

Appendices

- A: Services to be Provided by Contractor
- B: Calculation of Charges
- C: Diagram of Premises
- D: Performance Standards
- E: Shared Ride Van Curb Coordination Cost Allocation Summary

Appendix A

Services to be provided by Contractor

1. Description of Services

Contractor agrees to perform the following services at San Francisco International Airport in accordance with the terms of its proposal dated **March 19, 2010**, attached hereto as Exhibit A, and incorporated by reference as though fully set forth herein.

Contractor agrees to perform the following services:

A. Scope of Work

Loading Zone Monitors – As directed by Director or his designee, Contractor will provide sufficient employees to staff and oversee the various limousine loading zones in the Airport's terminal curbs and center islands. If Director requests Contractor to provide monitors to staff any and all of the various limousine loading zones, Contractor shall provide monitors whose services may include but are not limited to the following: ensure operator compliance with the Airport's Rules and Regulations, monitor and document operator departure times, answer questions regarding the Airport's ground transportation services, and provide Airport staff with daily observation reports. Monitors may also, as directed by the Director or his designee, arrange ground transportation services for those with special needs (e.g., physically disabled, visually impaired, and the elderly) upon request. Total staffing hours shall be approved in writing by Director or his designee in advance and may include weekends and holidays. Contractor shall prepare written operational procedures for these monitors that must be approved by Director or his designee in writing on or before the first day of the contract term, and may be revised periodically as requested by Director or his designee as needs change. In the event of late or other circumstances as determined by Airport staff, monitors may be required to work on an overtime basis as needed.

Taxicab Dispatchers – Contractor will staff and manage the Airport's taxicab dispatching program on the Airport's arrivals level and inside the Airport's Domestic Short Term Parking Garage (Airport Garage). There are presently a total of six (6) zones/stations that must be staffed by Contractor's personnel: 2 at Terminal 1/Non-SF Taxicab, 1 at Terminal 3, 1 at the International Terminal, 1 in the Main Taxicab Holding Lot, 1, and in the 1st Taxicab Overflow Lot. There shall be a minimum of one (1) taxicab dispatcher in the 1st Taxicab Overflow Lot inside the Airport Garage and at each of the taxicab loading zones on the domestic terminals' lower level arrivals area from 7:00 a.m. to 1:00 a.m. daily including weekends and holidays. The Main Taxicab Holding Lot shall be staffed with a minimum of one (1) taxicab dispatcher from 8:00 a.m. to midnight daily including weekends and holidays. The taxicab loading zone fronting the International Terminal shall be staffed with a minimum of one (1) taxicab dispatcher from 8:00 a.m. to 1:00 a.m. daily including weekends and holidays. Between December 1 and March 30, a taxicab supervisor will be required to work one (1) additional hour during the early morning hours to facilitate taxicab dispatching and monitoring due to seasonal late flight arrivals. Taxicab dispatchers shall also arrange ground transportation services to those with special needs (e.g., physically disabled, visually impaired, and the elderly) upon request. In the event of late flights or other circumstances as determined by Airport staff, dispatchers may be required to work on an overtime basis as needed. Contractor shall prepare written operational procedures for taxicab dispatchers that must be approved by Director or his designee in writing on or before the first day of the contract term, and may be revised periodically as requested by Director or his designee as needs change. Contractor will be required to develop and implement improvements to the taxicab dispatching program upon the written request of Director or his designee.

Taxicab Smartcard-Based Revenue System Administrative Assistants – Contractor is responsible for the inputting and maintenance of the data required for the operation of the Airport’s smartcard-based taxicab revenue control system. Duties include but are not limited to the inputting of taxicab driver data into the database, the issuance of new or replacement smartcards, the return of unused or returned smartcards, directing taxicab drivers to view the orientation video prerequisite to obtaining a smartcard, preparing Taxi System Claims for Refund for processing by Airport Commission staff, Distributing processed refunds to drivers as directed by Airport Commission staff, and the filing and maintenance of the collected taxicab driver taxi system information. These administrative assistants shall not work on timecards, payroll, invoices or any other tasks or activities that could be classified as overhead support. The costs of completing such overhead tasks shall not be reimbursed by City. A minimum of 2.0 FTE administrative assistants are required to provide support to Airport staff, Contractor’s management staff, and taxicab drivers a minimum of eight (8) hours per day, including weekends and holidays with a minimum of 4 hours coverage during a weeknight from 6:00 p.m. to 10:00 p.m.

Shared Ride Van Curb Coordinators – Contractor will staff and manage all of the designated loading zones and any Airport holding lot used by the Airport’s shared ride van operators. Currently, the shared ride van staging lot is located at Lot DD on the north side of East San Bruno Avenue. There are presently 9 zones that must be staffed by Contractor (3 at Terminal 1, 3 at Terminal 3, 2 at the International Terminal, and 1 at the Staging Lot). If the number of shared ride van loading zones is reduced due to consolidation or other changes, Director or his designee shall in writing require Contractor to reduce staffing accordingly. There shall be at least one (1) curb coordinator at all times from 8:00 a.m. to midnight daily. in each loading zone and the holding lot. The curb coordinators shall group passengers to similar destinations, dispatch vans, enforce rotation rules, report violations of either the group’s operational procedures or the Airport’s Rules and Regulations, and answer passenger questions. Shared ride van curb coordinators shall also arrange ground transportation services for those with special needs (e.g., physically disabled, visually impaired, and the elderly) upon request. Contractor shall prepare written operational procedures for shared ride van curb coordinators that must be approved in writing by Director or his designee on or before the first day of the contract term, and may be revised periodically as requested by Director or his designee as needs change. In the event of late flights or other circumstances as determined by Airport staff, employees may be required to work on an overtime basis as needed. Contractor will be required to develop and implement improvements to the shared ride van curb coordination program upon the written request of Director or his designee.

Security Guards – Contractor will staff and manage security guards at Courtyards #2 and #3 upon the opening of Terminal 2. There shall be at least one (1) security guard in each courtyard from 6:00 a.m. to midnight daily, including holidays and weekends. Their tasks include documenting all vehicles entering and exiting the courtyards, conduct random or regular visual inspections of all vehicles entering into the courtyards, and contacting the San Francisco Police Department – Airport Bureau if additional screening is required. Contractor shall prepare written operational procedures for Security Guards that must be approved in writing by Director or his designee at least one month prior to the re-opening of Terminal 2, and may be revised periodically as requested by Director or his designee as needs change.

Taxicab Cashiers – In the event of the failure of the Airport’s smartcard-based taxicab revenue management system, Contractor will provide a minimum of four (4) cashiers within one (1) hour to collect trip fees from taxicab drivers. In the event of an extended failure, Contractor shall provide a minimum of four (4) cashiers from 7:00 a.m. to 1:00 a.m. daily, including weekends and holidays, until the system is operational with cashiers being able to stand or sit at their assigned cashier terminals for up to ten (10) hours per shift. Contractor shall prepare written operational procedures for Taxicab Cashiers that must be approved in writing by Director or his designee on or before the first day of the contract term, and may be revised periodically as requested by Director or his designee as needs change. In the

event of late flights or other circumstances as determined by Airport staff, employees may be required to work on an overtime basis as needed.

Contractor shall ensure that all its employees are thoroughly familiar with the Airport's Rules and Regulations pertaining to ground transportation operations. Employees are to promptly report infractions of the Airport's Rules and Regulations and procedures pertaining to any specific ground transportation operator to the Airport no later than the next business day after the infraction was observed. The report must indicate the date, time and location of the observed incident, as well as the company name, vehicle license plate number, fleet number, the passenger stage or transportation charter party certificate number issued by the California Public Utilities Commission on the vehicle, and a summary of what was observed. All employees shall be required to be familiar with and trained on emergency procedures and their responsibilities in the event of an emergency.

Services performed pursuant to this Agreement must be provided in a first-class and professional manner. All on-duty employees must be in immediate and constant radio contact with all other operating or supervisory personnel in their group. Contractor understands and acknowledges that if this contract is terminated for any reason, all City-supplied radio equipment, as well as all office and other equipment including that which City has reimbursed Contractor for such office and/or other equipment, shall be returned in operational condition.

Work tasks that Contractor must perform include but are not limited to the following:

- Hire a sufficient number of employees to fully staff all employee shifts on a daily basis including weekends and holidays.
- Provide trained staff who are articulate, courteous, accurate, and impartial.
- Conduct background investigations and have obtained Airport employee badges through the Airport's Security Access Office.
- Prepare, maintain, and update written procedures, as necessary, to manage the shared ride van and taxicab elements of the Curbside Management Program, as well as the limousine elements.
- Monitor, manage, maintain, and operate the SFO Smart Card Taxi Revenue System, (except for revenue service of the AVM Vaults).
- Provide visitors with accurate information regarding ground transportation and assist them in obtaining ground transportation services.
- Train and update personnel as required and necessary.
- Establish quality control procedures for dispatching and coordinating trips from the Airport, customer service and passenger assistance, and interaction with ground transportation operators.
- Respond to complaints from the public, Airport staff, or ground transportation operators in a timely manner.
- Insure that loading zones and staging lots are maintained in a clean condition and free of litter.
- Distribute Airport-provided postage-paid comment cards to passengers as directed by Airport staff.
- Provide Airport-approved uniforms, ensure employees receive the correct sized uniforms, keep uniform pieces in good repair, and replace uniforms when required.
- Provide name badges to personnel and establish standards for on-the-job appearance and behavior.
- Conduct an initial and periodic investigation of all employees to ensure that they do not have a financial, legal, or any other business/commercial interest in an SFO charter bus/van, shared ride van, limousine, scheduled airporter, or taxicab operators (including entities holding or having a business/commercial interest in San Francisco taxicab medallions).
- Maintain records for Airport review regarding number of persons served, type of service provided, and other information as requested.

- Provide well-qualified managers and supervisors to oversee personnel during all operating hours.
- Coordinate with Landside staff, Airport Duty Mangers, Police and other Airport personnel as necessary.
- Provide information to air passengers in an emergency or during construction-related closures, detours, etc. as instructed and trained by Airport staff.
- Control the assigned loading zone in a manner so as to prevent drivers from soliciting and/or refusing to convey customers.
- Submit reports as required by the Airport Director and other City departments.

Contractor acknowledges and agrees that there is no guarantee of work by Airport as set forth in this Agreement. Director reserves the right at any time during the term of this Agreement upon written notice to Contractor to modify the scope of services, and/or to eliminate or transfer any part of the Contractor's services identified herein.

B. As Needed Services

From time to time, Curbside Management Program personnel are required to perform ancillary customer service functions on an as-needed basis. These functions include but are not necessarily limited to the following:

- Providing staff to assist with crowd control and to provide information on ground transportation and transfer connections in the event of emergencies.
- Providing staffing to accommodate unscheduled late night flight arrivals due to bad weather or other delays.
- Providing curbside passenger assistance in locating ground transportation services due to construction or other interruptions in normal service.

C. Employees

Contractor shall staff all employee shifts on a daily basis including weekends and holidays to perform the services required under this Agreement.

Work under this Agreement shall be performed only by competent personnel in the employment of Contractor. Contractor shall not be permitted to hire additional personnel above the limits set forth in the Annual Cost Proposal without the express written approval of Director or his designee. Prior to recruitment, Contractor shall submit written descriptions and qualifications for each job category for written approval by Director or his designee. Contractor will comply with City's reasonable requests regarding assignment of personnel, but all personnel must be supervised by Contractor.

All Contractor's employees are required to pass a background investigation conducted by the Airport's Security Access Office. Director or his designee may, upon written notice, require Contractor's employees to undergo additional background investigations that may be required by FAA, TSA, or other State and/or Federal agency. Director or his designee has the right to request Contractor to reassign or terminate any employee at any time for improper activities including but not limited to embezzlement, steering customers towards a specific ground transportation operator for personal economic gain or favors, soliciting on behalf of or showing favoritism to a ground transportation operator, or violating any of the Airport's Rules and Regulations.

D. Employee Training and Disciplinary Procedures

Contractor shall require all employees to undergo a training program within fifteen (15) days after the commencement of this Agreement for existing employees or fifteen (15) days after the hire date for new employees. Contractor shall prepare and provide Director or his designee with a written training guide for written approval within thirty (30) days after the execution of this Agreement. Training must include but is not limited to:

- Knowledge of the Airport's ground transportation services including fares and schedules, and the Airport's Rules and Regulations.
- Knowledge of the operating procedures for each transportation mode.
- Knowledge of the job tasks assigned to the individual, including working knowledge of the electronic and other equipment required to perform the job in a first-class manner.
- Knowledge of Airport-approved procedures in the event of problems.
- Knowledge of the Airport's passenger services available to customers and patrons.
- Detailed customer service training to provide first-class service to Airport patrons, ground transportation operators, and customers.
- Techniques to sensitively assist Airport patrons and customers requiring special transportation assistance.
- Knowledge of Airport emergency procedures.

The training program must also foster the development of a cohesive team in order to carry out Curbside Management Program services in a first-class, unbiased, and professional manner. Written employee handbooks, approved by the Director or his designee, will be issued to all Contractor's employees prior to the first day of employee training. Annual in-service training, approved in writing by Director or his designee shall be provided to all Contractor's employees with updated employee handbooks pre-approved by Director or his designee to be distributed at such in-service training classes.

If the employee fails to possess and exercise the basic levels of knowledge as specified in the Airport-approved written training guide, Contractor is required to retrain the employee solely at Contractor's expense.

Contractor shall provide Director or his designee with a written disciplinary policy within thirty (30) days after the execution of this Agreement detailing specific procedures for responding to employee misconduct including but not limited to soliciting on behalf of a particular ground transportation provider for personal or other gain, accepting monetary gifts or other equipment and/or services from an Airport ground transportation driver or operator, disobeying Airport policy as spelled out in the Airport's Rules and Regulations and subsequent notices, or failure to give unbiased information. This policy must be approved in writing by Director or his designee prior to implementation of the services described in this Agreement. Nothing in the policy shall supersede any rights City or Director retains herein.

E. Employee Uniforms

All Contractor's employees must be attired in a uniform approved by Director prior to the start of each work shift. Director shall have the right to change or modify the uniform at any time at City's expense with Contractor making such changes effective within thirty (30) days upon notice from Director.

The uniform shall include the Airport's photo identification badge and a separate Airport-approved name badge with the employee's first name and position, both of which must be displayed by all Contractor's employees at all times while on-duty.

All on-duty personnel must be equipped with an Airport-approved radio to communicate with other employees and supervisory personnel. The radio shall be considered an integral part of the uniform.

City has the right to require Contractor to immediately remove an employee from their post without pay if they are not in uniform or not presenting themselves in a professional manner towards Airport patrons and customers. In this event, Contractor is required to provide a suitable replacement within two (2) hours. Contractor shall not bill the Airport for the time the post is unstaffed.

F. Reports

Contractor shall submit written reports as requested by the Airport's Landside Operations department. Format for the content of such reports shall also be determined by the Airport's Landside Operations department. The timely submission of all reports is a necessary and material term and condition of this Agreement.

The reports, including any copies, shall be submitted on recycled paper and printed on double-sided pages to the maximum extent possible.

G. Performance Standards

Each quarter, Contractor must submit to Director a performance review based upon criteria approved by Director and as set forth in Appendix D. The performance review shall include quantitative and qualitative assessment of the overall Curbside Management Program in terms of its effect on passenger perception of Airport facilities and services as rated in the Airport's annual air passenger survey. The performance review will also consist of ratings of specific service quality, operational, contractual, and social objectives. Airport staff may annually conduct a separate performance review based upon criteria set forth in Appendix D. Contractor will be expected to provide the Airport with a written plan within fifteen (15) days of receiving evaluation results demonstrating how Contractor intends to improve unacceptable ratings in any category during the next reporting period. Contractor will be subject to the special fines specified in Section 21d of this Agreement for failure to meet certain performance measures.

The performance measures shown in Appendix D are separate and distinct from any HRC or other City, State or Federal requirements that may be required of the Contractor.

If it is discovered in an audit or investigation that Contractor has tampered with or otherwise altered the reporting of the performance standards set forth in Appendix D, Contractor shall be subject to special fines specified in Section 21d as if they failed to meet said performance goals. This action may also be considered breach of contract and subject to any remedies in law or equity including the termination of the Agreement at the sole discretion of Director.

The performance standards reports submitted by Contractor, including any copies, shall be submitted on recycled paper and printed on double-sided pages to the maximum extent possible.

H. Paperless Shared Ride Van Passenger and Vehicle Database System

Contractor shall provide a technology-based solution to replace the shared ride van coordinator van logs currently used at the terminals and the staging lot. Contractor shall provide a detailed proposal and quote for an independent Paperless Shared Ride Van Passenger and Vehicle Database System within thirty (30) days of the Agreement date, which proposal must include testing and acceptance procedures, as well as warranty coverage. Unless previously approved in writing by the Airport Director or designee, the final plans for the system shall be approved in writing by the Airport Director or designee within ninety (90)

days of the Agreement date, with activation of the system within one-hundred twenty (120) days. Once the system has been tested and accepted in writing by the Airport Director or designee, Contractor is to be reimbursed for the cost of the system in equal monthly installments through the end of the initial 30-month contract period. Upon acceptance of the system by City, City shall own the system. Maintenance costs for the system, including maintenance agreements, shall be separate annual budgeted item subject to City approval.

The paperless shared ride van passenger and vehicle database system to be provided by Contractor is to be operated with shared ride van curb coordinators utilizing battery-powered, weatherized, and ruggedized handheld terminals with user-switchable backlit displays and/or keypads so as to operate in the Bay Area's weather (including fog and rain) and survive a twenty-four (24) inch drop. The system should use off-the-shelf hardware and software as much as practical and be capable of identifying the date and time a specific shared ride van (van operator and vehicle fleet number) leaves the staging lot to the terminals, the date and time the van arrives and leaves at each of the terminal loading zones, and the number of passengers picked up at all of the loading zones.

The system must be able to piece together the trip data from the handheld units for a particular shared ride van from the initial departure from the staging lot, through the terminal loading zones, and departure from the Airport in order to accurately calculate the number of passengers being carried out of the Airport for each shared ride van trip. The system must also be capable of itemizing and/or summarizing this data for each shared ride van operator and each van on an hourly basis, daily basis, weekly basis, monthly basis, and annual basis, as well as an aggregating passenger and/or trip count for each shared ride van operator on a hourly basis, daily basis, weekly basis, monthly basis, and annual basis. The system must also provide for easy report customization, as well as allow for viewing and printing using a standard web browser (e.g., Microsoft Explorer, Firefox, Safari, Chrome) over the Internet.

The blade server operating the system must be capable of storing data internally for a minimum of twelve (12) months so as to allow City staff and authorized outside users to review the data and generate reports. The blade server must also provide backup archive capability to archive CD-ROM or DVD-ROM, as well as the ability to store the data to another server as identified by the City.

2. Reports

Contractor shall submit written reports as requested by the Airport. Format for the content of such reports shall be determined by the **Airport**. The timely submission of all reports is a necessary and material term and condition of this Agreement. The reports, including any copies, shall be submitted on recycled paper and printed on double-sided pages to the maximum extent possible.

3. Department Liaison

In performing the services provided for in this Agreement, Contractor's liaison with the **Airport** will be Beth Mingle, Senior Transportation Planner, Landside Operations.

Appendix B Calculation of Charges

Contractor shall be paid an amount not to exceed that stated in the attached Annual Cost Proposal submitted by Contractor and approved by Director for the first year of this Agreement. Any changes to the Annual Cost Proposal require the written approval of Director or his designee.

Included as follows in Appendix B are the following:

- **Appendix B-1 / Cost Proposal Summary (Fiscal Years: January 1, 2011 – June 30, 2013)**
- **Appendix B-2 / Management Fee & Other Direct Cost Schedule Summary (Fiscal Years: January 1, 2011 – June 30, 2013)**
- **Appendix B-3 / Hourly Salary Ranges Summary (January 1, 2011 – June 30, 2013)**
- **Appendix B-4 / Cost Proposal – Shared Ride Van Curb Coordination (Fiscal Years: January 1, 2011 – June 30, 2013)**
- **Appendix B-5 / Early Start Date Period Cost Proposal**

Appendix B-1 Cost Proposal Summary
CURBSIDE MANAGEMENT PROGRAM-January 1, 2011 to June 30, 2011

Direct Labor Costs	Projected Period Hours		Hourly Rates*		Period Costs	Total Period Costs
<u>Program Staff - Classification</u>						
1. Curbside Managers	3,128	x	\$24.50	=	\$ 76,636	
2. Taxi Supervisors	3,618	x	\$21.40	=	\$ 77,425	
3. Limo/Van Supervisors	4,236	x	\$18.42	=	\$ 78,027	
4. Taxi Dispatchers	21,815	x	\$18.43	=	\$ 402,050	
5. Van Coordinator	0	x	\$14.80	=	\$ -	
6. Limo Monitor	1,580	x	\$14.80	=	\$ 23,384	
7. Smartcard Administrative Asst.	2,086	x	\$19.96	=	\$ 41,637	
8. Cashier Supervisor (30 Day Max.)	564	x	\$24.22	=	\$ 13,660	
9. Taxi Cashiers (30 Day Max.)	2,264	x	\$20.90	=	\$ 47,318	
10. Assistant General Manager	1,042	x	\$33.65	=	\$ 35,063	
					Subtotal:	\$ 795,200
Fringe Benefits						
<u>Payroll Taxes</u>						
FICA					\$ 64,659	
FUTA					\$ 3,304	
SUI					\$ 20,650	
Health Insurance					\$ 221,673	
Disability Insurance					\$ -	
Life/Accident Insurance					\$ 5,020	
Compensated Leave					\$ 50,015	
Pension					\$ 45,448	
					Subtotal:	\$ 410,769
Other Direct Costs						
					Subtotal:	\$ 351,644
Management Fee						
					Subtotal:	\$ 342,386
TOTAL COST PROPOSAL:					\$ 1,900,000	

* Hourly rates are blended due to union labor agreements including seniority and overtime.

Appendix B-1 Cost Proposal Summary
CURBSIDE MANAGEMENT PROGRAM- July 1, 2011 to June 30, 2012

Direct Labor Costs	Projected Period Hours		Hourly Rates*		Period Costs	Total Period Costs
<u>Program Staff - Classification</u>						
1. Curbside Managers	6,256	x	\$24.50	=	\$ 153,272	
2. Taxi Supervisors	7,164	x	\$21.40	=	\$ 153,310	
3. Limo/Van Supervisors	8,408	x	\$18.42	=	\$ 154,875	
4. Taxi Dispatchers	46,075	x	\$18.43	=	\$ 849,162	
5. Van Coordinator	0	x	\$14.80	=	\$ -	
6. Limo Monitor	3,780	x	\$14.80	=	\$ 55,944	
7. Smartcard Administrative Asst.	4,172	x	\$19.96	=	\$ 83,273	
8. Cashier Supervisor (30 Day Max.)	564	x	\$24.22	=	\$ 13,660	
9. Taxi Cashiers (30 Day Max.)	2,264	x	\$20.90	=	\$ 47,318	
10. Assistant General Manager	2,084	x	\$33.65	=	\$ 70,127	
					Subtotal:	\$ 1,580,941
Fringe Benefits						
<u>Payroll Taxes</u>						
FICA					\$ 137,425	
FUTA					\$ 3,304	
SUI					\$ 20,650	
Health Insurance					\$ 434,875	
Disability Insurance					\$ -	
Life/Accident Insurance					\$ 4,760	
Compensated Leave					\$ 215,476	
Pension					\$ 95,643	
					Subtotal:	\$ 912,133
Other Direct Costs						
					Subtotal:	\$ 1,006,172
Management Fee						
					Subtotal:	\$ 725,754
					TOTAL COST PROPOSAL:	\$ 4,225,000

* Hourly rates are blended due to union labor agreements including seniority and overtime.

Appendix B-1 Cost Proposal Summary
CURBSIDE MANAGEMENT PROGRAM- July 1, 2012 to June 30, 2013

Direct Labor Costs	Projected Period Hours		Hourly Rates*		Period Costs	Total Period Costs
<u>Program Staff - Classification</u>						
1. Curbside Managers	6,256	x	\$24.50	=	\$ 153,272	
2. Taxi Supervisors	7,164	x	\$21.40	=	\$ 153,310	
3. Limo/Van Supervisors	8,408	x	\$18.42	=	\$ 154,875	
4. Taxi Dispatchers	46,075	x	\$18.43	=	\$ 849,162	
5. Van Coordinator	0	x	\$14.80	=	\$ -	
6. Limo Monitor	3,780	x	\$14.80	=	\$ 55,944	
7. Smartcard Administrative Asst.	4,172	x	\$19.96	=	\$ 83,273	
8. Cashier Supervisor (30 Day Max.)	564	x	\$24.22	=	\$ 13,660	
9. Taxi Cashiers (30 Day Max.)	2,264	x	\$20.90	=	\$ 47,318	
10. Assistant General Manager	2,084	x	\$33.65	=	\$ 70,127	
						Subtotal: \$ 1,580,941
Fringe Benefits						
<u>Payroll Taxes</u>						
FICA					\$ 137,426	
FUTA					\$ 3,304	
SUI					\$ 20,650	
Health Insurance					\$ 448,543	
Disability Insurance					\$ -	
Life/Accident Insurance					\$ 4,760	
Compensated Leave					\$ 215,476	
Pension					\$ 95,643	
						Subtotal: \$ 925,802
Other Direct Costs						
						Subtotal: \$ 1,078,763
Management Fee						
						Subtotal: \$ 739,494
TOTAL ANNUAL COST PROPOSAL:						\$ 4,325,000

* Hourly rates are blended due to union labor agreements including seniority and overtime.

**Appendix B-2(a) Management Fee & Other Direct Cost Schedule Summary
CURBSIDE MANAGEMENT PROGRAM- January 1, 2011 to June 30, 2011**

Salaries- Curbside Management Program On-Site Management Staff

1 General Manager	\$ 47,500
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Period Fee
Componets

Subtotal: \$ 47,500

Fringe Benefits- Curbside Management Program On-Site Management Staff

Payroll Taxes

FICA	\$ 3,634
FUTA	\$ 112
SUI	\$ 700
Health Insurance	\$ 9,534
Disability Insurance	\$ -
Life/Accident Insurance	\$ 300
Compensated Leave	\$ -
Pension	\$ 1,425

Subtotal: \$ 15,705

Premiums

Required Insurance

Workers Compensation - Airport Funded	\$ 58,354
Workers Compensation - Van Coordinators	\$ 36,078
Commercial General Liability* (includes Van)	\$ 6,205
Business Auto Liability* (includes Van)	\$ 4,206

Subtotal: \$ 104,843

Overhead & Profit

Overhead & Profit- Van Operations	\$ 53,542
Overhead & Profit- Airport Funded	\$ 120,796

Subtotal: \$ 174,338

TOTAL MANAGEMENT FEE: \$ 342,386

**Appendix B-2(a) Management Fee & Other Direct Cost Schedule Summary
CURBSIDE MANAGEMENT PROGRAM- July 1, 2011 to June 30, 2012**

Salaries- Curbside Management Program On-Site Management Staff

		Period Fee Componets
1 General Manager	<u>\$ 95,000</u>	
		Subtotal: \$ <u>95,000</u>

Fringe Benefits- Curbside Management Program On-Site Management Staff

Payroll Taxes

FICA	<u>\$ 7,268</u>	
FUTA	<u>\$ 112</u>	
SUI	<u>\$ 700</u>	
Health Insurance	<u>\$ 9,534</u>	
Disability Insurance	<u>\$ -</u>	
Life/Accident Insurance	<u>\$ 300</u>	
Compensated Leave	<u>\$ -</u>	
Pension	<u>\$ 2,850</u>	
		Subtotal: \$ <u>20,764</u>

Premiums

Required Insurance

Workers Compensation - Airport Funded	<u>\$ 124,087</u>	
Workers Compensation - Van Coordinators	<u>\$ 81,855</u>	
Commercial General Liability (includes Van)	<u>\$ 6,205</u>	
Business Auto Liability (includes Van)	<u>\$ 4,206</u>	
		Subtotal: \$ <u>216,353</u>

Overhead & Profit

Overhead & Profit- Van Operations	<u>\$ 132,093</u>	
Overhead & Profit- Airport Funded	<u>\$ 261,545</u>	
		Subtotal: \$ <u>393,638</u>

TOTAL ANNUAL MANAGEMENT FEE: \$ 725,754

**Appendix B-2(a) Management Fee & Other Direct Cost Schedule Summary
CURBSIDE MANAGEMENT PROGRAM- July 1, 2012 to June 30, 2013**

Salaries- Curbside Management Program On-Site Management Staff

		Period Fee Componets
1 General Manager	<u>\$ 95,000</u>	
		Subtotal: <u>\$ 95,000</u>

Fringe Benefits- Curbside Management Program On-Site Management Staff

Payroll Taxes

FICA	<u>\$ 7,268</u>	
FUTA	<u>\$ 112</u>	
SUI	<u>\$ 700</u>	
Health Insurance	<u>\$ 9,534</u>	
Disability Insurance	<u>\$ -</u>	
Life/Accident Insurance	<u>\$ 300</u>	
Compensated Leave	<u>\$ -</u>	
Pension	<u>\$ 2,850</u>	
		Subtotal: <u>\$ 20,764</u>

Premiums

Required Insurance

Workers Compensation - Airport Funded	<u>\$ 124,087</u>	
Workers Compensation - Van Coordinators	<u>\$ 81,855</u>	
Commercial General Liability (includes Van)	<u>\$ 6,205</u>	
Business Auto Liability (includes Van)	<u>\$ 4,206</u>	
		Subtotal: <u>\$ 216,353</u>

Overhead & Profit

Overhead & Profit- Van Operations	<u>\$ 133,144</u>	
Overhead & Profit- Airport Funded	<u>\$ 274,234</u>	
		Subtotal: <u>\$ 407,377</u>

TOTAL ANNUAL MANAGEMENT FEE: \$ 739,494

Appendix B-2(b) Other Direct Cost Schedule Summary
CURBSIDE MANAGEMENT PROGRAM- January 1, 2011 to June 30, 2011

Other Direct Costs- Itemized List

Airport Photo Badges	\$ 10,000
Background investigations/ Airport ID Badges	\$ 10,000
Broadband Internet Connection	\$ 900
Business Reply Postage Fees-Customer Feedback Cards	\$ 500
Computer Software	\$ -
Fax Line	\$ 200
Materials & Supplies (Includes Computer Consumables)	\$ 5,000
Name Badges	\$ 1,500
Office Equipment	\$ 1,000
Postage	\$ 400
Radio Equipment and Service/Maintenance Agreement	\$ 5,000
Recruitment (Excluding Management Staff)	\$ 1,500
Telephone Equipment & Service	\$ 2,700
Telephone Voice Mail	\$ 1,500
Cellular phones (4)	\$ 1,200
Ticket/Form Printing (Excluding Letterhead/ Business Cards)	\$ 25,000
Uniform Purchase, Rental & Cleaning (Line & Supervisory Staff Only)	\$ 20,000
Vehicle Leases	\$ 3,000
Vehicle Operating and Maintenance Costs (Except Insurance)	\$ 2,500
Service Incentive Program	\$ 600
Paperless Door-to-Door Van Passenger and Vehicle Database System	\$ 96,122
Professional Services for Customer Service Training	\$ 10,000
Mystery Shopper Expenses	\$ 7,500
Cubic Contract	\$ 30,000
Ventek Contract	\$ 15,000
As Needed Services - Contingency	\$ 100,523

TOTAL OTHER DIRECT COSTS: \$ 351,644

**Appendix B-2(b) Other Direct Cost Schedule Summary
CURBSIDE MANAGEMENT PROGRAM- July 1, 2011 to June 30, 2012**

Other Direct Costs- Itemized List

Airport Photo Badges	\$ 1,575
Background investigations/ Airport ID Badges	\$ 1,575
Broadband Internet Connection	\$ 1,890
Business Reply Postage Fees-Customer Feedback Cards	\$ 1,050
Computer Software	\$ -
Fax Line	\$ 420
Materials & Supplies (Includes Computer Consumables)	\$ 10,500
Name Badges	\$ 525
Office Equipment	\$ 1,050
Postage	\$ 840
Radio Equipment and Service/Maintenance Agreement	\$ 5,250
Recruitment (Excluding Management Staff)	\$ 1,575
Telephone Equipment & Service	\$ 5,670
Telephone Voice Mail	\$ 1,575
Cellular Phones (4)	\$ 2,520
Ticket/Form Printing (Excluding Letterhead/ Business Cards)	\$ 26,250
Uniform Purchase, Rental & Cleaning (Line & Supervisory Staff Only)	\$ 31,500
Vehicle Leases	\$ 6,300
Vehicle Operating and Maintenance Costs (Except Insurance)	\$ 5,250
Service Incentive Program	\$ 1,260
Paperless Door-to-Door Van Passenger and Vehicle Database System	\$ 186,480
Professional Services for Customer Service Training	\$ 10,500
Mystery Shopper Expenses	\$ 15,750
Cubic Contract	\$ 63,000
Ventek Contract	\$ 31,500
As Needed Services - Contingency	\$ 592,367

TOTAL OTHER DIRECT COSTS: \$ 1,006,172

Appendix B-2(b) Other Direct Cost Schedule Summary
CURBSIDE MANAGEMENT PROGRAM- July 1, 2012 to June 30, 2013

Other Direct Costs- Itemized List

Airport Photo Badges	\$ 1,650
Background investigations/ Airport ID Badges	\$ 1,650
Broadband Internet Connection	\$ 1,980
Business Reply Postage Fees-Customer Feedback Cards	\$ 1,100
Computer Software	\$ -
Fax Line	\$ 440
Materials & Supplies (Includes Computer Consumables)	\$ 11,000
Name Badges	\$ 550
Office Equipment	\$ 1,100
Postage	\$ 880
Radio Equipment and Service/Maintenance Agreement	\$ 5,500
Recruitment (Excluding Management Staff)	\$ 1,650
Telephone Equipment & Service	\$ 5,940
Telephone Voice Mail	\$ 1,650
Cellular Phones (4)	\$ 2,640
Ticket/Form Printing (Excluding Letterhead/ Business Cards)	\$ 27,500
Uniform Purchase, Rental & Cleaning (Line & Supervisory Staff Only)	\$ 33,000
Vehicle Leases	\$ 6,600
Vehicle Operating and Maintenance Costs (Except Insurance)	\$ 5,500
Service Incentive Program	\$ 1,320
Paperless Door-to-Door Van Passenger and Vehicle Database System	\$ 195,360
Professional Services for Customer Service Training	\$ 11,000
Mystery Shopper Expenses	\$ 16,500
Cubic Contract	\$ 66,000
Ventek Contract	\$ 33,000
As Needed Services - Contingency	\$ 645,253

TOTAL OTHER DIRECT COSTS: \$ 1,078,763

Appendix B-3 Hourly Salary Ranges Summary
CURBSIDE MANAGEMENT PROGRAM- January 1, 2011 to June 30, 2011

<u>Management Position</u>	<u>Rate</u>	<u>Basis</u>	<u>OT Status</u>
1. General Manager	\$ 45.67	Salary	Exempt
<u>Staff Position</u>			
1. Assistant General Manager	\$ 33.65	Salary	Exempt
2. Curbside Managers	\$ 24.50	Salary	Exempt
3. Taxi Supervisors	\$ 21.24	Hourly	Non-Exempt
4. Limo/Van Supervisors	\$ 18.28	Hourly	Non-Exempt
5. Taxi Dispatchers	\$ 18.29	Hourly	Non-Exempt
6. Van Coordinator	\$ 14.69	Hourly	Non-Exempt
7. Limo Monitor	\$ 14.69	Hourly	Non-Exempt
8. Smartcard Administrative Asst.	\$ 19.81	Hourly	Non-Exempt
9. Cashier Supervisor (30 Day Max.) ^	\$ 24.04	Hourly	Non-Exempt
10. Taxi Cashiers (30 Day Max.)	\$ 20.74	Hourly	Non-Exempt

Notes:

- (1) Rate for all hourly and non-exempt positions excludes overtime factors and subject to collective bargaining agreements. Rate includes factor for compensated leave.
 - (2) Rate listed is an average and can vary by seniority pursuant to collective bargaining agreements.
 - (3) For OT Status, Exempt - No Overtime Paid to Employee and OT - Eligible for Paid Overtime.
 - (4) Rates are for FY 10-11 and may change during the contract term and may be amended without a formal modification of the contract.
- ^ Cashier supervisor rate = Taxi Cashier + 15%

**Appendix B-4(a) Cost Proposal Summary - Shared Ride Van Curb Coordination
 CURBSIDE MANAGEMENT PROGRAM- January 1, 2011 to June 30, 2011**

Direct Labor Cost Charged to Van Operators	Projected Period Hours		Hourly Rates*		Period Costs	Total Period Costs
<u>Program Staff- Classification</u>						
1. Van Coordinator	<u>35,504</u>	x	<u>\$ 14.80</u>	=	<u>\$ 525,459</u>	Subtotal: \$ 525,459
Fringe Benefits						
<u>Payroll Taxes</u>						
FICA					\$ 42,396	
FUTA					\$ 988	
SUI					\$ 24,500	
Health Insurance					\$ 97,020	
Disability Insurance					\$ -	
Life/Accident Insurance					\$ -	
Compensated Leave					\$ 28,737	
Pension					\$ 17,809	
						Subtotal: \$ 211,450
Other Direct Cost Charged to Van Operators						Subtotal: \$ 27,975
Management Fee Charged to Van operators, Including Overhead & Profit (Included in Airport-Funded ACP)						Subtotal: \$ -
Total Non-Airport Funded Proposal:						\$ 764,884

* Hourly rates are blended due to union labor agreements including seniority and overtime.

**Appendix B-4(a) Cost Proposal Summary - Shared Ride Van Curb Coordination
CURBSIDE MANAGEMENT PROGRAM- July 1, 2011 to June 30, 2012**

Direct Labor Cost Charged to Door-to-Door Van Operators	Projected Period Hours		Hourly Rates*		Period Costs	Total Period Costs
<u>Program Staff- Classification</u>						
1. Van Coordinator	<u>75,910</u>	x	<u>\$ 14.80</u>	=	<u>\$ 1,123,468</u>	Subtotal: <u>\$ 1,123,468</u>
Fringe Benefits						
<u>Payroll Taxes</u>						
FICA					<u>\$ 96,189</u>	
FUTA					<u>\$ 2,241</u>	
SUI					<u>\$ 24,500</u>	
Health Insurance					<u>\$ 402,301</u>	
Disability Insurance					<u>\$ -</u>	
Life/Accident Insurance					<u>\$ -</u>	
Compensated Leave					<u>\$ 133,906</u>	
Pension					<u>\$ 45,683</u>	
						Subtotal: <u>\$ 704,820</u>
Other Direct Cost Charged to Door-to Door Van Operators						Subtotal: <u>\$ 58,748</u>
Management Fee Charged to Door to Door Van operators, Including Overhead & Profit (Included in Airport-Funded ACP)						Subtotal: <u>\$ -</u>
Total Non-Airport Funded Proposal:						\$ 1,887,036

* Hourly rates are blended due to union labor agreements including seniority and overtime.

**Appendix B-4(a) Cost Proposal Summary - Shared Ride Van Curb Coordination
CURBSIDE MANAGEMENT PROGRAM- July 1, 2012 to June 30, 2013**

Direct Labor Cost Charged to Door-to-Door Van Operators	Projected Period Hours		Hourly Rates*	=	Period Costs	Total Period Costs
<u>Program Staff- Classification</u>						
1. Van Coordinator	<u>75,910</u>	x	<u>\$ 14.80</u>		<u>\$ 1,123,468</u>	Subtotal: <u>\$ 1,123,468</u>
Fringe Benefits						
<u>Payroll Taxes</u>						
FICA					<u>\$ 96,189</u>	
FUTA					<u>\$ 2,241</u>	
SUI					<u>\$ 24,500</u>	
Health Insurance					<u>\$ 414,524</u>	
Disability Insurance					<u>\$ -</u>	
Life/Accident Insurance					<u>\$ -</u>	
Compensated Leave					<u>\$ 133,906</u>	
Pension					<u>\$ 45,683</u>	
						Subtotal: <u>\$ 717,043</u>
Other Direct Cost Charged to Door-to Door Van Operators						Subtotal: <u>\$ 61,545</u>
Management Fee Charged to Door to Door Van operators, Including Overhead & Profit (Included in Airport-Funded ACP)						Subtotal: <u>\$ -</u>
Total Non-Airport Funded Proposal:						\$ 1,902,056

* Hourly rates are blended due to union labor agreements including seniority and overtime.

**Appendix B-4(b) Cost Proposal Summary - Shared Ride Van Curb Coordination
CURBSIDE MANAGEMENT PROGRAM- January 1, 2011 to June 30, 2011**

			Period Fee Components
Premiums			
<u>Required Insurance</u>			
Workers Compensation	\$	-	
Commercial General Liability	\$	-	
Business Auto Liability	\$	-	
		Subtotal:	\$ -
Overhead & Profit		Subtotal:	\$ -
		TOTAL - VANS:	\$ <input type="text" value="-"/>

**Appendix B-4(b) Cost Proposal Summary - Shared Ride Van Curb Coordination
CURBSIDE MANAGEMENT PROGRAM- July 1, 2011 to June 30, 2012**

			Period Fee Components
Premiums			
<u>Required Insurance</u>			
Workers Compensation	\$	-	
Commercial General Liability	\$	-	
Business Auto Liability	\$	-	
		Subtotal:	\$ -
Overhead & Profit		Subtotal:	\$ -
		TOTAL - VANS:	\$ -

**Appendix B-4(b) Cost Proposal Summary - Shared Ride Van Curb Coordination
CURBSIDE MANAGEMENT PROGRAM- July 1, 2012 to June 30, 2013**

			Period Fee Components
Premiums			
<u>Required Insurance</u>			
Workers Compensation	\$	-	
Commercial General Liability	\$	-	
Business Auto Liability	\$	-	
		Subtotal:	\$ -
Overhead & Profit		Subtotal:	\$ -
		TOTAL - VANS:	\$ -

**Appendix B-4(c) Cost Proposal Summary - Shared Ride Van Curb Coordination
CURBSIDE MANAGEMENT PROGRAM- January 1, 2011 to June 30, 2011**

<u>Other Direct Costs- Itemized List</u>	Period Fee Components
New Hire Training	\$ 2,300
Professional Development and Training	\$ 2,500
Service Incentive Program	\$ 300
Drug Test, Background Checks and Physicals	\$ 1,000
SFO ID Badges	\$ 625
Name Badges	\$ 250
Uniform Purchase/Rental/Cleaning	\$ 11,000
As Needed Services (Contingency)	\$ 10,000
TOTAL OTHER DIRECT COSTS:	\$ 27,975

**Appendix B-4(c) Cost Proposal Summary - Shared Ride Van Curb Coordination
CURBSIDE MANAGEMENT PROGRAM- July 1, 2011 to June 30, 2012**

<u>Other Direct Costs- Itemized List</u>	<u>Period Fee Components</u>
New Hire Training	\$ 4,830.00
Professional Development and Training	\$ 5,250.00
Service Incentive Program	\$ 630.00
Drug Test, Background Checks and Physicals	\$ 2,100.00
SFO ID Badges	\$ 1,312.50
Name Badges	\$ 525.00
Uniform Purchase/Rental/Cleaning	\$ 23,100.00
As Needed Services (Contingency)	\$ 21,000
TOTAL OTHER DIRECT COSTS:	\$ 58,748

**Appendix B-4(c) Cost Proposal Summary - Shared Ride Van Curb Coordination
CURBSIDE MANAGEMENT PROGRAM- July 1, 2012 to June 30, 2013**

<u>Other Direct Costs- Itemized List</u>	<u>Period Fee Components</u>
New Hire Training	\$ 5,060.00
Professional Development and Training	\$ 5,500.00
Service Incentive Program	\$ 660.00
Drug Test, Background Checks and Physicals	\$ 2,200.00
SFO ID Badges	\$ 1,375.00
Name Badges	\$ 550.00
Uniform Purchase/Rental/Cleaning	\$ 24,200.00
As Needed Services (Contingency)	\$ 22,000
TOTAL OTHER DIRECT COSTS:	\$ 61,545

Appendix B-5(a) Early Start Date Cost Proposal Summary
CURBSIDE MANAGEMENT PROGRAM- Avg. Monthly Costs Prior to January 1, 2011

Direct Labor Costs	Projected Period Hours		Hourly Rates*	=	Period Costs	=	Total Period Costs
<u>Program Staff - Classification</u>							
1. Curbside Managers	521	x	\$24.50	=	\$ 12,773		
2. Taxi Supervisors	603	x	\$21.40	=	\$ 12,904		
3. Limo/Van Supervisors	706	x	\$18.42	=	\$ 13,005		
4. Taxi Dispatchers	3,636	x	\$18.43	=	\$ 67,008		
5. Van Coordinator	0	x	\$14.80	=	\$ -		
6. Limo Monitor	263	x	\$14.80	=	\$ 3,897		
7. Smartcard Administrative Asst.	348	x	\$19.96	=	\$ 6,939		
8. Cashier Supervisor (30 Day Max.)	564	x	\$24.22	=	\$ 13,660		
9. Taxi Cashiers (30 Day Max.)	2,264	x	\$20.90	=	\$ 47,318		
10. Assistant General Manager	174	x	\$33.65	=	\$ 5,844		
					Subtotal		\$ 183,348
Fringe Benefits							
<u>Payroll Taxes</u>							
FICA					\$ 14,664		
FUTA					\$ 551		
SUI					\$ 3,442		
Health Insurance					\$ 36,946		
Disability Insurance					\$ -		
Life/Accident Insurance					\$ 837		
Compensated Leave					\$ 8,336		
Pension					\$ 7,575		
					Subtotal:		\$ 72,349
Other Direct Costs					Subtotal:		\$ 58,607
Management Fee					Subtotal:		\$ 57,064
					Total Period Cost Proposal:		\$ 371,369

Notes:

Costs will be prorated if contract begins at a time other than the 1st of a month

* Hourly rates are blended due to union labor agreements including seniority and overtime.

^ Assumes that Taxi System will require manual cashiering in an average month during the Early Start Date Period.

Appendix B-5(b) Management Fee & Other Direct Cost Schedule Summary
CURBSIDE MANAGEMENT PROGRAM- Avg Monthly Cost prior to January 1, 2011

Salaries- Curbside Management Program On-Site Management Staff

		Period Fee Componets
1 General Manager	<u>\$ 7,917</u>	
		Subtotal: \$ 7,917

Fringe Benefits- Curbside Management Program On-Site Management Staff

<u>Payroll Taxes</u>		
FICA	<u>\$ 606</u>	
FUTA	<u>\$ 19</u>	
SUI	<u>\$ 117</u>	
Health Insurance	<u>\$ 1,589</u>	
Disability Insurance	<u>\$ -</u>	
Life/Accident Insurance	<u>\$ 50</u>	
Compensated Leave	<u>\$ -</u>	
Pension	<u>\$ 238</u>	
		Subtotal: \$ 2,617

Premiums

<u>Required Insurance</u>		
Workers Compensation - Airport Funded	<u>\$ 9,726</u>	
Workers Compensation - Van Coordinators	<u>\$ 6,013</u>	
Commercial General Liability* (includes Van)	<u>\$ 1,034</u>	
Business Auto Liability* (includes Van)	<u>\$ 701</u>	
		Subtotal: \$ 17,474

Overhead & Profit *

Overhead & Profit- Van Operations	<u>\$ 8,924</u>	
Overhead & Profit- Airport Funded	<u>\$ 20,133</u>	
		Subtotal: \$ 29,056

TOTAL MANAGEMENT FEE: \$ 57,064

Notes:

Costs will be prorated if contract begins at a time other than the 1st of a month

* Overhead and Profit are 1/6th of the Overhead and Profit from the FY 10-11 ACP.

Appendix B-5(c) Other Direct Cost Schedule Summary
CURBSIDE MANAGEMENT PROGRAM- Average Monthly Costs prior to January 1, 2011

Other Direct Costs- Itemized List

Airport Photo Badges	\$ 1,667
Background investigations/ Airport ID Badges	\$ 1,667
Broadband Internet Connection	\$ 150
Business Reply Postage Fees-Customer Feedback Cards	\$ 83
Computer Software	\$ -
Fax Line	\$ 33
Materials & Supplies (Includes Computer Consumables)	\$ 833
Name Badges	\$ 250
Office Equipment	\$ 167
Postage	\$ 67
Radio Equipment and Service/Maintenance Agreement	\$ 833
Recruitment (Excluding Management Staff)	\$ 250
Telephone Equipment & Service	\$ 450
Telephone Voice Mail	\$ 250
Cellular phones (4)	\$ 200
Ticket/Form Printing (Excluding Letterhead/ Business Cards)	\$ 4,167
Uniform Purchase, Rental & Cleaning (Line & Supervisory Staff Only)	\$ 3,333
Vehicle Leases	\$ 500
Vehicle Operating and Maintenance Costs (Except Insurance)	\$ 417
Service Incentive Program	\$ 100
Paperless Door-to-Door Van Passenger and Vehicle Database System	\$ 16,020
Professional Services for Customer Service Training	\$ 1,667
Mystery Shopper Expenses	\$ 1,250
Cubic Contract	\$ 5,000
Ventek Contract	\$ 2,500
As Needed Services - Contingency	\$ 16,754
TOTAL OTHER DIRECT COSTS:	\$ 58,607

Notes:

Costs indicated will be prorated if contract begins at a time other than the 1st of a month
 Contract start-up may require expenditure of more than average monthly cost indicated. All such costs must be approved by
 Airport Director or Designee prior to expenditure.

Appendix B-5(d) Hourly Salary Ranges Summary
CURBSIDE MANAGEMENT PROGRAM- Prior to January 1, 2011

<u>Management Position</u>	<u>Rate</u>	<u>Basis</u>	<u>OT Status</u>
1. General Manager	\$ 45.67	Salary	Exempt
<u>Staff Position</u>			
1. Assistant General Manager	\$ 33.65	Salary	Exempt
2. Curbside Managers	\$ 24.50	Salary	Exempt
3. Taxi Supervisors	\$ 21.24	Hourly	Non-Exempt
4. Limo/Van Supervisors	\$ 18.28	Hourly	Non-Exempt
5. Taxi Dispatchers	\$ 18.29	Hourly	Non-Exempt
6. Van Coordinator	\$ 14.69	Hourly	Non-Exempt
7. Limo Monitor	\$ 14.69	Hourly	Non-Exempt
8. Smartcard Administrative Asst.	\$ 19.81	Hourly	Non-Exempt
9. Cashier Supervisor (30 Day Max.) ^	\$ 24.04	Hourly	Non-Exempt
10. Taxi Cashiers (30 Day Max.)	\$ 20.74	Hourly	Non-Exempt

Notes:

- (1) Rate for all hourly and non-exempt positions excludes overtime factors and subject to collective bargaining agreements. Rate includes factor for compensated leave.
 - (2) Rate listed is an average and can vary by seniority pursuant to collective bargaining agreements.
 - (3) For OT Status, Exempt - No Overtime Paid to Employee and OT - Eligible for Paid Overtime.
 - (4) Rates are for FY 10-11 and may change during the contract term and may be amended without a formal modification of the contract.
- ^ Cashier supervisor rate = Taxi Cashier + 15%

**Appendix B-5(e) Cost Proposal Summary - Shared Ride Van Curb Coordination Summary
CURBSIDE MANAGEMENT PROGRAM- Average Monthly Cost Prior to January 1, 2011**

Direct Labor Cost Charged to Van Operators	Projected Period Hours		Hourly Rates*		Period Costs	Total Period Costs
<u>Program Staff- Classification</u>						
1. Van Coordinator	<u>5,917</u>	x	<u>\$ 14.80</u>	=	<u>\$ 87,577</u>	Subtotal: \$ 87,577
Fringe Benefits						
<u>Payroll Taxes</u>						
FICA					<u>\$ 7,066</u>	
FUTA					<u>\$ 27</u>	
SUI					<u>\$ 4,083</u>	
Health Insurance					<u>\$ 16,170</u>	
Disability Insurance					<u>\$ -</u>	
Life/Accident Insurance					<u>\$ -</u>	
Compensated Leave					<u>\$ 4,790</u>	
Pension					<u>\$ 2,968</u>	
						Subtotal: \$ 35,104
Other Direct Cost Charged to Van Operators						Subtotal: \$ 4,799
Management Fee Charged to Van operators, Including Overhead & Profit (Included in Airport-Funded ACP)						Subtotal: \$ -
Total Non-Airport Funded Proposal:						\$ 127,480

Notes:

* Hourly rates are blended due to union labor agreements including seniority and overtime.

**Appendix B-5(f) Cost Proposal Summary - Shared Ride Van Curb Coordination
 CURBSIDE MANAGEMENT PROGRAM- Prior to January 1, 2011**

			Period Fee Components
Premiums			
<u>Required Insurance</u>			
Workers Compensation	\$	-	
Commercial General Liability	\$	-	
Business Auto Liability	\$	-	
		Subtotal:	\$ -
Overhead & Profit		Subtotal:	\$ -
		TOTAL - VANS:	\$ -

**Appendix B-5(g) Cost Proposal Summary - Shared Ride Van Curb Coordination
 CURBSIDE MANAGEMENT PROGRAM- Average Monthly Cost Prior to January 1, 2011**

<u>Other Direct Costs- Itemized List</u>	<u>Period Fee Components</u>
New Hire Training	\$ 383
Professional Development and Training	\$ 417
Service Incentive Program	\$ 50
Drug Test, Background Checks and Physicals	\$ 167
SFO ID Badges	\$ 104
Name Badges	\$ 42
Uniform Purchase/Rental/Cleaning	\$ 1,833
As Needed Services (Contingency)	\$ 1,803
TOTAL OTHER DIRECT COSTS:	\$ 4,799

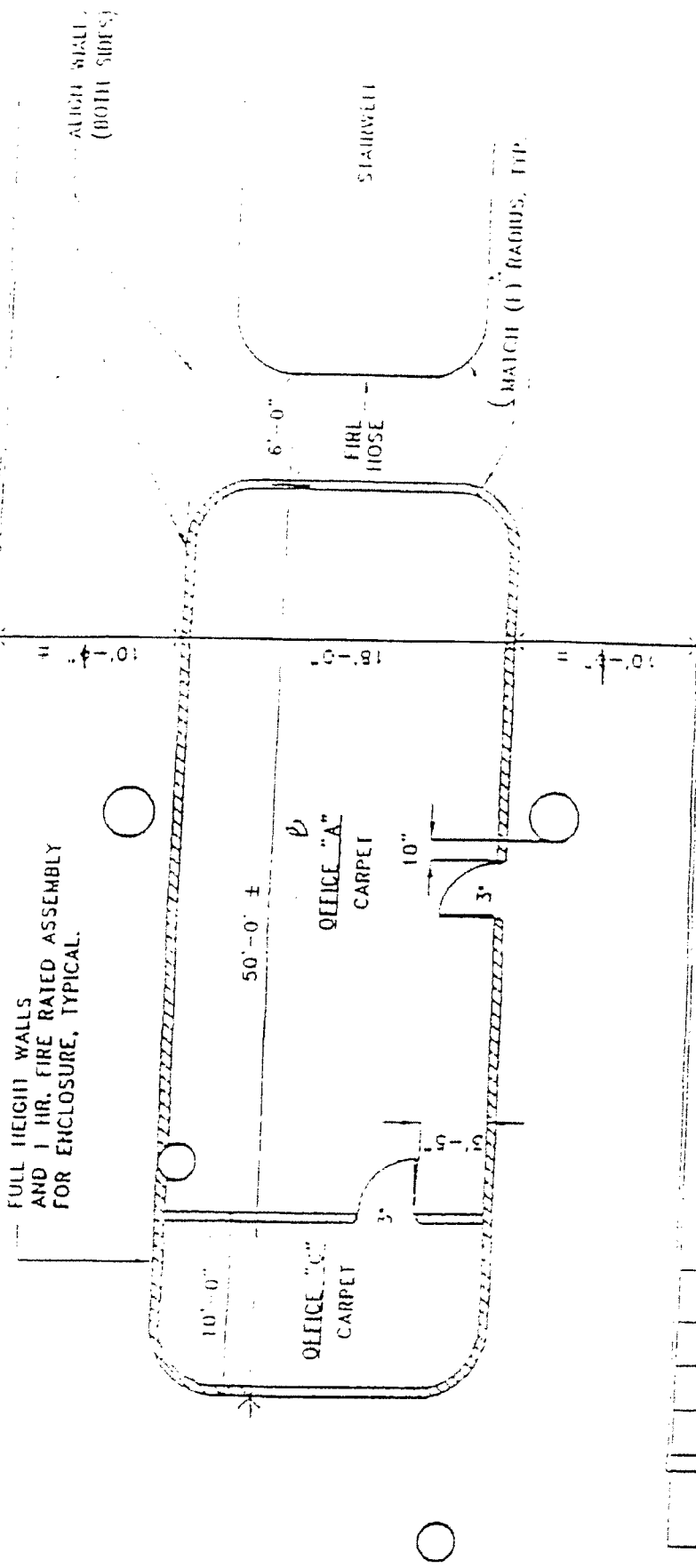
Notes:

Contract start-up may require expenditure of more than average monthly cost indicated. All such costs must be approved by Airport Director or Designee prior to expenditure.

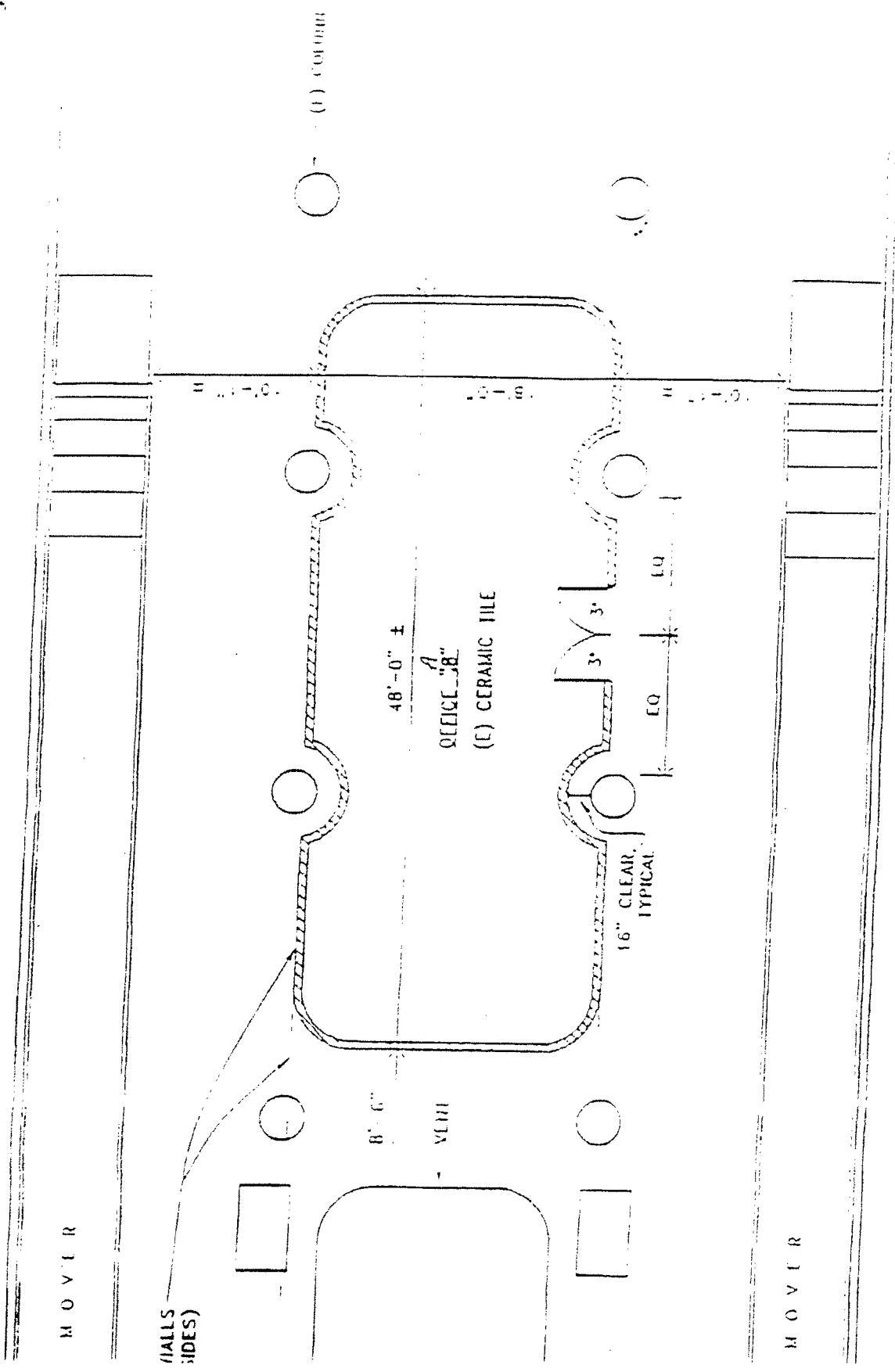
Appendix C

Diagram of Premises
Curbside Management Program Offices

PLAN



PLAN



M O V E R

(WALLS
SIDES)

(E) CORNER

48'-0" ±

OFFICE AREA
(E) CERAMIC TILE

16" CLEAR,
TYPICAL

EQ

LU

8'-6"

DOOR

M O V E R

**APPENDIX D
PERFORMANCE MEASURES**

The following standards will be among those used by Director to evaluate the performance of the Airport's Curbside Management Program at San Francisco International Airport commencing with the new agreement effective January 1, 2011. Note that additional performance standards may be placed on the Contractor by Director as set forth in any future contract modifications.

The overall goal for the Contractor is to score an overall average of 3.0 out of 5.0.

1. Contractor will strive to run an operation that has zero lost time injuries in FY 10/11 utilizing the OSHA Form 300.

<i>5 Points (Excellent)</i>	<i>0 Lost Time Injuries in FY 10/11</i>
<i>4 Points (Above Average)</i>	<i>1 Lost Time Injury in FY 10/11</i>
<i>3 Points (Average)</i>	<i>2 Lost Time Injuries in FY 10/11</i>
<i>2 Points (Below Average)</i>	<i>3 Lost Time Injuries in FY 10/11</i>
<i>1 Point (Poor)</i>	<i>4 Lost Time Injuries in FY 10/11</i>

2. Contractor will maintain an active Safety Committee, conduct quarterly meetings, report and document safety hazards as they are identified, and document the resolution of all hazards.

<i>5 Points (Excellent)</i>	<i>All Quarterly Meetings Conducted in FY 10/11</i>
<i>4 Points (Above Average)</i>	<i>One Quarterly Meeting Missed in FY 10/11</i>
<i>3 Points (Average)</i>	<i>Two Quarterly Meetings Missed in FY 10/11</i>
<i>2 Points (Below Average)</i>	<i>Three Quarterly Meetings Missed in FY 10/11</i>
<i>1 Point (Poor)</i>	<i>All Four Quarterly Meetings Missed in FY 10/11</i>

3. Contractor shall strive to provide excellent customer service to all passengers seeking ground transportation using the Airport's Curbside Management Program resulting in minimal complaints.

<i>5 Points (Excellent)</i>	<i>No or One Valid Complaints Received Each Month in FY 10/11</i>
<i>4 Points (Above Average)</i>	<i>Two or Three Valid Complaints Received Each Month in FY 10/11</i>
<i>3 Points (Average)</i>	<i>Four or Five Valid Complaints Received Each Month in FY 10/11</i>
<i>2 Points (Below Average)</i>	<i>Six or Seven Valid Complaints Received Each Month in FY 10/11</i>
<i>1 Point (Poor)</i>	<i>Eight or More Valid Complaints Received Each Month in FY 10/11</i>

4. Contractor will ensure that new employees receive the required initial training and point of service training for their position before being assigned to a shift on the curb. All new employee training and status shall be documented and updated regularly when conditions change.

5 Points (Excellent) All New Employees Received the Required Training in FY 10/11
1 Point (Poor) One or More Employees Missed the Required Training in FY 10/11

5. Recurrent training for all employees as authorized in the contract and approved in the ACP will be provided and documented. All recurrent training and status shall be documented and updated regularly when conditions change.

5 Points (Excellent) All Training Documented and Conducted as Scheduled in FY 10/11
4 Points (Above Average) One Training Session Missed as Scheduled in FY 10/11
3 Points (Average) Two Training Sessions Missed as Scheduled in FY 10/11
2 Points (Below Average) Three Training Sessions Missed as Scheduled in FY 10/11
1 Point (Poor) Four or More Training Sessions Missed as Scheduled in FY 10/11

6. Curbside Management Program management will conduct weekly supervisory and management meetings, the topics of which will be documented and set forth monthly.

5 Points (Excellent) All Scheduled Meetings Held and Documented in FY 10/11
4 Points (Above Average) One Scheduled Meeting Missed Quarterly in FY 10/11
3 Points (Average) Two Scheduled Meetings Missed Quarterly in FY 10/11
2 Points (Below Average) Three Scheduled Meetings Missed Quarterly in FY 10/11
1 Point (Poor) Four or More Scheduled Meetings Missed Quarterly in FY 10/11

7. Curbside Management Program management will provide the initial training on communications between Curbside Management Program team members and management personnel as this communication has great bearing on the well-being of the entire Curbside Management Program team.

5 Points (Excellent) Training Conducted by July 15, 2010
4 Points (Above Average) Training Conducted by August 15, 2010
3 Points (Average) Training Conducted by September 15, 2010
2 Points (Below Average) Training Conducted by October 15, 2010
1 Point (Poor) Training Conducted by November 15, 2010

8. Curbside Management Program management will provide on-going annual refresher training on communications between Curbside Management Program team members and the management personnel as this communication has great bearing on the well-being of the entire Curbside Management Program team.

5 Points (Excellent) Annual Refresher Training Conducted by July 15, 2011
4 Points (Above Average) Annual Refresher Training Conducted by August 15, 2011
3 Points (Average) Annual Refresher Training Conducted by September 15, 2011
2 Points (Below Average) Annual Refresher Training Conducted by October 15, 2011
1 Point (Poor) Annual Refresher Training Conducted by November 15, 2011

9. Curbside Management Program management shall provide all staff with adequate training so as to prepare and/or review written incident reports that will be turned over and reviewed by Airport staff on a weekly basis. Clear and well-written incident reports submitted in a very timely basis

after review by management will allow Airport staff to work expeditiously with operators to operate themselves in a professional manner.

- 5 Points (Excellent)* *All Reports Reviewed by Curbside Management Program Management and All Valid Reports Transmitted to Landside Operations within One Week from the Date of the Incident in FY 10/11*
- 4 Points (Above Average)* *One or Two Valid Reports Missed by Curbside Management Program Management and Not Transmitted to Landside Operations within One Week from the Date of the Incident in FY 10/11*
- 3 Points (Average)* *Three Reports Missed by Curbside Management Program Management and Not Transmitted to Landside Operations within One Week from the Date of the Incident in FY 10/11*
- 2 Points (Below Average)* *Four Valid Reports Missed by Curbside Management Program Management and Not Transmitted to Landside Operations within One Week from the Date of the Incident in FY 10/11*
- 1 Point (Poor)* *Five or More Valid Reports Missed by Curbside Management Program Management and Not Transmitted to Landside Operations within One Week from the Date of the Incident in FY 10/11*

10. Curbside Management Program management is expected to be extremely prudent with any and all funds received by the Airport to staff and manage the Program.

- 5 Points (Excellent)* *Billed expenditures for the prior six (6) month reporting period are 10.00% or more below the budget agreed upon between Contractor and City as set forth in the Annual Cost Proposal excluding any special budget requests from the Airport*
- 4 Points (Above Average)* *Billed expenditures for the prior six (6) month reporting period are between 5.00% and 9.99% or more below the budget agreed upon between Contractor and City as set forth in the Annual Cost Proposal excluding any special budget requests from the Airport*
- 3 Points (Average)* *Billed expenditures for the prior six (6) month reporting period are between 0.00% and 4.99% below the budget agreed upon between Contractor and City as set forth in the Annual Cost Proposal excluding any special budget requests from the Airport*
- 2 Points (Below Average)* *Billed expenditures for the prior six (6) month reporting period are between 0.99% and 4.99% above the budget agreed upon between Contractor and City as set forth in the Annual Cost Proposal excluding any special budget requests from the Airport*
- 1 Point (Poor)* *Billed expenditures for the prior six (6) month reporting period are 5.00% or more above the budget agreed upon between Contractor and City as set forth in the Annual Cost Proposal excluding any special budget requests from the Airport*

Appendix E
Shared Ride Van Curb Coordination Cost Allocation Summary

The following shared ride operators will fund the costs set forth in Appendix B-Annual Cost Proposal Summary – Shared Ride Van Operators of this Agreement for the contract period from January 1, 2011 through June 30, 2013:

- Advanced Airporter
- Airport Express
- American Airporter Shuttle
- Bay Shuttle
- Go Lorrie's
- Pacific Airport Shuttle
- Peter's Airport Shuttle
- Quake City Shuttle
- San Francisco City Shuttle
- South & East Bay Airport Shuttle
- SuperShuttle

Curb Coordination cost allocation among the above operators will be reviewed and revised as necessary effective January 1, 2011 and every six (6) months thereafter. In addition, the curb coordination may be adjusted in the interim as necessary to reflect changes in the number of participating shared ride van operators and/or contract costs.

Security deposits collected by Contractor from each of the participating shared ride van operators shall equal three (3) months operator monthly allocated curb coordination costs.

Contractor shall provide Airport with informational copies of all communication, including but not limited to contracts, security deposit amounts, and invoices, between Contractor and Shared Ride Van Operators related to the provision of Curb Coordination services provided under the terms of this Agreement.