Baton Rouge, LA 70807	1961 - Present	$ 3,700,000	Parking & Shuttle	2,012	1 Shuttle Cart	Anthony Marino 225-355-0333	588
Billings Logan Int'l. Airport 1901 Terminal Circle Drive Billings, MT 59105	1964 - Present	$ 1,800,000	Parking	810	N/A	Tom Binford 406-657-8495	578
Dothan Regional Airport 720 Airport Drive Dothan, AL 36303	1968 - Present	$ 400,000	Parking	488	N/A	Art Morris 334-983-8100	108
Austin Straubel Int'l. Airport 2077 Airport Drive Green Bay, WI 54313	1968 - Present	$ 2,700,000	Parking	1,891	N/A	Thomas Miller 920-498-4800	623
Ft. Wayne International Airport Rm 209, Baer Field Terminal Ft. Wayne, IN 46809	1968 - Present	$ 2,600,000	Parking	2,095	1 Truck	Torrance Richardson 260-747-4146	356
Sioux Falls Regional Airport 2801 Jaycee Lane Sioux Falls, SD 57104	1969 - Present	$ 1,700,000	Parking	1,024	1 Truck	Dan Letellier 605-336-0762	477
MBS International Airport P.O. Box P Freeland, MI 48623	1970 - Present	$ 1,200,000	Parking	1,823	2 Trucks	Jeff Nagel 989-695-5555	375
Capital City Airport 4100 Capital City Blvd. Lansing, MI 48906	1970 - Present	$ 2,300,000	Parking	1,678	2 Trucks	Robert Selig 517-886-3714	460
Hector Int'l. Airport Municipal Airport Authority Box 2845 Fargo, ND 58108	1971 - Present	$ 1,500,000	Parking	1,276	1 Truck	Shawn Dobberstein 701-241-1501	485
Akron-Canton Airport 5400 Lauby Road N.W. North Canton, OH 44720	1971 - Present	$ 5,300,000	Parking & Shuttle	2,794	5 Shuttles (14-Pass), 2 Trucks	Rick McQueen 330-499-4059	1,063

Standard Parking - Airport Locations

PARKING FACILITY NAME & LOCATION	DATES of OPERATION	ANNUAL GROSS RECEIPTS	SCOPE OF WORK	PARKING SPACES	SHUTTLE / VEHICLE FLEET SIZE	CONTACT NAME & PHONE NUMBER	AVERAGE DAILY TRANS.
Idaho Falls Regional Airport 2140 N. Skyline Drive Idaho Falls, ID 83402	1972 - Present	$ 870,000	Parking	831	N/A	Len Nelson 208-529-1224	280
LaCrosse Municipal Airport 2850 Airport Road LaCrosse, WI 54603	1974 - Present	$ 800,000	Parking	579	N/A	Dan Wruck 608-789-7466	189
Wilkes-Barre/Scranton Int'l. Airport 100 Terminal Road Avoca, PA 18641	1974 - Present	$ 1,800,000	Parking	1,085	N/A	Barry Centini 570-602-2000	368
Bismarck Municipal Airport 2301 University Dr., Bldg. #22 PO Box 991 Bismarck,, ND 58502	1977 - Present	$ 715,000	Parking	441	N/A	Gregory Haug 701-222-6502	295
Portland International Jetport 1001 Westbrook Street Portland, ME 04102	1979 - Present	$ 5,800,000	Parking, Shuttle & Ground Transport	3,037	4 Shuttles (14-Pass), 2 Trucks, 1 Car	Paul Bradbury 207-772-0690	1,101
Westchester County Airport 115 Stevens Avenue Valhalla, NY 10595	1979 - Present	$ 6,700,000	Parking	1,097	2 Trucks, 1 Golf Cart	Peter Scherer 914-995-3980	558
Gallatin Field Airport 850 Gallatin Field Rd., Suite 6 Belgrade, MT 59714	1981 - Present	$ 1,100,000	Parking	534	N/A	Brian Sprenger 406-388-6632	515
Glacier Park Int'l. Airport 4170 Highway 2 East Kallispel, MT 59901	1981 - Present	$ 650,000	Parking	330	N/A	Cindi Martin 206-257-5994	275
Long Island MacArthur Airport 1000 Arrival Avenue Ronkonkoma, NY 11779	1985 - Present	$ 8,400,000	Parking & Shuttle	2,653	3 Shuttles (14-Pass), 2 Trucks	Theresa Rizzuto 631-467-3300	1,184
Lincoln Municipal Airport 2400 W. Adams Lincoln, NE 68524	1985 - Present	$ 1,100,000	Parking	1,361	1 Golf Cart	John Wood 402-458-2400	296
Yakima Airport 2400 W. Washington Ave. Yakima, WA 98903	1988 - Present	$ 285,000	Parking	230	N/A	Mike Redmond 509-575-6149	140
Mobile Regional Airport 8400 Airport Blvd. Mobile, AL 36608-0004	1992 - Present	$ 1,600,000	Parking	1,074	1 Shuttle Cart	Thomas Hughes 251-633-4510	516
Chicago-O'Hare International Airport P.O. Box 66142 Chicago, IL 60666-0142	1993 - Present	$ 125,000,000	Parking, Valet & Ground Transp.	25,845	10 Vans, 8 Trucks	Marcos Fernandez 773-894-2085	11,610

Standard Parking - Airport Locations

PARKING FACILITY NAME & LOCATION	DATES of OPERATION	ANNUAL GROSS RECEIPTS	SCOPE OF WORK	PARKING SPACES	SHUTTLE / VEHICLE FLEET SIZE	CONTACT NAME & PHONE NUMBER	AVERAGE DAILY TRANS.
Duluth International Airport 4701 Grinden Drive Duluth, MN 55811	1993 - Present	$ 800,000	Parking	555	1 Truck	Brian Ryks 218-727-2968	238
Amarillo International Airport 10801 Airport Blvd. Amarillo, TX 79111	1994 - Present	$ 1,900,000	Parking	1,465	N/A	Patrick Rhodes 806-335-1671	445
Kalamazoo/Battle Creek Int'l. Airport 5235 Portage Road Kalamazoo, MI 49002	1995 - Present	$ 1,400,000	Parking	1,332	N/A	Cliff Moshoginis 269-388-3668	395
Southwest Florida Int'l. Airport 11000 Terminal Access Rd. Ft. Myers, FL 33913	1996 - Present	$ 15,000,000	Parking & Shuttle	12,740	31 Shuttles (14-Pass), 2 Trucks	Tom Nichols 239-768-4315	3,241
Chicago Midway Int'l. Airport 5757 S. Cicero Ave. Chicago, IL 60638	1997 - Present	$ 37,000,000	Parking & Ground Transportation	11,521	6 Vans, 2 Trucks	Erin O'Donnell 773-838-0608	3,892
Kahului Airport 1 Kahului Airport Rd., Unit 5 Kahului, Hawaii 96732	1998 - Present	$ 3,100,000	Parking	2,326	1 Golf Cart	Marvin Moniz 808-838-8607	1,200
Kapalua Airport 400 Rodgers Blvd., Suite 700 Honolulu, HI 96819	1998 - Present	$ 50,000	Parking	100	N/A	Roy Sakata 808-838-8607	50
Bellingham Int'l. Airport 4201 Mitchell Way Bellingham, WA 98226	1988-Present	$ 4,000,000	Parking & Shuttle	2,800	3 Shuttles (14 Pass)	Art Choate 360-715-7362	225
Rapid City Regional Airport 2550 Terminal Road #109 Rapid City, SD 57701	1998 - Present	$ 1,200,000	Parking, Skycap	885	1 Truck	Cameron Humphres 605-394-4195	385
Buffalo Niagara Int'l. Airport 4200 Genesee Street Cheektowaga, NY 14225	1998 - 2002 2007 - Present	$ 15,000,000	Parking & Shuttle	7,283	20 Shuttles (14-Pass), 3 Trucks	William Vanecek 716-630-6070	2,553
Springfield/Branson Regional Airport 5000 West Kerney, Suite #15 Springfield, MO 65803	1998 - Present	$ 2,800,000	Parking	1,176	N/A	Gary Cyr 417-869-0300	835
Cleveland Hopkins Int'l. Airport 5300 Riverside Drive Cleveland, OH 44135	1998 - Present	$ N/A	RAC Shuttle	N/A	17 Shuttles (23-Pass), 1 Truck	Pat Singleton 216-265-6500	N/A

Standard Parking - Airport Locations

PARKING FACILITY NAME & LOCATION	DATES of OPERATION	ANNUAL GROSS RECEIPTS	SCOPE OF WORK	PARKING SPACES	SHUTTLE / VEHICLE FLEET SIZE	CONTACT NAME & PHONE NUMBER	AVERAGE DAILY TRANS.
Kansas City Int'l. Airport 601 Brasilia Ave. Kansas City, MO 64195	1999 - Present	$ 42,000,000	Parking	23,305	5 Trucks	Mark Van Loh 816-243-5285	6,912
Bishop International Airport G-3425 West Bristol Road Flint, MI 48507-3183	1999 - Present	$ 4,500,000	Parking & Shuttle	3,490	4 Shuttles (14-Pass), 2 Trucks	James Rice 810-235-6560	927
Gerald R. Ford Int'l. Airport 5500 44th Street Grand Rapids, MI 49512	2000 - Present	$ 2,300,000	Parking, Valet & Shuttle	2,820	6 Shuttles (14-Pass)	Jim Koslosky 616-233-6000	395
Dallas/Fort Worth Int'l. Airport 3937 South 26th Avenue D/FW Airport, TX 75261	2000 - Present	$ N/A	RAC Shuttle	N/A	46 GNG Shuttles (27-Pass), 2 Vans	Tom Gants 972-574-5725	N/A
Albuquerque Int'l. Sunport PO Box 9948 Albuquerque, NM 87119-1048	2001 - Present	$ N/A	RAC Shuttle	N/A	17 Shuttles (23-Pass), 1 Truck	Jack Scherer 505-244-7712	N/A
Cherry Capital Airport 727 Fly Don't Drive Traverse City, MI 49686	2004 - Present	$ 1,100,000	Parking	1,084	N/A	Stephen Cassens 231-947-2250	355
Outagamie County Regional Airport W6390 Challenger Dr., #201 Appleton, WI 54914	2004 - Present	$ 1,700,000	Parking	2,033	N/A	Martin Lenss 920-832-2186	401
Cincinnati/Northern Kentucky Int'l. Airport P.O. Box 752000 Cincinnati, OH 45275-2000	2005 - Present	$ 19,000,000	Parking & Shuttle	16,430	21 Shuttles (9 30Pass, 12 14-Pass), 3 Trucks, 1 Van, 2 Golf Carts	Lisa Ransom 859-767-7023	2,639
Portland International Airport 7000 NE Airport Way Portland, OR 97218	2006 - Present	$ 45,000,000	Parking, Shuttle, Valet and GT Mgmt	15,060	26 Shuttles (27 pass), 4 Shuttles (40 pass), 3 Vans (12 pass), 3 Trucks	Daren Griffin 503-460-4125	5,900
Roanoke Regional Airport 5202 Aviation Drive Roanoke, VA 24012	2006 - Present	$ 1,800,000	Parking & Shuttle	1,871	2 Shuttles (14-Pass), 2 Trucks, 1 Golf Cart	Jackie Shuck 540-362-1999	585
El Paso International Airport 6701 Convair Road El Paso, TX 79925	2007 - Present	$ 5,500,000	Parking	3,473	1 Golf Cart	Monica Lombrana 915-780-4715	1,200
T.F. Green State Airport 2000 Post Road Warwick, RI 02886-1533	2007 - Present	$ 24,000,000	Parking & Shuttle	9,825	6 GNG Shuttles (14-Pass), 2 Trucks	Brian Schattle 401-737-4000	2,438

Standard Parking - Airport Locations

PARKING FACILITY NAME & LOCATION	DATES of OPERATION	ANNUAL GROSS RECEIPTS	SCOPE OF WORK	PARKING SPACES	SHUTTLE / VEHICLE FLEET SIZE	CONTACT NAME & PHONE NUMBER	AVERAGE DAILY TRANS.
Dallas/Fort Worth Int'l. Airport Parking Dept. P.O. Box 619428 D/FW Airport, TX 75261	2007 - Present	$ N/A	Employee Shuttle	N/A	34 GNG Shuttles (23-Pass), 2 Trucks	Dave Harris 972-973-4854	N/A
Asheville Regional Airport 61 Terminal Drive, Suite 1 Fletcher, NC 28732	2008 - Present	$ 2,500,000	Parking	1,176	N/A	David Nance 828-684-2226	500
Denver International Airport 8500 Pena Blvd. Denver, CO 80329	2008 - Present	$ 113,000,000	Parking & Valet	40,500	6 Trucks, 4 Vans, 4 Golf Carts	Dorothy Harris 303-342-4084	12,250
Richmond International Airport 1 Richard E. Byrd Terminal Dr. Richmond, VA 23250	2008 - Present	$ 16,200,000	Parking & Shuttle	7,300	15 Shuttles (14-Pass), 4 Trucks	Doug Blum 804-226-3061	2,639
Fresno Yosemite Int'l. Airport 4995 East Clinton Way Fresno, CA 93727	4/09 - Present	$ 4,355,000	Parking	2,259	N/A	Brendan Carmody 559-621-4500	
Hartsfield-Jackson Int'l Airport 6000 N. Terminal Pkwy. Suite 4000 Atlanta, GA 30320	10/10 - Present	$ 96,000,000	Parking, Shuttle and Taxi Dispatch	30,148	58 Shuttle Buses (14-Pass), 12 Trucks, 5 Vans, 6 Courtesy Shuttle Carts	Katie Stanciel 404-530-7837	14,520
Washington Dulles Int'l Airport 1 Saarinen Circle Dulles, VA 20166	4/10 - Present	$ N/A	Shuttle	N/A	43 Shuttle Buses (34-Pass)	Katherine Ruhl 703-417-8666	N/A
Reagan National Airport 1 Aviation Circle, Suite 154 Washington DC 20001-4901	4/10 - Present	$ N/A	Shuttle	N/A	27 Shuttle Buses (22-Pass and 30-Pass)	Kathleen McKeever 703-417-8038	N/A
Shreveport Regional Airport 5103 Hollywood Ave., Ste. 300 Shreveport, LA 71109-7764	7/10 - Present	$ 1,800,000	Parking	858	1 Golf Cart	Anita MacQueen 318-673-5370	253
Roberts Field-Redmond Municipal Airport 2522 SE Jesse Butler Cle, #17 Redmond, OR 97756-8643	7/10-Present	$ 1,500,000	Parking	1,272	N/A	Carrie Novick 541-504-3496	150

Standard Parking®

Superior People. Superior Performance.



JACK RICCHIUTO

Experience

Standard Parking, Inc.

December 2002 - Present

Executive Vice President of Airports and Transportation

- Direct over 60 airport and transportation contracts nationally
- Supervise three Senior Vice Presidents responsible for all airport and transportation new business development on a national level
- Participate in the development and implementation of key corporate initiatives and goals as a member of the company's executive steering committee
- Direct all corporate initiatives and objectives at industry conferences and trade shows
- Reports directly to COO

February 1993 - December 2002

Senior Vice President, Airports

- Managed and directed 32 airport and seven transportation contracts generating over 20% of total company EBITDA
- Managed a $42 million annual operating budget
- Supervised and directed four regional managers covering a 25-state territory
- Directed all new business development within the territory

Education

Bowling Green State University
BS, 1979

Professional Affiliations

- Member of American Association of Airport Executives (AAAE) and numerous chapters
- Airports Council International (ACI)
- Airport Ground Transportation Association (AGTA)
- Transportation Research Board (TRB).

BOB REISER

Experience

Standard Parking, Inc.

February 2005 – Present

Senior Vice President, Airport Operations

- Oversees operations of over 60 airport and transportation contracts nationally
- Supervises five Regional Managers covering all airport and transportation operations on a national level
- Review all facility budgets and P&L statements
- Participate in industry conferences and trade shows and assist with new business development
- Maintain client relations and promote customer service initiatives
- Report to Executive Vice President of Airports and Transportation

August 1994 – February 2005

Vice President/Regional Manager, Central Airports

- Managed all airport operations (between 17 and 21 locations at one time) within 17-state Central Region
- Prepared annual operating budgets with P&L responsibility
- Supervised and directed three senior managers and 16 facility managers

May 1991 – August 1994

District Manager, Northeast Airports

- Managed 15 airport operations within nine state Northeast District

November 1988 – May 1991

Facility Manager, Baltimore-Washington International Airport

- Managed day-today parking operations at BWI Airport

May 1987 – November 1988

Operations Manager

- Managed 21 urban parking facilities in Cleveland

December 1985 – May 1987

Location Manager

- Managed Park-Air Express Shuttle Operation serving Cleveland Hopkins International Airport

Education

Baldwin-Wallace College
BA, 1984

Professional Affiliations

- Member of American Association of Airport Executives (AAAE) and numerous chapters
- Airports Council International (ACI)
- Airport Ground Transportation Association (AGTA)
- CPFM

CLINT JOY

Experience

Standard Parking, Inc.

2003 - Present ***Vice President/Regional Manager***

- Manages the day-to-day operations of airport locations in the Western region
- Monitors regional financial and operational results
- Maintains client relationships
- Develops the regional operating team
- Facilitates the development of new business
- Maintains, extends and expands the profitability of existing business

1999 - 2003 ***Senior Manager***

Auraria Parking Services

1997 - 1999 ***Transportation Manager***

- Facilitated the purchase, set-up and operation of 13 Pay and Display machines, 125 parking meters and revenue control equipment for a campus serving nearly 30,000 students per semester
- Day-to-day supervision of 30 drivers and enforcement staff
- Group leader for campus strategic plan

1997 - 1999 ***Maintenance Mechanic/Field Coordinator/Supervisor/Cashier***

- Supervision of day-to-day maintenance operations
- Coordinated the research and purchase of new revenue control equipment
- Implemented preventive maintenance techniques that increased the efficiency and life span of all revenue control equipment
- Managed booth operations
- Increased revenue by altering citation procedures
- Served as student liaison to the Board of Directors

Additional Experience

- ***Parking and Access Revenue Control System Experience:*** Amano-McGann, Federal APD, Scheidt & Bacchman, SkiData, Parkeon, Digital Payment Technologies, Ascom, Zeag among others
- ***Parking Access and Revenue Control Application Experience:*** Pay-on-Foot, Pay and Display, On- Street Meters, Multi Space Meters, Credit Card In-Out, Ticket In-Credit Card Out, Large scale multiple lane operations and cashier-less operations
- ***Client Experience:*** Large, medium and small hub airports, municipalities, hospitals, medical centers, special event facilities, national arks, universities, shopping malls and office buildings

Education

Metropolitan State College of Denver
B.S. – Business Management, 1999

PETER KRAUSA

Experience

Standard Parking, Inc.

2010 - Present — ***Senior Manager West Airports***

Oversees 12 airport parking facilities in nine western states

Sauce Pizza and Wine

2006 - 2009 — ***General Manager***

Headed the operation of this popular Arizona concept in the DTC location (solitary Colorado operation), would assume regional manager position when parent company expands in Colorado (Fox Restaurant Concepts). Responsible for leading a staff of 30+ associates, managers and supervisors. Identified potentially risky company policies in alcohol service and implemented new strategy for ensuring success and compliance. Implemented new procedures company-wide and became the Corporate Trainer for the T.I.P.S. program. Successful in bringing cost savings initiatives to the Denver location that not only prevented store closure, but demonstrated opportunity for expansion in Colorado. Turnaround by enhanced sales and cost savings in excess of $500K per year. Repeatedly identified by the company as a model general manager.

FoodBrand

2004-2006 — ***Area Manager***

Responsible for the successful operation of 14 franchised restaurants at the Colorado Mills Mall, including Qdoba, Dickeys BBQ, Sbarro, Johnny Rockets, Cinnabon, and Starbucks. Highlights include making Qdoba Mexican Grill the highest revenue center in the company and having overall revenues breach over $8 million annually. Managed a staff in excess of 150. Responsible for dramatically reducing costs in all units as well as being solely responsible for developing a strong management team. Fully solvent in P&L and budget accountability

CA One Services

2002 - 2003 — ***Operations Manager***

Responsible for the daily management of four full service company facilities at Denver International Airport. Duties included daily operations of Lefty's Bar and Grill, company wide scheduling, bar manager, purchasing, developing training manuals, training hourly associates and management candidates. Uniquely valued for staff training and motivation by taking entrenched union associates and renewing their dedication.

Qdoba Corporation

1999 – 20002 ***General Manager and Corporate Trainer***
Responsible for the success of five restaurants and integral in opening and renovating numerous locations. Additional responsibilities included: Corporate Trainer, Assistant to the Vice President of Operations, IT team, and Director of Purchasing. Responsible for training management staff on Menulink when first introduced company-wide. Achievements included regular record weekly sales, controlling cost of food and beverage, purchasing and exemplary staff development.

Splinters from the Pine

1994 - 1999 ***General Partner***
Part owner and head of operations of a very profitable and popular downtown baseball-themed tavern. Responsible for five years of six figure net income. Directed and created all public relations and advertising campaigns. Successfully recruited, trained and managed highly effective staff in spite of its seasonal nature. Marketed and coordinated special events and catering, including corporate and private parties.

Education

Bachelor of Science Degree, Hospitality Management, Florida International University
Associate of Science Degree, Hotel and Restaurant Management, Johnson and Wales University

Additional Skills and Qualifications

- Certified T.I.P.S. Trainer with 100+ certified
- Four years hotel food and beverage experience
- Certifications in ServSafe and Barcode
- Advanced software systems including: Micros, Squirrel, Aloha, Menulink and Windows based systems including all MS office

Standard Parking®

PAMELA BROWN

Profile of Qualifications

- Over 14 years of public and private sector airport business development and management
- In-depth knowledge of airport properties, finance, airside development, landside operations, ground transportation, parking, information technology (IT), concessions and airline agreements
- Exceptional ability to develop, market and implement new concepts and solutions
- Successful track record in business development, contract negotiations and client relations
- Extensive real estate development, acquisition, sales and asset management experience
- Excellent interpersonal and communication skills including presentations to business and community groups, government organizations and industry associations
- Outstanding oral and written communication skills

Experience

Standard Parking, Inc.

September 2006 - Present

Vice President, Business Development - Airports

Responsible for business relationships and development in Standard Parking's dedicated airport division; RFP responses and contract negotiations; outreach, development and implementation of strategic partnerships with Disadvantaged Business Enterprises. Participation in ACI, AAAE, AMAC and related industry organizations includes presentations to various groups and committees.

Airport Network Solutions

December 2001 - May 2006

Vice President, Airport Development

A founding member of ANS, developed business plan and sales initiatives for airport focused technology and telecommunications venture. Responsible for all aspects of new business development, site acquisition, airport and industry relationships, business development, RFP responses and contract negotiations. Established strategic partnerships with Disadvantaged Business Enterprises, wireless network developers, telcos, IT, engineering and consulting firms. Developed financial models, proposals and presentations to advance targeted sales efforts. Successfully secured rights for operation and management of wireless data networks in over 20 airports nationwide. Acted as a consultant to airports and related businesses in the areas of IT and IS development, implementation, management, infrastructure and solutions.

Softnet Systems, Inc.

July 2000 - December 2001

Vice President, Airport and Business Development

Responsible for all aspects of business development, site acquisition, sales, procurement, corporate sponsorship and marketing for Laptop Lane business centers; including airport relations, contract negotiations, project management and DBE relationships. Developed Corporate Sales and Sponsorship models and established key new business IT solutions with companies including IBM, PWC, Siemens, HR Technologies and GoToMyPC. Supervised development and implementation of revenue and inventory control systems. As a member of the executive management team, provided direction to finance, project management, construction and retail operations units. Managed marketing, corporate sales and sponsorship staff. Prior to that, as ***Director of Airport Development*** for the ***Aerzone*** division, was responsible for development of Wireless Internet (Wi-Fi) services in North American airports. Provided in-depth technical presentations to multi-disciplined airline and airport staff and industry consultants. Developed business models, technical solutions, proposals, responses to RFPs and DBE initiatives. Managed a national sales force and led RFP efforts.

Port of Portland

December 1998 - August 2000

Concessions Leasing Manager

Responsible for concept and business development, contract negotiations and client relations for the concessions program at Portland International Airport (PDX), including marketing new concession concepts and business opportunities to targeted prospects. Areas of responsibility included RFP development, evaluation and contract award for advertising, food and beverage, specialty retail, telecommunications and passenger services, as well as associated analysis and presentations to Port Commission for executive approval, and DBE outreach, development and coordination for the PDX Concessions Program.

As Airside Property Manager, was responsible for land acquisition, development, leasing and management of airside properties at PDX and three Port-owned general aviation airports, requiring extensive project management, business development and customer relations. Areas of responsibility entailed budget development and oversight, contract negotiations, reports and presentations to Port Commission, and lease management relative to airline, air cargo, FBO, aircraft maintenance, corporate aircraft, fueling and other aviation facilities, as well as non-aviation facilities such as hotels, restaurants and utility sites. Led multi-disciplined internal processes for business development and improvement. Served as the Port's representative at public meetings and to industry organizations.

City of Santa Barbara

March 1995 - December 1998

Airport Property Manager

Responsible for leasing and administration of over 130 leases, permits, operating agreements and other contracts for airlines, parking operations, technology & telecommunications, retail, car rental agencies, ground transportation, air cargo, passenger services, maintenance facilities, general aviation and commercial/industrial properties, generating over $7 Million in annual revenue. Implementation of a new public parking system including new state-of-the-art revenue control; selection of a new parking operator and transition from a concession type agreement to management contract. Developed and managed Requests for Proposals and related award processes. Prepared staff reports and presentations for senior management, Airport Commission and City Council. Made presentations to City Council, Airport Commission, Chamber of Commerce and other various boards, commissions and agencies.

Real Estate Concepts, Inc.

January 1991 - February 1995

General Manager

Supervised and performed all aspects of real estate sales, acquisition, leasing, technology systems, finance and administration for multi-million dollar commercial, industrial, retail and multi-unit residential properties. Acted as Project Manager for diverse construction and re-habilitation projects. Utilized comprehensive marketing, negotiation and communications skills to successfully close multi-faceted real estate transactions. Responsible for business development and client relations. Specialized in turn-around of troubled and REO properties. Clients included major lending institutions such as Bank of America and Sanwa Bank, and the Resolution Trust Corporation.

STEVE WITTE

Experience

Standard Parking, Inc.

2000 - Present — ***Director of Accounting – Airport & Transportation Division***

Directs a staff of nine professionals whose responsibilities encompass all accounting functions as to they relate payroll data input, revenue processing, accounts payable processing, P&L review, annual budgeting and financial forecasting.

Was instrumental in the reorganization of Standard's accounting department, which created a separate accounting division to support and focus solely on the airport and transportation markets. With the new structure in place, Standard Parking was able to capitalize on an already existing knowledge base and utilize its experience in the administration of Airport and Transportation contracts to provide a financial support staff unparalleled in the industry.

Works directly with all levels of Standard's operations management team in addressing the monthly financial requirements and supporting unique and specific requests as they arise.

1998 – 2000 — ***Payroll Manager***

1997 – 1998 — ***Internal Auditor***

Education

Clarion University
Finance, 1996

Standard Parking®

Superior People. Superior Performance.

Airport/Transportation Division
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