



INFORME DE CUMPLIMIENTO CONTRATO DE ARRENDAMIENTO

AEROPUERTO INTERNACIONAL LUIS MUÑOZ MARÍN 2013-2015 12 DE MAYO DE 2016



ESTADO LIBRE ASOCIADO DE
PUERTO RICO
Autoridad para las Alianzas
Público-Privadas de Puerto Rico



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*L.cda. Deliris Ortiz Torres
Directora Ejecutiva*

12 de mayo de 2016

Al Honorable Gobernador, Presidente del Senado y
Presidente de la Cámara de Representantes del
Estado Libre Asociado de Puerto Rico

INFORME DE CUMPLIMIENTO SOBRE EL DESARROLLO DEL PROYECTO DE LA ALIANZA PÚBLICO-PRIVADA DEL AEROPUERTO INTERNACIONAL LUIS MUÑOZ MARÍN

I. Introducción

El Artículo 10(d) de la Ley Núm. 29-2009, según enmendada (la “Ley 29”), le impone a la Autoridad para las Alianzas Público-Privadas (la “Autoridad”) la responsabilidad de supervisar el desempeño de los contratantes bajo los contratos de alianzas público-privadas (los “Contratos de Alianza”) y de rendir al Gobernador y a la Asamblea Legislativa de Puerto Rico un informe anual sobre el desarrollo de los proyectos de alianzas público-privadas vigentes.

Hacemos referencia al Contrato de Arrendamiento del Aeropuerto Internacional Luis Muñoz Marín, fechado 24 de julio de 2012 (el “Contrato”), entre la Autoridad de los Puertos de Puerto Rico (“Puertos”) y Aerostar Airport Holdings, LLC (“Aerostar”). Dicho Contrato le impone a Aerostar la responsabilidad de operar, mantener y realizar mejoras al Aeropuerto Internacional Luis Muñoz Marín (el “Aeropuerto”) de conformidad con ciertos estándares y requisitos ahí establecidos.

Este informe (el “Informe”) se rinde en cumplimiento a la responsabilidad de la Autoridad bajo el Artículo 10(d) de la Ley 29 y cubre el periodo desde el establecimiento de la alianza público-privada para la operación del Aeropuerto (la “Alianza”) hasta el presente. El Contrato constituye una alianza público privada, autorizada, entre otras entidades gubernamentales, por la Administración Federal de Aviación (“FAA”, por sus siglas en inglés), como un proyecto piloto, sujeto a evaluación por dicha agencia federal de tiempo en tiempo.

II. Trasfondo de la Transacción

A. Estudio de Deseabilidad y Conveniencia

Según lo requiere la Ley 29, previo al comienzo del proceso para el otorgamiento del Contrato, la Autoridad ordenó la realización de un estudio de deseabilidad y conveniencia (el “Estudio”) para determinar si era recomendable el establecimiento de la Alianza. Dicho Estudio concluyó que era deseable y conveniente iniciar el procedimiento para establecer la Alianza. El Estudio fue publicado en junio de 2010 y, a la luz de los resultados del mismo, la Junta de Directores de la Autoridad decidió proceder con el proceso para el establecimiento de la Alianza. El Estudio se aneja a este Informe como **Anejo A**.

B. Comité de Alianza

En mayo de 2010, la Junta de Directores de la Autoridad creó el Comité de Alianza, el cual estuvo encargado de la evaluación y selección de los proponentes de la Alianza y del establecimiento y la negociación de los términos y condiciones del Contrato. Inicialmente, el Comité de Alianza estaba integrado por los siguientes individuos:

1. Fernando Batlle, Vicepresidente Ejecutivo del Banco Gubernamental de Fomento para Puerto Rico (el “BGF”);
2. Nelson Morales, Director de Finanzas de Puertos;
3. Arnaldo Deleo, Director de Aviación y Gerente General del Aeropuerto;
4. David Álvarez, Director Ejecutivo de la Autoridad; y
5. Lcdo. José R. Pérez, Secretario del Departamento de Desarrollo Económico y Comercio de Puerto Rico (el “DDEC”).

Sin embargo, esta composición se modificó de la siguiente manera:

El 5 de noviembre de 2010, Jaime López, Principal Oficial de Desarrollo del DDEC, fue nombrado en sustitución de Arnaldo Deleo.

El 28 de marzo de 2011, Juan C. Batlle, Presidente del BGF, fue nombrado en sustitución de Fernando Batlle.

El 14 de julio de 2011, Alberto Escudero, Director Ejecutivo de Puertos, reemplazó a Nelson Morales. El mismo día, Juan C. Pavía, Director de la Oficina de Gerencia y Presupuesto para Puerto Rico, sustituyó a David Álvarez.

El 5 de octubre de 2011, se nombró nuevamente a Arnaldo Deleo al Comité de Alianza en sustitución de Alberto Escudero.

El 1 de abril de 2012, se nombró al Lcdo. Luis G. Rivera, Director Ejecutivo de la Compañía de Turismo de Puerto Rico y miembro de la Junta de Directores de Puertos, en sustitución del Lcdo. José R. Pérez.

Para julio de 2012, el Comité de Alianza estaba compuesto por Juan C. Battle, Luis G. Rivera, Juan C. Pavía, Arnaldo Deleo y Jaime López.

C. Solicitud de Cualificaciones (“RFQ”)

El 6 de julio de 2011, la Autoridad publicó una solicitud de cualificaciones (“RFQ”, por sus siglas en inglés), mediante la cual solicitó declaraciones de cualificaciones (“SOQ”, por sus siglas en inglés) de aquellas entidades interesadas en participar de la Alianza. El RFQ se adjunta a este Informe como **Anejo B**. A través del RFQ, la Autoridad solicitó a los proponentes interesados que presentaran evidencia de su reputación y de sus capacidades administrativas y técnicas, así como de su experiencia en la operación de aeropuertos, incluyendo referencia específica a la operación, desarrollo y mantenimiento de aeropuertos y la creación de nuevas rutas; seguridad; servicio al cliente a aerolíneas y pasajeros; y experiencia trabajando con entidades gubernamentales. También se solicitó a los proponentes interesados que presentaran evidencia de su capacidad económica para consumar una transacción como el arrendamiento propuesto.

La Autoridad recibió SOQs de los siguientes proponentes:

1. Advent International Corporation
2. AENA
3. AGUNZA (Agencias Universales S.A.)
4. Corporación América S.A.
5. Flughafen Zurich AG
6. Fraport /Goldman Sachs
7. GAA Ferrovial/Macquarie (“GAA”)
8. GMR/Incheon Airport
9. Grupo Aeroportuario del Centro Norte (“OMA”)

10. Aerostar Airport Holdings, LLC, compuesto por Highstar Capital / Grupo Aeroportuario de Sureste (“Aerostar”)
11. General Electric y Allegheny County Airport Authority (“Puerto Rico Gateway Group”)
12. TAV Airport Holdings

El Comité de Alianza evaluó a los grupos que presentaron SOQs, y conforme a los criterios estipulados en el propio RFQ, calificó a seis grupos para continuar a la etapa de solicitud de propuestas. Los seis grupos seleccionados fueron Fraport/Goldman Sachs, GAA, Aerostar, Puerto Rico Gateway Group, Flughafen Zurich AG y GMR/Incheon Airport. Posteriormente, el Comité de Alianza descalificó al consorcio de GMR/Incheon Airport, por su inhabilidad de proceder puntualmente con el cumplimiento de requisitos del proceso de solicitud de propuestas.

D. Solicitud de Propuestas (“RFP”)

El 10 de octubre de 2011, la Autoridad distribuyó una solicitud de propuestas (“RFP”, por sus siglas en inglés) a los finalistas. A estos se les entregó un borrador del Contrato y se les concedió acceso a documentos e información relacionada al Aeropuerto, visitas de campo, sesiones informativas, oportunidad de comentar los borradores del Contrato y materiales técnicos. La Autoridad distribuyó a los proponentes la versión final del Contrato, revisado según los comentarios recibidos y aceptados por el Comité de Alianza, el 23 de noviembre de 2011.

Después de varios meses de diligencias pertinentes, la Autoridad le solicitó a los proponentes que presentaran, antes del 15 de marzo de 2012, propuestas preliminares de cómo llevarían a cabo las operaciones del Aeropuerto, incluyendo los planes gerenciales y comerciales y los términos económicos que esperaban proponer. La Autoridad recibió propuestas de Aerostar, GAA, Puerto Rico Gateway Group y Flughafen Zurich AG. Después de la evaluación de las propuestas preliminares, el Comité de Alianza decidió continuar el proceso con dos proponentes: Aerostar y GAA. El 10 de julio de 2012, los dos finalistas presentaron sus ofertas finales.

Conforme a los requisitos establecidos por la Autoridad, una ronda de licitación adicional se llevaría a cabo si la cantidad de los pagos por adelantado recibidos bajo las ofertas se diferenciaba por un 10% o menos. El requisito para una ronda adicional se cumplió y Aerostar y GAA presentaron sus propuestas finales el 16 de julio de 2012.

E. Informe del Comité de Alianza

El 19 de julio de 2012, el Comité de Alianza rindió un informe (el “Informe del Comité de Alianza”) detallando los objetivos para el establecimiento de la Alianza, describiendo los procesos llevados a cabo por la Autoridad e informando la selección de Aerostar y las razones para dicha selección. El Informe del Comité de Alianza se adjunta como **Anejo C**.

F. Aprobaciones

Según lo requiere la Ley 29, el Informe del Comité de Alianza y el Contrato fueron presentados a la Junta de Directores de la Autoridad y a la Junta de Directores de Puertos para su aprobación. La Junta de Directores de la Autoridad aprobó el Informe del Comité y el Contrato el 17 de julio de 2012 mediante su Resolución Núm. 2012-17. Por su parte, la Junta de Directores de Puertos aprobó el Informe del Comité y el Contrato el 18 de julio de 2012, mediante su Resolución Núm. 2012-028. Una vez aprobados el Informe del Comité de Alianza y el Contrato, se le remitió al funcionario del ejecutivo a quien el Gobernador le delegó la facultad para aprobar la Alianza, quien aprobó ambos documentos el 19 de julio de 2012. Así las cosas, Puertos y Aerostar firmaron el Contrato el 24 de julio de 2012. El 26 de febrero de 2013, la Agencia Federal de Aviación (“FAA”, por sus siglas en inglés) dio su aval al Contrato y el cierre financiero de la transacción se llevó a cabo el 27 de febrero de 2013.

III. Resumen del Contrato

El Contrato es un arrendamiento mediante el cual Puertos le cedió a Aerostar el derecho a operar, manejar, mantener, desarrollar y rehabilitar el Aeropuerto por un término de cuarenta años. Cabe recalcar, que en un contrato de arrendamiento como este, no se cede ni transfiere el título de propiedad sobre el Aeropuerto a Aerostar. Durante el término del arrendamiento, Aerostar debe operar, mantener y realizar mejoras al Aeropuerto conforme a los estándares, especificaciones, políticas, procedimientos y procesos establecidos en el Contrato. El Contrato también dispone que Aerostar podrá subarrendar las áreas no-aeronáuticas del Aeropuerto según los términos de Contrato, y por consiguiente, retener para sí los ingresos y pagos correspondientes a las facilidades subarrendadas.

El propósito principal del arrendamiento, según expresado en el propio Contrato, es que se opere el Aeropuerto de una forma confiable y segura. Igualmente, que mediante su operación se promueva, facilite y mejore el comercio, el turismo y el desarrollo económico en Puerto Rico. Sobre este particular, Aerostar reportó que desde el inicio de sus operaciones y hasta la fecha, se han creado 2,910 nuevos empleos, directos e indirectos, mediante el *Capital Asset Management Program* que se establece en el Anejo 12 del Contrato (Estándares Operacionales).

A. Operación y mantenimiento

Mediante el Contrato se le cede a Aerostar el derecho a usar y operar el Aeropuerto como un aeropuerto público. No obstante, Puertos retiene el derecho a monitorear el cumplimiento de Aerostar con los términos y condiciones del Contrato y conforme a las leyes y reglamentos aplicables. Por su parte, Aerostar se compromete a sufragar los costos y gastos relacionados a la operación y mantenimiento del Aeropuerto durante el término del Contrato.

El contrato también dispone que Aerostar será responsable de operar el Aeropuerto en cumplimiento con la sección 139 del título 14 del Código de Regulaciones Federales (14 C.F.R

Part 139) conocido como *Part 139 Airport Operating Certificate* emitido por la FAA y mediante al cual dicha agencia exige que se adopten ciertos estándares operacionales y de seguridad para garantizar la operación segura del aeropuerto (en adelante, “Parte 139”). Asimismo, Aerostar está obligado a operar y mantener el Aeropuerto en cumplimiento con los requerimientos del Programa Piloto de Privatización del Aeropuerto de la FAA (*FAA’s Airport Pilot Privatization Program*)¹. Finalmente, Aerostar también se compromete a operar y mantener el Aeropuerto según los estándares operacionales y otros requerimientos estipulados en el Contrato; todo a su costo y cargo.

B. Aerolíneas y otros Cargos

El Contrato establece las tarifas máximas que Aerostar puede cobrarle a las líneas aéreas en el Aeropuerto. El Contrato también dispone que Aerostar podrá cobrar y retener los ingresos provenientes de cargos o tarifas cobradas a los concesionarios del Aeropuerto, incluyendo a los proveedores de comida y bebida, detallistas y a los proveedores de transportación terrestre, entre otros ingresos relacionados a las facilidades que componen el Aeropuerto.

C. Pagos por el Arrendamiento

El Contrato requiere un pago por adelantado por el arrendamiento y pagos anuales subsiguientes. Específicamente, Aerostar pagó \$615 millones a Puertos al momento del cierre del Contrato. Además, Aerostar debe hacer los siguientes pagos anuales:

- Años 1-5: En o antes del último día de cada uno de los primeros cinco (5) años, Aerostar debe pagar a Puertos \$2.5 millones.
- Años 6-30: Durante los años 6 al 30 del Contrato, Aerostar debe pagar a Puertos el equivalente al 5% de los ingresos brutos del Aeropuerto.
- Años 31-40: Durante los años 31 al 40 del Contrato, Aerostar debe pagar a Puertos el equivalente al 10% de los ingresos brutos del Aeropuerto.

Además, al momento de cierre, Aerostar depositó \$6 millones en el Fondo de Puerto Rico para la Promoción y Apoyo del Transporte Aéreo, creado para incentivar que las Aerolíneas aumenten el tráfico de pasajeros en el Aeropuerto. Dicho dinero es distribuido al final de cada año a las aerolíneas que aumenten su tráfico de pasajeros en el Aeropuerto en comparación con el año fiscal de 2011 y por un período de tres (3) años. Aerostar envió información relacionada con el pago hecho a las aerolíneas que cumplieron con los requisitos (*Eligible Airlines*) para los primeros dos (2) años, según lo dispuesto en el Artículo 4.9 del *Airport Use Agreement* suscrito entre Puertos, Aerostar y cada una de las aerolíneas. En total se han distribuido \$5 millones y restaría la

¹ Dicho programa permitió a la FAA establecer el mecanismo para que los aeropuertos puedan tener acceso a capital privado para su desarrollo y mejoramiento en infraestructura.

distribución de un millón correspondiente al tercer y último año de dicho Fondo, cuyo pago vencería en febrero de 2017.

D. Servicios Policiacos y de Bomberos

El Contrato requiere que Puertos se asegure de que el Aeropuerto es operado adecuadamente en cuanto a los servicios policiacos y de bomberos, para que dichos servicios sean consistentes con el programa de seguridad en el Aeropuerto aprobado por la Administración Federal de Seguridad en la Transportación (“TSA”, por sus siglas en inglés). Por su parte, Aerostar tiene la obligación de reembolsarle a Puertos los gastos incurridos en la provisión de dichos servicios. Para esto, las partes deben acordar un presupuesto anual. El presupuesto acordado para el primer año de arrendamiento fue \$2,800,000.00 y, subsiguientemente, conforme a la enmienda al Contrato que se detalla más adelante en el presente Informe.

E. Reembolso por gastos de Monitoreo

El Contrato también requiere que Aerostar le reembolse a Puertos hasta un máximo de \$250,000.00² anualmente, por los gastos incurridos por Puertos en el monitoreo del cumplimiento de Aerostar con los términos y obligaciones bajo el Contrato.

F. Mejoras

El Contrato requiere que Aerostar realice ciertas mejoras durante el término del contrato. Estas mejoras son: las identificadas en el Contrato como *General Accelerated Upgrades* las cuales debían completarse dentro de los primeros 18 meses siguientes al cierre de la transacción, las mejoras acordadas en el Acuerdo de Uso con las aerolíneas suscribientes y las mejoras de capital requeridas según los estándares operacionales acordados. Más adelante se describen las mencionadas mejoras y se informa sobre su progreso.

IV. Informe de Cumplimiento

El 22 de julio de 2014, la Autoridad le envió una carta a Aerostar solicitándole ciertos reportes e información sobre el cumplimiento de Aerostar con sus responsabilidades bajo el Contrato. Copia de dicha carta se aneja a este Informe como **Anejo D**. El 27 de agosto de 2014, Aerostar cursó una carta a la Autoridad en respuesta a la carta de esta y sometió una serie de documentación para validar la información contenida en su carta. Copia de la carta de Aerostar a la Autoridad se aneja a este Informe como **Anejo E**.

Luego, el 1 de febrero de 2016, la Autoridad le envió cartas a Aerostar y a Puertos solicitándole la actualización e información sobre el cumplimiento de Aerostar con sus responsabilidades bajo el Contrato para los años 2014 y 2015. Copia de dichas cartas se anejan a este Informe como

² Sujeto a incremento anual por inflación.

Anejos F y G. En el caso de Aerostar, esta remitió la información y documentos solicitados mediante carta de 7 de marzo de 2016, que se incluye como **Anejo H**. A solicitud de la Autoridad, para ampliar o presentar información omitida, Aerostar suplementó, acorde con la solicitud, y mediante correo electrónico del 15 de marzo de 2016. En el caso de Puertos, la información y documentos fueron remitidos mediante carta de 29 de febrero de 2016 y luego suplementada mediante correos electrónicos, el 14 y 15 de marzo de 2016. Véase **Anejo I**.

A continuación se incluye resumen del estado de cumplimiento, basado en la información sometida por Aerostar y Puertos a la Autoridad, a la luz de los requisitos establecidos en el Contrato.

A. Pago Anual

La Sección 2.1(b) del Contrato provee que Aerostar debe pagar a Puertos anualmente, en o antes del último día de cada uno de los primeros cinco años reportables (“*Reporting Years*”), la cantidad de \$2.5 millones. La Autoridad solicitó a Aerostar que confirmara que había realizado el pago correspondiente al año 2013. Aerostar confirmó que, al momento del cierre de la transacción, realizó un pago adelantado por la cantidad de \$1 millón. Además, Aerostar le informó a la Autoridad que el 9 de enero de 2014, como parte de un proceso de transacción donde se negociaron otros temas que incluían el pago de balances adeudados mutuamente entre Puertos y Aerostar, esta última pagó \$2,547,392.33 a Puertos, cuya suma total incluía el balance de \$1.5 millones adeudado por concepto del pago anual requerido bajo la Sección 2.1(b) del Contrato. Se incluye como **Anejo J** a este Informe el acuerdo entre Aerostar y Puertos que contempla dicha transacción (el “Acuerdo de Transacción”). La Autoridad le solicitó a Aerostar, mediante carta fechada 4 de noviembre de 2014 (la “Carta de Requerimiento de Información Adicional”) y a Puertos, mediante carta fechada 4 de noviembre de 2014 (la “Carta a Puertos”) que confirmaran y proveyeran evidencia de que el Banco Gubernamental de Fomento para Puerto Rico (el “BGF”) consintió al otorgamiento del Acuerdo de Transacción, según lo requiere la Sección 4(a) del contrato de garantía titulado *GDB Guaranty*, suscrito por el BGF el 24 de julio de 2012, para garantizar las obligaciones financieras de Puertos bajo el Contrato (el “Contrato de Garantía”). Aerostar respondió a la Carta de Requerimiento de Información Adicional mediante carta fechada 14 de noviembre de 2014 (la “Segunda Carta de Aerostar”). Con relación a este particular, indicó que el Acuerdo de Transacción no era una modificación, extensión, enmienda, cambio, compromiso, liquidación, absolución, terminación, renuncia o cesión del Contrato y que, por lo tanto, el Acuerdo de Transacción no requería la aprobación previa del BGF. Puertos no se expresó al respecto. A pesar de que no concurrimos con Aerostar en cuanto a este asunto, entendemos que el hecho de que el BGF no haya consentido al Acuerdo de Transacción, no debe ser causa de preocupación, ya que las contraprestaciones contempladas en dicho acuerdo fueron satisfechas.

Para el año 2014 y conforme al Artículo 2.1(b) del Contrato, Aerostar tenía la obligación de realizar un pago de \$2.5 millones a Puertos. Puertos informó que Aerostar realizó el pago por

la cantidad de \$2.5 millones el 23 de diciembre de 2014. Por su parte, Aerostar remitió copia del cheque y carta de trámite del pago anual de \$2.5 millones correspondiente al año 2014, con fecha de 12 de diciembre de 2014. Véase **Anejo K**.

En lo que concierne al año 2015, Puertos informó que Aerostar realizó el pago por la cantidad de \$2.5 millones el 22 de diciembre de 2015. Por su parte, Aerostar remitió copia del cheque y carta de trámite del pago anual de \$2.5 millones correspondiente al año 2015, con fecha de 22 de diciembre de 2015. Véase **Anejo L**.

B. Operación

El Artículo 3 del Contrato establece los términos generales para la operación del Aeropuerto. Específicamente, la Sección 3.3(b), el Artículo 6 y el Anejo 12 del Contrato requieren que Aerostar opere el Aeropuerto de manera consistente con: (i) los estándares, especificaciones, políticas, procedimientos y procesos establecidos en el Anejo 12 del Contrato (los “Estándares Operacionales”); (ii) el Acuerdo de Uso entre Aerostar, Puertos y las aerolíneas suscribientes (el “Acuerdo de Uso”); y (iii) la ley aplicable, incluyendo el Certificado de Operación bajo la Parte 139 del Título 14 del Código de Regulaciones Federales, el Manual de Certificación de Aeropuertos bajo la aludida Parte 139 (“*Certification Part 139*”) y el Programa de Seguridad de Aeropuertos aprobado por TSA. La Autoridad le solicitó a Aerostar que confirmara que la operación del Aeropuerto por Aerostar cumple con dichos requisitos.

Por otra parte, Puertos indicó que hasta finales de junio del 2014, Aerostar no había notificado a Puertos advertencias ni multas por parte de la FAA o de TSA en torno a la operación del Aeropuerto.

Aerostar confirmó que cumple con dichos requisitos y sometió copia de los siguientes manuales de políticas y procedimientos implementados por Aerostar, los cuales se anejan a este Informe como **Anejo M**: (i) *Operations Plan*, (ii) *Facilities Standards Plan*, (iii) *Airfield Operating Standards Plan*, (iv) *Airport Safety Policy*, (v) *Safety and Safety Management Systems Plan (2013)*, (vi) *Safety Management System Manual*, (vii) *Airport Certification Manual*, (viii) *Airport Emergency Plan*, (ix) *FAA Approved 2013 SJU Wildlife Hazard Management Plan*, (x) *Environmental Sustainability Plan* y (xi) *Spill Response Plan: Standard Operating Procedure*. La Autoridad remitió copia de dichos manuales a Puertos, junto a la Carta a Puertos, y le solicitó que confirmara, de así serlo, que dichos manuales cumplen con los requisitos establecidos en el Artículo 3.3(b), el Artículo 6 y el Anejo 12 del Contrato. Además, la Autoridad le solicitó a Puertos que confirmara que la operación del Aeropuerto por Aerostar también cumple con dichos requisitos. Puertos contestó la Carta de la Autoridad el 9 de diciembre de 2014. Véase **Anejo N**. En torno a la operación del Aeropuerto, Puertos indicó que le solicitó a Aerostar información adicional para confirmar el cumplimiento con la mencionada sección 3.3(b) y el Artículo 3.4 del Acuerdo de Uso.

Posteriormente y mediante su carta de 29 de febrero de 2016, Puertos confirmó que Aerostar cumple con mantener la certificación Parte 139 y remitió copia del mismo³. Véase **Anejo O**.

Por su parte Aerostar proveyó los siguientes documentos para informar sobre el cumplimiento de las obligaciones contractuales para la operación del Aeropuerto:

1. *Operations Plan*
2. *Facilities Standard Plan* (Revisado al 2016)⁴
3. *Airfield Operating Standards Plan* (Revisado al 2016)⁵
4. *Environmental Sustainability Plan – August 2013*
5. *Safety and Management Systems Plan - August 2013*
6. *Safety and Management Manual* (April 2015)
7. *SJU Wildlife Hazard Management Plan* (FAA approved 2013)
8. *Airport Emergency Plan*
 - a. *FAA Letter of Approval – July 29, 2015*
 - b. *FAA Letter of Approval – October 21, 2015*
9. *Airport Certification Manual* (with changes approved by the FAA)
 - a. *FAA Letter of Approval – August 7, 2014*
 - i. *Letter of Acknowledgement from Aerostar*
 - b. *FAA Letter of Approval – July 29, 2015*
 - c. *FAA Letter of Approval – October 21, 2015*
 - d. *SJU Signage and Markings – 06-30-2014*
10. *Spill Response Plan: Standard Operating Procedure* (04/30/14)
11. *Safety Policy* (2013)
12. *Lessee Annual Report 2014* (Operational Performance Report)
 - a. Carta de trámite de 25 de septiembre de 2015 a la Lcda. Ingrid C. Colberg
13. *Lessee Annual Report 2015 vs. 2014 Year Comparison*
 - a. Carta de trámite de 29 de febrero de 2016 a la Lcda. Ingrid C. Colberg
14. *Facilities Conditions Assessment (“FCA”)* (2014)
 - a. Carta de trámite del 23 de diciembre de 2014 a la Lcda. Ingrid C. Colberg

Aerostar informó que el *Customer Service Plan* (“CSP”, por sus siglas en inglés) se encuentra en desarrollo y esperan completarlo para el cuarto trimestre del año 2016. El CSP es

³ Certificación requerida y emitida por la FAA para la operación de aeropuertos que cumplen con las características definidas en el 14 C.F.R. 139.

⁴ Recomendamos que Puertos revise este documento y emita comentarios. Conforme a la carta de 10 de febrero de 2016 de Puertos a Aerostar, este documento no se había entregado a Puertos para esa fecha. Según surge del documento, la versión anterior era de mayo de 2014, por lo que se presume que este documento es una actualización o revisión del anterior. Aerostar por su parte informó que el documento había sido provisto a Puertos, como parte del *Operations Plan* que ya había entregado.

⁵ Recomendamos que Puertos revise este documento y emita sus comentarios. Conforme a la carta de 10 de febrero de 2016 de Puertos a Aerostar, este documento no había sido recibido por Puertos a dicha fecha. Aerostar por su parte informó que el documento había sido provisto a Puertos, como parte del *Operations Plan* que ya había entregado.

requerido por el Artículo 10 de los Estándares Operacionales, Anejo 12 del Contrato. Aerostar informó que el Contrato no dispone de una fecha para la entrega de dicho plan, pero que están cumpliendo con el Artículo 10.5.6 del Anejo 12 del Contrato sobre los requerimientos para la provisión de informes o reportes (*Reporting Requirements*).⁶

En cuanto al *Airport Security Program* (“ASP”, por sus siglas en inglés), Aerostar informó que el mismo cumple con las regulaciones de la TSA, y que el mismo está aprobado por dicha agencia federal. Además informó, que una copia controlada revisada⁷ le fue notificada a Puertos con fecha de 2 de marzo de 2016. A la fecha del presente informe, Puertos no ha emitido comentarios sobre el referido documento.

C. Licencias y Certificaciones

El Artículo 3.4(c) del Contrato requiere que Aerostar obtenga, renueve y mantenga en vigor todas las certificaciones, licencias y demás autorizaciones necesarias para la operación del Aeropuerto y para llevar a cabo sus responsabilidades bajo el Contrato. A solicitud de la Autoridad, Aerostar confirmó que posee todas las certificaciones, licencias y demás autorizaciones requeridas. La Autoridad solicitó a Aerostar que enviara evidencia de que posee las certificaciones, licencias y demás autorizaciones requeridas para la operación del Aeropuerto, incluyendo, sin limitación: (i) permiso de uso, (ii) licencia sanitaria y (iii) certificación del Cuerpo de Bomberos de Puerto Rico. Junto a la Segunda Carta de Aerostar, esta envió a la Autoridad copia de los siguientes documentos: (i) permiso de uso, (ii) licencia sanitaria, (iii) certificación de patente municipal, (iv) certificación del Cuerpo de Bomberos de Puerto Rico, y (v) certificado de Registro de Comerciantes. Véase **Anejo P**.

D. Reservas bajo el Contrato

La Sección 3.8 del Contrato requiere que Aerostar mantenga ciertas reservas de dinero relacionadas a la deuda correspondiente al Aeropuerto y a los gastos operacionales proyectados para el año en curso. En particular, el Contrato requiere que Aerostar mantenga reservas en efectivo por una cantidad igual al agregado de la deuda a pagar y el veinticinco por ciento (25%) de los gastos operacionales proyectados para las facilidades del Aeropuerto.

Puertos informó que Aerostar ha evidenciado su cumplimiento con dicho requerimiento de forma trimestral, mediante una certificación denominada *Officer's Certificate*, emitida por un oficial corporativo. La Autoridad le solicitó a Aerostar que informara la cantidad que tenía depositada en cada una de las cuentas de reserva y que confirmara que dichas cantidades son iguales o mayores a las cantidades requeridas bajo el Artículo 3.8 del Contrato. Aerostar confirmó

⁶ Recomendamos que Puertos de seguimiento al cumplimiento de este requerimiento. Si se considera que uno de los objetivos principales del Contrato es mantener un nivel de operación confiable y seguro para los usuarios del Aeropuerto, es vital que se cuente con este informe como herramienta para verificar el cumplimiento. Puertos debe acordar y fijar una fecha cierta en la que Aerostar entregue el CSP. La fecha para la preparación y entrega del mismo, no debe quedar al arbitrio de una parte en el Contrato.

⁷ Según informó Aerostar, el documento contiene información sensitiva de seguridad.

que mantiene reservas que cumplen con los requisitos del Artículo 3.8 del Contrato e indicó que los balances de las cuentas de reserva eran los siguientes:

	2015	2014
Reserva Operacional	\$16,773,552.00	\$16,055,799.60
Reserva de Deuda	\$24,305,100.00	\$23,215,765.50

Además, Aerostar suministró copia del *Officer's Certificate* para cada uno de los años que cubre el presente informe, 2014 y 2015. Véase **Anejo Q**.

E. Pago de Contribuciones

El Artículo 3.11(a) del Contrato provee que Aerostar debe estar al día con todas sus obligaciones contributivas, incluyendo, sin limitación, su responsabilidad por el pago de contribuciones sobre ingresos, contribuciones sobre la propiedad, si alguna, patentes municipales e impuesto sobre ventas y uso (“IVU”). A solicitud de la Autoridad, Aerostar confirmó que está en cumplimiento con todas estas obligaciones contributivas y proveyó a la Autoridad copia de las siguientes certificaciones: (i) certificación de deuda y certificación de radicación de planillas de contribución sobre ingresos del Departamento de Hacienda; (ii) certificación de deuda del Centro de Recaudación de Ingresos Municipales; (iii) certificación de deuda por concepto de patentes del Municipio de Carolina; (iv) certificación de deuda de impuesto sobre ventas y uso del Departamento de Hacienda; y (v) certificación de radicación de planillas sobre la propiedad mueble. Véase **Anejo R**.

F. Pagos para Servicios de Rescate Aéreo y Bomberos

La Sección 3.17 del Contrato dispone que Puertos tiene la responsabilidad de proveer los servicios policíacos, de bomberos y de emergencias al nivel necesario para cumplir con los requerimientos federales de seguridad y con el Plan de Seguridad en el Aeropuerto aprobado por TSA. Todos los otros servicios relacionados a la seguridad serán responsabilidad de Aerostar. No obstante, y sujeto a ciertas condiciones, Aerostar debía reembolsarle a Puertos todos los gastos y costos relacionados con la provisión de los mencionados servicios. Para estos gastos, Puertos y Aerostar establecieron un presupuesto de \$2.8 millones para el primer año. Para el segundo año las partes acordaron que el presupuesto sería de \$2.8 millones más un incremento establecido según el por ciento correspondiente según el *Consumer Price Index* (“CPI”, por sus siglas en inglés) aplicable.

El Artículo 3.17 del Contrato, fue enmendado por el *Transition Services Agreement* suscrito por las partes al cierre del Contrato, para proveer ciertos pagos de parte de Aerostar a Puertos por concepto de servicios de rescate aéreo y bomberos, entre otros. Dicha modificación acordada entre Puertos y Aerostar, provee un proceso de transición mediante el cual Aerostar se haría cargo de estos servicios, eliminando la obligación del pago estipulado en el Contrato

prospectivamente. No obstante, la enmienda no afectó la obligación del pago de la cantidad de \$2.8 millones por los servicios arriba mencionados, correspondientes al año 2015.

La Autoridad le solicitó a Aerostar y a Puertos que confirmaran que los pagos requeridos se habían realizado. Aerostar informó a la Autoridad que la suma total pagada por ellos tras el otorgamiento del Acuerdo de Transacción, incluyó las sumas adeudadas a Puertos por concepto de servicios de rescate aéreo y bomberos conforme a la Sección 3.17(c) del Contrato. Véase **Anejo S**.

Puertos informó que Aerostar realizó el pago por la cantidad de \$2,799,153.78 el 27 de febrero de 2015. Por su parte, Aerostar incluyó evidencia del pago. Véase **Anejo T**.

El pago correspondiente al año 2015 quedó modificado por el *Transition Services Agreement*, y en específico, en la Sección 2 y 3 de dicho documento, se estableció la obligación de Aerostar de efectuar el pago por la cantidad de \$2.0 millones y \$700,000, respectivamente. Los \$2.0 millones requeridos por la Sección 2, corresponden a los servicios contemplados en el Artículo 3.17 del Contrato, sobre rescate aéreo, bomberos, entrenamiento y certificación de personal, así como mantenimiento de las facilidades que albergan las unidades de rescate y bomberos. La cantidad de \$700,000, corresponde al arrendamiento de cuatro (4) vehículos de bomberos por el periodo de 1 de enero de 2016 al 30 de septiembre de 2016.

Aerostar suministró evidencia del pago de ambas cantidades, en cumplimiento con las Secciones 2 y 3 del *Transition Services Agreement*. Véase **Anejo U**.

G. Mejoras Capitales

El Artículo 4.2(a) del Contrato y la Sección 1 del Anejo 13 del Contrato disponen que, en o antes del 27 de agosto de 2014, Aerostar debía haber realizado las siguientes obras en el Aeropuerto, de conformidad con los estándares acordados: (i) mejoras de ornato y paisaje; (ii) reparación y reacondicionamiento de los puentes de abordaje; (iii) reparación de vías, encintado, aceras y marcas dañadas; (iv) sustitución de pisos deteriorados en el interior de los terminales y edificios en el Aeropuerto; (v) instalación de conectividad *Wi-Fi* a través de los terminales; (vi) instalación de enchufes para uso de los pasajeros a través de los terminales; (vii) mejorar, reparar y sustituir alumbrado deficiente o peligroso; y (viii) reparar o sustituir ascensores y escaleras o aceras eléctricas. A solicitud de la Autoridad, Aerostar confirmó que dichas obras habían sido completadas en o antes de la fecha indicada. De la información provista por Puertos, se desprende que Aerostar cumplió con las obligaciones antes descritas.

El Artículo 4.5 y el Anejo 17 del Contrato y la Sección 6.1 y el Anejo J del Acuerdo de Uso imponen a Aerostar la obligación de realizar ciertas mejoras capitales adicionales, algunas relacionadas a los estándares operacionales y otras relacionadas a las aerolíneas suscribientes. La Autoridad le solicitó a Aerostar que confirmara cuáles de estas obras habían sido completadas y que proveyera un informe sobre el progreso de cada una de las obras no completadas, detallando las gestiones que Aerostar ha realizado o está realizando actualmente para cumplir con su

responsabilidad de completar las mismas. Aerostar sometió un listado de las obras requeridas bajo el Acuerdo de Uso y el estatus de las mismas, el cual se aneja a este Informe como **Anejo V**. La Autoridad envió copia de dicho documento a Puertos, junto a la Carta a Puertos, y le solicitó que confirmara la información ahí contenida.

En su contestación, Puertos indicó que en cuanto a las mejoras capitales, las mismas habían comenzado en septiembre del 2013 y que hasta la fecha de su misiva de 9 de diciembre de 2014, Aerostar había informado haber invertido \$56 millones para las fases de remodelación iniciales. Destacan los siguientes proyectos de remodelación y nueva construcción: renovación de la Terminal B; construcción del Nuevo Punto de Seguridad Central (“*Checkpoint*”) y el área norte de reclamo de equipaje. En su carta de 29 de febrero de 2016, Puertos informa que el programa de mejoras capitales se ha llevado a cabo según el calendario establecido.

En cuanto a las mejoras identificadas como *General Accelerated Upgrades* (Anejo 13 del Contrato) las cuales debían completarse dentro de los primeros 18 meses siguientes al cierre de la transacción, Puertos expresó que no todas habían sido completadas incluyendo los proyectos de paisajismo, reparación de *jet bridges*, reparación de vías de acceso, rotulación, instalación de receptáculos en las terminales para uso de los pasajeros, reemplazo de las losas en los pisos de las terminales y áreas públicas y reparación de escaleras y elevadores, entre otras. Posteriormente, y en respuesta a la solicitud de la Autoridad con fecha de 1 de febrero de 2016, Puertos actualizó la información sobre el estado de las mejorar capitales, como se desprende en la tabla que se incluye más adelante.

Por otro lado, el Anejo 17 del Contrato recoge las cartas de acuerdo con las líneas aéreas *United*, *JetBlue* y *Delta* para realizar mejoras. El Anejo J del Acuerdo de Uso (*Schedule J - Use Agreement*) define las mejoras que deben realizarse conforme al Artículo 6.1 del Contrato.

La información de las mejoras capitales fue actualizada en respuesta la solicitud que la Autoridad le hiciera a Aerostar y a Puertos. La tabla a continuación ilustra el estado en que se encuentran las mejoras requeridas en el Contrato:

	COMPLETED	IN PROCESS	NOT STARTED
Anejo 13 del Contrato			
<i>Improve Landscaping</i>	12-2013		
<i>Repair and Refurbish Jet Bridges</i>	8-2014		
<i>Repair Damaged Roadways and Markings, Curbs, and Walkways</i>	12-2013		
<i>Replace Deteriorating Flooring Throughout the Interior of the Terminal and Buildings</i>	3-2014		
<i>Install Wi-Fi Connectivity throughout the Terminal</i> <i>Phase I – connectivity thru terminals</i> <i>Phase II – connectivity thru tickets counters</i>	6-2014 8-2014		

	COMPLETED	IN PROCESS	NOT STARTED
<i>Install Electrical Outlets throughout the Terminal for Passenger Use</i>	2-2014		
<i>Upgrade, Enhance, Repair and Replace Deficient and Unsafe Areas of Lighting</i>	11-2013		
<i>Repair or Replace Elevators, Escalators and Stairwells</i>	2-2014		
Anejo J del Acuerdo de Uso	COMPLETED	IN PROCESS	NOT STARTED
<i>1. Construction of South GA Access Road and Utilities</i>	√		
<i>2. Relocation of Terminal D USDA Baggage Inspection Facility</i>	√		
<i>3. Parking Garage Stairs Refurbishment</i>	√		
<i>4. Repair of Taxiway N Concrete Surfaces*</i>	√		
<i>5. Reconstruction of Taxiway Sierra</i>	√		
<i>6. Improvement of Terminal and Roadway Signage</i>	√		
<i>7. Repair of All Terminal Roof Leaks</i>	√		
<i>8. Repair of Authority Maintenance Division and Motor Pool Building</i>	√		
<i>9. Relocation of Terminal A USDA Baggage Inspection</i>	√		
<i>10. Repair Curbside Water Leaks</i>	√		
<i>11. Construction of Pedestrian Walkway from Garage to Terminal A^{8*}</i>			√
<i>12. Provision of Oversized Bag Drop</i>	√		
<i>13. Implementation of Airport Security Plan, Including Airport Perimeter Security System</i>		√	
<i>14. Repair existing Ramp, Apron and Taxiway concrete surfaces</i>		√	
<i>15. Modification of Passenger Circulation from Terminal C Baggage Claim of Terminal B*</i>	√		
<i>16. Provision of Ground Power, PC Air and Potable Water at Terminal B and C Gates*</i>	√		
<i>17. Refurbishment of Air Conditioning*</i>	√		
<i>18. Terminal Bathroom Remodeling</i>	√		
<i>19. Terminal A FIS Capability</i>		√	

⁸ Recomendamos que Puertos acuerde y establezca con Aerostar el periodo de tiempo en que deberá completarse esta mejora.

*El progreso de estas partidas fueron reportados de forma distinta por Puertos y Aerostar. Puertos atribuyó la diferencia, a que a la fecha en que remitió su información a la Autoridad, no había recibido la información actualizada de Aerostar y no se habían realizado las inspecciones para validarla.

	COMPLETED	IN PROCESS	NOT STARTED
20. Expanded Curbside in Terminal A*	√		
21. Functional Public Address System	√		
22. Inline Baggage System Study BHS	√		

H. Informes y Notificaciones

El Artículo 8(a) del Contrato también impone a Aerostar la obligación de remitir a Puertos los siguientes informes periódicamente: (i) manejo de incidentes y notificaciones; (ii) manejo de incidentes ambientales y notificaciones; (iii) informes financieros; y (iv) todos los informes que las líneas aéreas deben entregarle a Aerostar bajo el Acuerdo de Uso. La Autoridad le solicitó a Aerostar que sometiera copia de dichos informes y que confirmara que dichos informes se han remitido a Puertos puntualmente y en cumplimiento con los demás requisitos establecidos en el Contrato. Aerostar le comunicó a la Autoridad que no ha ocurrido ningún incidente ambiental reportable bajo las guías aplicables, por lo que no ha remitido informes de incidentes ambientales a Puertos. Sin embargo, Aerostar confirmó que ha remitido a Puertos, puntualmente, todos los demás informes. Además, sometió copias de dichos informes, las cuales se incluyen como **Anejo W** a este Informe. Junto a la Carta a Puertos, la Autoridad envió a Puertos copia de dichos informes y le solicitó que confirmara que recibió los mismos puntualmente y que los mismos cumplen con los requisitos establecidos en el Contrato.

Puertos confirmó que Aerostar ha remitido los informes de tráfico de las aerolíneas comerciales suscribientes del Acuerdo de Uso, diariamente o mensualmente. Puertos también confirmó que no se le ha informado sobre incidentes, accidentes o emergencias, salvo aquellos atendidos por Rescate Aéreo. La entrega de los informes financieros auditados fue completada el 15 de abril de 2015 en cumplimiento con el Contrato. Por otra parte, Puertos indicó en su carta de 29 de febrero de 2016, que Aerostar no había rendido el informe anual sobre el rendimiento operacional que requiere la sección 2.4.6 de los Estándares Operacionales (Anejo 12 del Contrato). Puertos explicó que la mencionada sección requiere un informe comparativo para poder medir el rendimiento entre un año y otro. A tales efectos, para mediados del 2014, Aerostar y Puertos acordaron trabajar en el informe histórico necesario para completar el informe comparativo que requiere la mencionada sección. Acordaron, que Aerostar presentaría un informe comparativo entre los años 2014 y 2015 durante el primer trimestre del 2015. Por otra parte, Aerostar informó que los distintos informes requeridos bajo el referido informe anual se han sometido mensualmente a Puertos.

En respuesta a la petición de información que hiciera la Autoridad mediante carta de 1 de febrero de 2016, Aerostar presentó el informe anual sobre el rendimiento operacional comparativo entre los años 2014 y 2015. Véase **Anejo X**.

Puertos informó que Aerostar ha cumplido con proveer los informes requeridos por el Artículo 8.1 del Contrato y descritos en el Acuerdo de Uso. Aerostar informó que ha cumplido con el Artículo 8.1 del Contrato y remitió copia de los siguientes informes:

1. Manejo de Incidentes y Notificaciones
2. Manejo de Incidentes Ambientales y Notificaciones
3. Informes Financieros
4. Informes de las Aerolíneas

Por otro lado, mediante carta de 22 de febrero de 2016, Aerostar le notificó a Puertos un resumen de las notificaciones recibidas por Aerostar y emitidas por la TSA relacionadas a violaciones de seguridad imputadas a Aerostar. La carta indica que la información se envía según fue solicitada y requerida por el Artículo 11.1 del Contrato. El resumen incluye las notificaciones emitidas entre el 2013 y la fecha de la carta. Véase **Anejo Y**

El Artículo 11.1 del Contrato dispone que Aerostar deberá notificar a Puertos dentro del término de siete (7) días de recibir la notificación de violación por parte de la entidad gubernamental correspondiente. En vista de que la carta contiene un resumen de las notificaciones desde el 2013 hasta febrero de 2016, puede asumirse razonablemente, que Aerostar no cumplió con el requisito de notificación en el término de siete (7) días. Recomendamos que Puertos de seguimiento al cumplimiento de estas obligaciones y haga el señalamiento correspondiente a Aerostar, para que en el futuro reciba la notificación sobre cualquier violación dentro del término pactado en el Contrato.

I. Cumplimiento con Leyes Aplicables

El Artículo 11 del Contrato requiere que Aerostar esté en cumplimiento con todas las leyes y reglamentos aplicables durante todo el término del Contrato. A solicitud de la Autoridad, Aerostar certificó que está en cumplimiento con todas las leyes y reglamentos aplicables, mediante carta de 7 de marzo de 2016. Véase nuevamente **Anejo H**.

J. Seguros

El Artículo 13.1 del Contrato requiere que Aerostar mantenga varias pólizas de seguro con cubiertas específicas mientras esté operando el Aeropuerto. La Autoridad le solicitó a Aerostar que certificara que posee todos los seguros requeridos por el Contrato y que enviara copia de cada una de las pólizas y endosos requeridos. Aerostar certificó que posee todos los seguros requeridos por el Contrato y envió copia de las pólizas y endosos requeridos, los cuales se anejan a este Informe como **Anejo Z**. Además, Aerostar sometió un listado de las reclamaciones hechas por eventos ocurridos bajo la cubierta de las pólizas requeridas por el Contrato, el cual se incluye como **Anejo AA**. A través de la Carta a Puertos, la Autoridad le solicitó que confirmara que las pólizas de seguro y demás información sometida por Aerostar cumplen con los requisitos establecidos en

el Contrato. Puertos expresó que Aerostar proveyó copia de todas las pólizas de seguro requeridas al cierre de la transacción.

A continuación se incluye un desglose de las certificaciones de seguro suministradas por Aerostar para cada uno de los años que incluye este informe: 1) *Employment Practices Liability*; 2) *Workers Compensation Insurance*; 3) *Commercial General Liability*; 4) *Automobile Liability*; 5) *Builder's Risk*; 6) *Professional Liability*; 7) *Pollution Legal Liability*; 8) *Business Interruption Insurance*; 9) *Owner's Contractors Protective Liability Insurance*; 10) *Boiler and Machinery Insurance*; 11) *Fiduciary Liability*. Véase nuevamente **Anejo Z**.

De la información provista por Puertos surge que Aerostar no cumplió con algunas de sus obligaciones bajo el Contrato. Por ejemplo, Puertos informó que Aerostar no entregó en la fecha establecida (27 de agosto de 2013) el Plan Operacional según era requerido por los estándares operacionales. Dicho documento fue entregado por Aerostar para revisión a Puertos y a las líneas aéreas, para revisión el 26 de junio de 2014.⁹

K. Eventos de Incumplimiento y Transferencia de Interés

La Autoridad solicitó a Aerostar que confirmara que está cumpliendo cabalmente con sus obligaciones bajo el Contrato y que no existe un incumplimiento de parte de Aerostar según dispone la Sección 16.1(a) del Contrato. Además, la Autoridad solicitó a Aerostar que confirmara que no ha transferido, ni de ninguna manera permitido la transferencia, de los intereses, beneficios o derechos de Aerostar bajo el Contrato. A solicitud de la Autoridad, Aerostar confirmó que está en cumplimiento con las obligaciones bajo el Contrato, que no existe ningún incumplimiento de su parte y que no ha transferido ni permitido la transferencia de ningún interés, beneficio o derecho de Aerostar bajo el Contrato.

L. Acciones Adversas y Compensación

Los Artículos 14 y 15 del Contrato disponen lo pertinente a determinadas acciones que puedan tener efectos adversos a una de las partes contratantes, el proceso de notificación sobre dichas acciones y la compensación acordada cuando ocurre este tipo de evento. El Artículo 14.1 del Contrato define lo que constituye una Acción Adversa. Según la mencionada sección, una acción adversa se constituye cuando Puertos o cualquier entidad gubernamental realiza alguna acción o acciones durante el término del Contrato cuyo efecto recae sobre Aerostar o cualquier otro operador privado y que tiene un efecto adverso y material sobre el valor en el mercado de los derechos, beneficios y obligaciones de Aerostar sobre el Aeropuerto según lo dispone el Contrato.

El Artículo 14 requiere que Aerostar remita a Puertos una notificación preliminar (*AA-Preliminary Notice*) dentro del término de 90 días a partir de la fecha en que advino en

⁹ Aerostar informó que se había llegado a un acuerdo verbal con Puertos, para entregar el *Operations Plan* el 26 de junio de 2014 y que el mismo fue aprobado tanto por Puertos como por las aerolíneas.

conocimiento sobre la Acción Adversa. El 9 de marzo de 2015, Aerostar le notificó de forma preliminar a Puertos sobre la ocurrencia de lo que alega es una Acción Adversa según el Artículo 14 del Contrato. Véase **Anejo BB**. Específicamente, Aerostar informó la ocurrencia de una Acción Adversa como consecuencia de la promulgación de la Ley Núm. 206 del 2014, que enmienda la Sección 3020.06 del Código de Rentas de Puerto Rico del 2011. Esta enmienda requiere que cierta tarifa cobrada por el manejo de combustible de aviación se le pague a Puertos en vez de a Aerostar como ocurría antes de la enmienda.

De acuerdo con el propio Artículo 14, Aerostar debía remitir a Puertos una notificación de Acción Adversa (*AA-Notice*) dentro del término de 180 días luego de la notificación preliminar. Mediante carta de 7 de abril de 2015, Aerostar presentó su notificación de Acción Adversa. Véase **Anejo CC**. En dicha carta, Aerostar reclama una compensación de más de \$138 millones, indicando que la aprobación de la Ley Núm. 206 de 2014, le impide cobrar como ingreso cargos al combustible de avión.

A la fecha, esta controversia ha generado dos litigios que se encuentran en etapa de descubrimiento de prueba. El primer litigio es una sentencia declaratoria que presentó Total Petroleum Puerto Rico Corp. contra Puertos.¹⁰ El segundo litigio es una acción civil de Puertos contra Aerostar.¹¹ Ambos pleitos fueron consolidados por el Tribunal de Primera Instancia, Sala Superior de San Juan.

¹⁰ Total Petroleum Puerto Rico, Corp. vs. Aut. De los Puertos, et al. Caso Civil Núm. KAC2014-0148.

¹¹ Aut. De los Puertos vs. Aerostar Airport Holding, LLC, Caso Civil Núm. KAC2014-0225.

V. Índice de los Anejos

Anejo	Descripción
A	Estudio de Deseabilidad y Conveniencia
B	Solicitud de Cualificaciones (RFQ)
C	Informe del Comité de Alianza
D	Carta de la Autoridad a Aerostar fechada 22-julio-2014
E	Carta de Aerostar a la Autoridad fechada 27-agosto-2014
F	Carta de la Autoridad a Aerostar fechada 1 de febrero de 2016
G	Carta de la Autoridad a Puertos fechada 1 de febrero de 2016
H	Carta de Aerostar a la Autoridad fechada 7 de marzo de 2016
I	Carta de Puertos a la Autoridad fechada 29 de febrero de 2016
J	Acuerdo de Transacción entre Aerostar y Puertos
K	Pago anual 2014
L	Pago anual 2015
M	Manuales de Políticas y Procedimientos implementados por Aerostar Anejo 1 del M – Operations Plan Anejo 2 del M – Facilities Standards Plan Anejo 3 del M – Airfield Operating Standards Plan Anejo 4 del M – Airport Safety Policy Anejo 5 del M – Safety and Safety Management Systems Plan Anejo 6 del M – Safety Management System Manual Anejo 7 del M – Airport Certification Manual Anejo 8 del M – Airport Emergency Plan Anejo 9 del M – FAA Approved 2013 SJU Wildlife Hazard Management Plan Anejo 10 del M – Environmental Sustainability Plan Anejo 11 del M – Spill Response Plan: Standard Operating Procedure
N	Carta de Puertos a la Autoridad fechada 9 de diciembre de 2014
O	Certificación PART 139
P	Licencias y Certificaciones Anejo 1 del Anejo P – Permiso de Uso Anejo 2 del Anejo P – Licencia Sanitaria Anejo 3 del Anejo P – Patente Municipal 2015-2016 Anejo 4 del Anejo P – Certificado de Registro de Comerciante Anejo 5 del Anejo P – Certificado de Inspección y Permiso Cuerpo de Bomberos

- Q** **Certificaciones de Oficial Corporativo - Reservas de Deuda y Operacionales**
- Anejo 1 del Anejo Q – Certificación Oficial Corporativo - Primer Trimestre 2014
 - Anejo 2 del Anejo Q - Certificación Oficial Corporativo - Segundo Trimestre 2014
 - Anejo 3 del Anejo Q - Certificación Oficial Corporativo - Tercer Trimestre 2014
 - Anejo 4 del Anejo Q - Certificación Oficial Corporativo - Cuarto Trimestre 2014
 - Anejo 5 del Anejo Q – Certificación Oficial Corporativo - Primer Trimestre 2015
 - Anejo 6 del Anejo Q - Certificación Oficial Corporativo - Segundo Trimestre 2015
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 - Anejo 4 del Anejo R – Certificación de Radicación de Planillas Propiedad Mueble
 - Anejo 5 del Anejo R – Certificación de Deuda de Impuesto de Venta y Uso
 - Anejo 6 del Anejo R – Certificación de Radicación Planillas Impuesto Venta y Uso
 - Anejo 7 del Anejo R – Certificado de Cumplimiento (“Good Standing”)
- S** **Acuerdo de Transición**
- T** **Pagos Servicios**
- U** **Pólizas y endosos requeridos de Aerostar**
- Anejo 1 del Anejo U – Evidencia de pago de 15 de octubre de 2015
 - Anejo 2 del Anejo U – Evidencia de pago de 17 de enero de 2016
- V** **Mejoras Capitales**
- Anejo 1 del Anejo V – Informe de Mejoras bajo el Anejo 13 del Contrato
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- W** **Informes de Incidentes y Financieros de Aerostar**
- X** **Informe Anual Rendimiento Operacional 2015 vs 2014**
- Y** **Informe Notificaciones sobre Violaciones Seguridad (“TSA”)**
- Z** **Seguros**
- AA** **Informe de Reclamaciones**
- BB** **Notificación Preliminar de Acción Adversa de 9 de marzo de 2015**
- CC** **Notificación de Acción Adversa de 7 de abril de 2015**



Study of Desirability and Convenience for Luis Muñoz Marín International Airport

JUNE 2010

General disclosure

This Desirability and Convenience Study (the "Study") has been prepared pursuant to the requirements of the Public-Private Partnerships Act (the "Act"). This Study seeks to determine whether the establishment of the proposed Public Private Partnership ("PPP") is advisable.

This Study was formulated according to the Desirability and Convenience Study General Guidelines which are acceptable to the Public-Private Partnerships Authority (the "Authority"). This Study was prepared by the Authority and the Puerto Rico Ports Authority, the Partnering Government Entity in the proposed PPP with the assistance of its financial advisor Credit Suisse Securities (USA) LLC (the "Advisor") as part of a financial, procurement and technical advisory engagement between the Advisor and the Authority.

This Study is based on estimates, assumptions and market information obtained from sources believed to be reliable. Actual results may vary from those anticipated in this Study. Changes in the aviation industry may occur which can alter the assumptions and conclusions presented in this Study. Neither the Authority nor the Advisor makes any representation or warranty whatsoever, including representations and warranties as to the accuracy or completeness of the information contained in this Study, including estimates, forecasts or extrapolations. In addition, the Study includes certain projections and forward-looking statements provided by the Authority with respect to the anticipated future performance. Such projections and forward-looking statements reflect various assumptions, and are subject to significant business, economic and competitive uncertainties and contingencies, many of which are beyond the control of the Authority. Accordingly, there can be no assurance that such projections and forward-looking statements will be realized. The actual results may vary from the anticipated results and such variations may be material. No representations or warranties are made as to the accuracy or reasonableness of such assumptions or the projections or forward-looking statements based thereon. The Authority and the Advisor expressly disclaim any liability for any representations or warranties, expressed or implied, contained herein or for any omissions from this Study or for any other matter related to this Study. The Advisor has not independently verified any of the information contained herein.

The Act and Authority's regulations, as well as all applicable Puerto Rico and federal laws and regulations, will govern the dissemination of this Study.

Only those representations and warranties that are made in a definitive written agreement relating to a Transaction, when and if executed, and subject to any limitations and restrictions as may be specified in such definitive agreement, shall have any legal effect.

Each person should make an independent assessment of the merits of pursuing a transaction involving the Company and should consult such person's own professional advisors.

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1. Executive summary

1.1. Introduction

The Puerto Rico Ports Authority (“PRPA”) is responsible for providing safe and reliable air travel to the travelling public at Luis Muñoz Marín International Airport (“LMM” or the “Airport”). The Airport represents an important infrastructure asset for Puerto Rico’s tourism and economic development. However, historical management deficiencies have not allowed LMM to reach its full potential. Also, the financial profile of both the Airport and the PRPA and broader economic weakness impacting air travel generally have impacted the Airport’s ability to render the necessary services in an efficient, cost-effective and satisfactory manner. In order to improve the services provided at the Airport for all key constituents, the PRPA has determined that it must make upgrades to its infrastructure and improve the overall management of the Airport.

PRPA is interested in implementing a Public-Private Partnership (“PPP”) with one or more concessionaires to reduce the PRPA’s risk and implement certain initiatives, as permitted by Act No. 29 approved on June 8, 2009 (the “Act”), which include, but are not limited to, substantial upgrades to the infrastructure at the airport, identifying new revenue opportunities at the Airport and improving the overall financial management of the Airport. The benefits to the travelling public from the implementation of these initiatives will improve the overall service provided by the Airport. There are also significant benefits to the Puerto Rican economy from additional passenger traffic through the Airport, including tax revenues, an increase in gross product and job creation.

PRPA’s proposed project (the “Project”) has been selected by the PPP Authority (the “P3 Authority”) as a potential project for a PPP and has been included in the P3 Authority’s inventory of projects. This document serves as the Study of Desirability and Convenience for the Project required by the Act.

1.2. Background and service delivery plan

The PRPA has recently invested resources in examining its service delivery of LMM. The analysis includes the credit profile of the PRPA, as published by the credit agencies and benchmarking of LMM versus peers on key airport metrics, including aeronautical and non-aeronautical revenues. A summary of this analysis is:

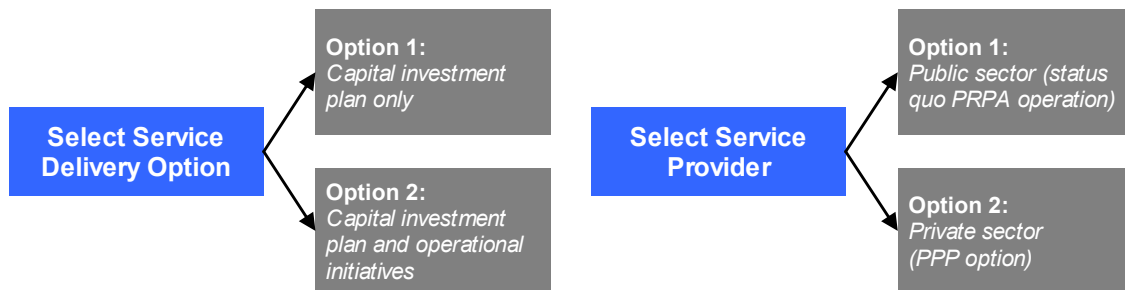
- LMM’s performance has lagged key Caribbean peers in total passenger growth. Dominican Republic airports and Miami International Airport saw increases in traffic in 2008, while the traffic at LMM declined. Additionally, LMM has lost European inbound market share to the Dominican Republic since 2005.
- The financial performance of the PRPA, and particularly the aviation operations (of which LMM is the largest component), has been flat over the past three years and has resulted in increasing costs.
- As a result of the financial performance and the PRPA’s capital structure, the credit profile of the PRPA has come under scrutiny by both Moody’s and S&P. On May 13, 2010, Moody’s affirmed its negative outlook on the PRPA and cited its support from the GDB as a key factor in not being rated lower. This is important given that LMM projects are financed using the credit ratings of the PRPA.
- Enplanements have decreased over the past three years and the Airport has been unable to recover the lost enplanements related to the American / American Eagle announcement in 2008 to reduce capacity at LMM.
- While the Airport has strong aero-revenues, it underperforms significantly, relative to its peers, in food & beverage revenues, car rental revenues and car parking revenues on a per-passenger yield basis.

The Airport, under the operation of the PRPA, fails to adequately serve the needs of travellers at LMM. The PRPA has identified opportunities, including better financial management practices, improving Airport amenities and services

and raising the profile of LMM as an international hub to South America. Capital investments in infrastructure and several operational initiatives in represent the potential scope of work for this Project.

1.3. Service delivery options

Two PPP service delivery options and two service delivery providers were evaluated at LMM to better serve the needs of the travellers at the Airport. Service delivery Option 1 is to make capital investments in the Airport’s infrastructure and facilities. Option 2 is to make the same investments and implement a new financial management strategy with operational initiatives. The two service provider options are the public sector (maintaining PRPA ownership and



Key decision factors: The combination of both Option 2 is the preferred alternative because it fully addresses the issues at LMM as a whole, addresses environmental and socioeconomic issues and allocates the most risk to the private sector, which is best able to absorb it. Operational initiatives, alongside the infrastructure investments, fully address the issues at the Airport today, including sub-optimal facilities and cost overruns. Further, the private sector is able to leverage world-class airport operating expertise that the public sector does not have.

In order to properly address the service needs of the Airport users, the PRPA has determined that a private partner or concessionaire should implement:

- A disciplined capital investment plan that upgrades the Airport’s infrastructure and improves its attractiveness to travellers, air carriers and cargo carriers;
- A revenue generation plan that analyzes revenue opportunities, particularly related to commercial or non-aeronautical activities, including food and beverage outlets, car parking and car rentals; and,
- Improved financial efficiency related to general and administrative and overhead expenses at the Airport that have reduced profitability over the past three years and limited PRPA’s ability to continue funding the necessary capital improvement program.

PRPA believes that the best contracting option for the Project is a PPP or long-term lease that typically includes three or four principal agreements involving the airlines, the concessionaire, the Airport operator and the PRPA. It is expected that these agreements would include a new Airport Use Agreement, an Operating Standards Agreement and a Concession and Lease Agreement. The long-term lease would include an upfront payment to the PRPA.

Airport PPPs are common practice around the world, with over 40 having occurred in Europe, Asia, the Pacific and South and Latin America. In each of the concessions, world-class airport operators have significantly improved the service offerings for airport users. A selection of recent concessions is listed below:

- Gatwick (London, U.K)
- Cairns Airport (Queensland, Australia)
- Mackay Airport (Queensland, Australia)
- Schiphol Airport (Amsterdam, Netherlands)
- Brussels Airport (Brussels, Belgium)
- London City Airport (London, U.K.)
- Copenhagen Airport (Copenhagen, Denmark)
- Mexico Grupo Aeroportuario del Pacífico (Mexico)
- Airports of Thailand (Thailand)
- Belfast City Airport (Belfast, Northern Ireland)

While airport PPPs are common practice around the world, there has not been a completed airport PPP in the United States, under the FAA Pilot Program. Puerto Rico’s PPP of LMM would be the first of its kind at an FAA regulated airport and would set the precedent for future airports to follow in the U.S.

1.4. Economic feasibility analysis

PRPA envisions receiving upfront net proceeds associated with the long-term lease of the Airport. The value of the Airport will be based on a bidder’s own financial model and opportunities that it believes exist to improve the traffic and financial performance at the Airport. It will also be dependent on the pro forma Airport Use Agreement and the subsequent airline charges generated at the Airport.

Implementing the Project will improve the PRPA’s financial capacity, reduce indebtedness and improve the financial profile of LMM on a standalone basis. It also leverages a world-class airport operator’s financial management expertise at the Airport.

Taking into account the project costs, the PRPA is able to realize upfront net proceeds today from a PPP transaction within the scope and framework of the FAA Pilot Program versus the financial impact of implementing the project on its own of greater than (\$100) million. The value for money is clear:

- Net proceeds in present value terms under a PPP or net costs in present value terms under the status quo.

Finally, increasing passenger traffic at the Airport will ultimately benefit the broader Puerto Rican economy. According to an independent economic report prepared by Advantage Business Consulting, each tourist (which includes cruise ship passengers) to the Island in 2009 had an average impact on the Island’s gross product of \$690 per passenger, including direct and indirect benefits. The report projects 5.6 million total visitors per by year by 2015. Increasing the total number of visitors by 400,000 would have a significant impact on the local economy:

- Increase Puerto Rico’s gross product by \$276 million
- Increase tax collections by \$34 million
- Create 3,772 new jobs

While the increase in visitors to the Island may come from a number of sources, LMM represents the major entry point for most tourists and provides the greatest opportunity to drive additional visitors.

1.5. Affordability analysis

The PRPA has determined that for the Project to be affordable it must not cost more than it would cost the PRPA to implement the capital improvement plan and the operational initiatives. In other words:

- The present value of the PRPA financial impact to continue to operate the Airport must not exceed the estimated upfront net proceeds to the PRPA from a long-term lease of the Airport.

The request for proposals (RFP) will indicate that PRPA only expects to move forward with the Project if the criteria described above are met.

1.6. Conclusion

Currently, Luis Muñoz Marín International Airport does not adequately serve the needs of Puerto Rico's air travelers, nor does it provide a substantial financial benefit to the PRPA. Additionally, the current issues at the PRPA, including its financial performance, credit profile and reliance on GDB credit lines, limit LMM's ability to improve its operations. As such, PRPA has concluded that it needs to change the way LMM is operated. To do this, PRPA must leverage private sector expertise through a PPP to improve the service delivery of the Airport. Through a benchmarking and service delivery analysis, the PRPA has determined that significant opportunities exist to improve the overall experience at the Airport. PRPA has elected to implement a PPP and integrate private sector expertise through a long-term lease of the Airport to a consortium that includes a concessionaire and an airport operator. A Concession and Lease Agreement between the concessionaire and the PRPA would shift almost all of the risk to the private sector. The Project provides an integrated solution for LMM and should attract significant investment.

A successful PPP of LMM will deliver the following results:

- World-class concessionaire delivering best practices to the operation of the Airport, resulting in a more user friendly experience for Puerto Rico's residents and visitors alike that will in turn generate more customer satisfaction. This will include the use of modern technology and more efficient management practices
- Increased Airport traffic via a broader spectrum of airlines, offering greater travelling choices for the local population and increased flow of tourists into Puerto Rico
- Incremental employment opportunities for the people of Puerto Rico, driven by capital / construction projects, expanded retail, food and beverage vendors and increased aircraft traffic
- No degradation of environmental or noise impact on surrounding communities
- A substantial upfront payment by a lessee that will more than offset repayment of LMM debt
- Decreased financial and operational risk for the PRPA and the Government of Puerto Rico
- Prestige of being the first airport to carry out a concession under the FAA Pilot Program
- At the end of the lease, a world-class airport facility will be either returned to Puerto Rico or re-lease for another upfront payment

The concession of Luis Muñoz Marín International Airport will transform it into a world-class airport and a gateway to Puerto Rico – one that the people of Puerto Rico will be proud of. The Airport will contribute to Puerto Rico's economic development.

2. Introduction

2.1. Introduction

The Government of Puerto Rico and its public corporations are responsible for efficiently providing essential services at the lowest possible cost for the welfare of Puerto Rico. These services include, for example: public health and safety, education, and transportation services, among others. Due to fiscal budget deficits at the Government and public corporations levels and limited private investment in infrastructure, the Government has had to adopt non-traditional tools to help deliver these services to the people. On June 8, 2009, the Legislature of Puerto Rico approved Act No. 29 to promote and allow the establishment of Public-Private Partnerships in Puerto Rico for the purposes therein set forth. The P3 Authority was created as a public corporation for the purpose of implementing the public policy of the Government concerning PPP as contemplated under the Act.

The Act requires the Authority to conduct or commission a Study of Desirability and Convenience for each project selected by the Authority as a potential project for a PPP. The Study seeks to assure that a particular project meets the public policy and goals established by the Act and to determine whether the establishment of a PPP in connection with such a project is advisable. The scope of each Study is determined by the Authority, on the basis of the particular facts and circumstances of each project being considered by the Authority for a PPP. Each Study will include, as deemed applicable by the Authority, the matters listed in Article 7(b) of the Act. The Authority may expand or reduce the scope of the Study as it relates to any proposed PPP to include other matters not specifically listed in Article 7(b) of the Act, or exclude matters that are not relevant to a particular project, as appropriate.

Luis Muñoz Marín International Airport is the main commercial airport in Puerto Rico with the largest number of passengers and cargo activity in the Caribbean serving more than 4.2 million enplaned passengers and 222,931 short tons of cargo in FY2009. LMM is currently owned and operated by the Puerto Rico Ports Authority and managed by an Executive Director and a Board of Directors. Due to reductions in passenger traffic and cargo activity as a result of weakening economic activity as well as poor management practices, LMM has experienced deterioration in its financial performance over the past several years. In order to remain operationally competitive and to remove financial burdens from the PRPA, LMM has evaluated its alternatives to improve its financial situation and service to its customers.

The PRPA and the P3 Authority are interested in evaluating the viability of a long-term concession of the Luis Muñoz Marín International Airport to a Concessionaire and airport operator for the capital improvement, operation, maintenance, facilities and commercial development of the Airport (including parking and cargo facilities).

2.2. Project description and objectives

The Project results from PRPA's need to dramatically change the way it operates LMM in order to address operational, financial and managerial deficiencies, as well as reduce significant risk exposure. The PRPA has identified the need for significant capital investment and initiatives to increase financial efficiency at the Airport to improve the user experience. In order to improve the operations at LMM, Puerto Rico will need to make significant investments. However, the PRPA has also acknowledged it does not have the financial capacity and thus cannot afford the investment on its own, and as such, needs to develop a PPP to implement the Project. Implementing the Project as a PPP helps PRPA minimize capital investment costs and risk exposure, as well as providing significant upfront proceeds.

The Project objectives are to:

- Promote capital investment in the Airport by the private sector to continually improve the infrastructure, and ultimately, services offered at LMM
- Optimize value to the PRPA of a long-term lease of the Airport to a concessionaire

- Protect the public interest, including all constituents at the Airport (i.e., employees, management, etc.)
- Improve the financial profile of LMM through better financial management
- Maintain and improve the quality of service to travellers and achieve a higher level of customer satisfaction
- Satisfy FAA and other regulatory requirements
- Create a world-class gateway to Puerto Rico and increase the Island's profile as the destination in the Caribbean. This will have a direct positive impact in the development of the tourism industry in Puerto Rico.

In order to accomplish these objectives, the PRPA must change the way it operates by increasing capital investment, revenue generation and cost controls at the Airport. It must do so while minimizing risk to the public sector, thereby protecting public sector interests. The benefits of implementing a PPP at LMM include:

- World-class airport operation with modern technology and efficient management practices
- Upfront proceeds to the PRPA from the execution of a long-term lease, which can be used to defease high cost debt tied to the Airport and potentially used toward other infrastructure projects
- Significant, disciplined capital investment program financed with lower cost capital tied to a highly rated third party concessionaire
- Upgrade in services offered at the Airport and customer experience
- Significant employment, economic and social benefits to Puerto Rico

The Project objectives and expected benefits are further explained in later sections of this Study.

3. Background and service delivery plan

3.1. General overview of PRPA

The Puerto Rico Ports Authority (“PRPA”) is a public corporation and government body created by Law No. 125 on May 7, 1942. It was created originally as the Transportation Authority of Puerto Rico, under the direction of a General Administrator who reported to a Board of Directors. In 1950, the function of the Board of Directors was transferred to the Administrator of Economic Promotion. The Transportation Authority was renamed the Ports Authority in 1955.

Today, the Ports Authority is directed by an interim Executive Director and a Board of Directors, positions created by Law No. 65 on August 17, 1989. The Secretary of Transportation and Public Works chairs the Board that also includes the Secretary of the Department of Economic Development and Commerce, the Executive Director of the Puerto Rico Industrial Development Company, the Executive Director of the Tourism Company and a representative of the public interest.

The Ports Authority began its activities with the operation of the Metropolitan buses in San Juan. In 1946, the Division of Ports and Wharfs was transferred to the Ports Authority control. In this form, the PRPA became the operator of harbor facilities for foreign trade activities.

In 1947, the Division of Airports was created. The PRPA became the operator of several regional airports by renting the facilities from the U.S. Navy. In 1950, the PRPA became affiliated with the U.S. Department of the Interior and later, the U.S. Department of Transportation and Public Works.

The control of the marine operations gradually expanded by means of acquisition and development of new facilities. Today, the PRPA owns and operates the harbor facilities in San Juan, the harbor area of Isla Grande and the wharfs of Puerto Nuevo. It also administers the wharfs in the harbor zones of Arecibo, Fajardo, Vieques, Culebra, Guayama, Guayanilla and Yabucoa.

The PRPA also continued expanding its airport operations, and in 1955 inaugurated the International Airport of Puerto Rico. The Airport was renamed Luis Muñoz Marín International Airport in 1985. The internationalization of the Airport allowed substantially greater movement of passengers and cargo within the Western Hemisphere to and from the Island. The PRPA also operates the airports of Isla Grande, Ponce, Mayaguez, Arecibo, Aguadilla, Culebra, Humacao, Patillas, Vieques and Fajardo.

During the almost 60 years of history, the PRPA has contributed to significant amounts of commercial, industrial and tourism development within Puerto Rico. These sectors of the economy depend on the infrastructure and services of the PRPA for the transportation of products, tourists and the promotion of international trade. 90% of the commercial movement of the Island are carried out through the facilities of the PRPA.

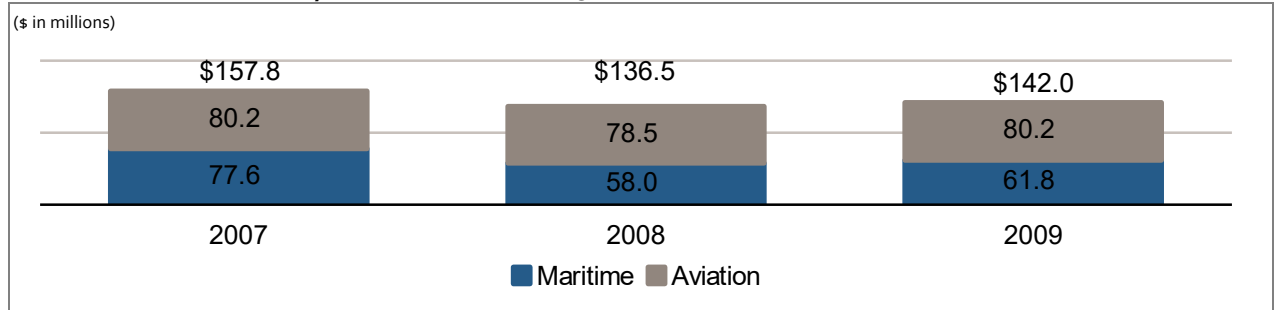
3.2. Service delivery plan of the PRPA

The PRPA’s current financial position has come under considerable pressure, particularly given the broader economic turmoil’s impact on marine and airport operations. The PRPA is also highly susceptible to political and managerial risk, with leadership changing every 4 years, coinciding with government elections. As a result, the PRPA has limited resources, expertise, management continuity and control over the operations at LMM, its largest, and most important, asset.

3.2.1. Financial performance

The PRPA has struggled to grow revenues over the past 3 years. While aviation revenues have remained flat, overall revenues are down 10%, excluding bad debts. While a large part of this can be attributed to the September 2008 announcement by AMR Corp. (parent company of American Airlines and American-Eagle) to reduce capacity by 45% at the airport, the PRPA has been unable to generate additional traffic from other airlines.

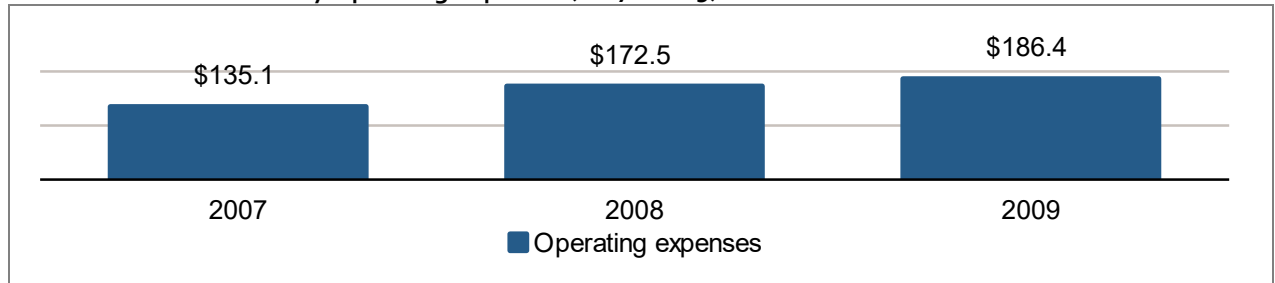
Puerto Rico Ports Authority Revenues (2007 – 2009)



Source: Puerto Rico Public-Private Partnerships Authority; Excludes discounts, bad debts and other fees

Further, costs at the PRPA have continued to increase or have been maintained at an elevated level. Operating expenses reached \$186.4 million in fiscal year 2009. This is 8.1% up from fiscal year 2008 and 38.0% from fiscal year 2007. Operating expenses have been more than operating revenues over the past 2 years.

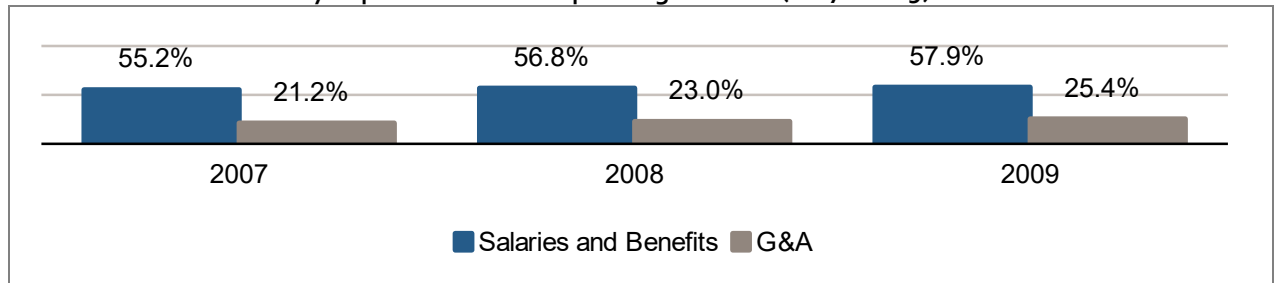
Puerto Rico Ports Authority Operating Expenses (2007 – 2009)



Source: Puerto Rico Public-Private Partnerships Authority

Costs at the PRPA have increased substantially as a percentage of revenue over the same period. Despite difficult operating environments, the PRPA has been unable to find leverage in the cost structure to maintain profitability. Overall, Salaries and Benefits and G&A costs have increased 2.7 percentage points and 4.1 percentage points, respectively, since 2007.

Puerto Rico Ports Authority Expenses as a % of Operating Revenue (2007 – 2009)



Source: Puerto Rico Public-Private Partnerships Authority

3.2.2. PRPA's credit profile

Decreased revenues and expanding costs have led to an impact on how credit agencies view the PRPA, which directly impacts LMM's ability to raise capital to fund infrastructure projects and the daily operations of the Airport. The Airport is not a standalone rated entity by the credit agencies and does not raise debt on its own, therefore relying on the credit profile of the PRPA. Continuing the finance projects and operations at the PRPA's current credit rating will exacerbate the issues at the PRPA.

The PRPA is rated BBB- (Stable) by Standard and Poor's and Baa3 (Negative) by Moody's. According to S&P, the current credit ratings of the Ports Authority are the result of the "moderate likelihood of extraordinary government support" needed to play an important role in providing transit infrastructure to the people of Puerto Rico and visitors. The rating is aided by the strong support from the Government Development Bank for Puerto Rico ("GDB") and the GDB's stated intentions to support the Ports Authority as needed. S&P anticipates that the Ports Authority will continue to manage financial operations to maintain strong senior debt service, but cautions that a downward revision of Puerto Rico and / or GDB ratings, could pressure the Ports Authority's ratings.

On May 13, 2010, Moody's affirmed the PRPA's rating and negative outlook (the outlook was previously revised downward from "Stable" to "Negative" in November 2009). Moody's based its opinion on significant decreases in senior lien debt service coverage which fell below 1.0x in FY2009, lower than previously reported, and concerns that a financial recovery in FY2010 may not be enough to cover all debt obligations. The rating and outlook also considers the risk associated with the PRPA's need to refinance \$169.4 million of subordinate lien debt in 2010.

Most importantly, Moody's cited the "explicit and implicit financial support provided by the Government Development Bank for Puerto Rico, which provides liquidity support as needed, guarantees subordinate lien debt obligations, and provides continuous financial and management guidance. ***"The standalone credit strength of PRPA, if considered without the GDB support, would be substantially lower than the Baa3 headline rating"*** (emphasis added).

The strengths and weaknesses of the Ports Authority's rating, according to Moody's, are below:

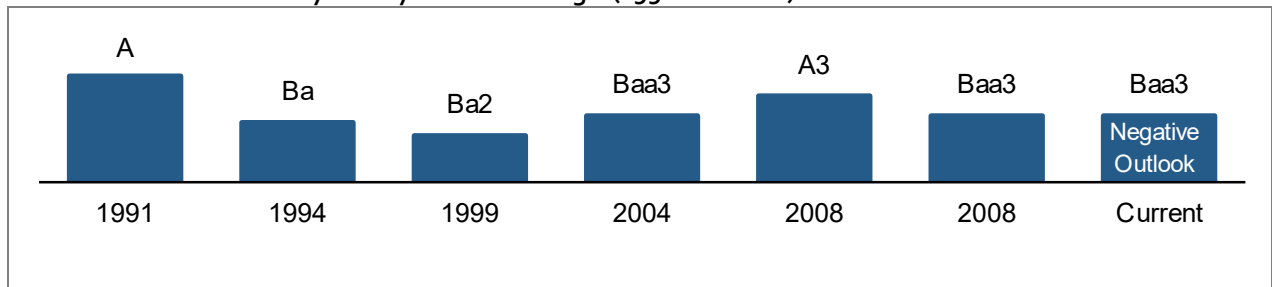
Strengths

- GDP provides an important source of liquidity for operating and capital needs
- Airport, cruise and cargo properties are highly essential to the Puerto Rico economy
- Limited senior lien debt outstanding. Projected senior lien debt service coverage for 2010 is projected by management to be 3.56x
- Enplanement growth has resumed with some strength since September 2009 due to increased service from several airlines

Weaknesses

- Financial metrics have worsened substantially in FY 2008 and FY 2009 reducing the authority's debt service coverage to below sum sufficient for FY 2009, though improvement is expected for 2010
- Reliance on the GDB for lines of credit instead of internal financial resources
- Need to refinance over \$169.4 million of subordinate lien debt in 2010 with concerns about the authority's access to market capital
- Revenues are exposed to volatile tourism, cargo, and cruise industries and have substantially declined in FY 2008 and FY 2009 due to strong declines in each; FY2010 revenues are showing marked improvement year-to-date
- Airline service levels declined sharply in FY2009 due to the economic downturn and the decision by American Airlines to reduce seat capacity to the airport by 45%, but steady growth has returned since September 2009

Puerto Rico Ports Authority Moody's Credit Rating ⁽¹⁾ (1991 – Current)



Source: Moody's Investor Service

Note: Excludes any rated offerings

(1) Represents the PRPA's insured rating, recognizing the explicit and implicit support provided by the Government Development Bank for Puerto Rico

S&P and Moody's rating is highly dependent on the Ports Authority's aviation operations (aviation represented 56% of operating revenues for the Port Authority in 2008), most of which exist at Luis Munoz Marin International Airport. AMR Corp.'s (parent company of American Airlines and American-Eagle) September 2008 announcement to reduce capacity by 45% at the airport effectively ended their use of the airport as a "hub airport." While some of this loss has been offset by JetBlue's increased operations, the overall levels of use at the Airport have declined. Moody's expectation for FY2010 is continued, modest decline in enplanements, but stabilizing going forward given the Airport's monopoly of air service to the island. The uncertainty surrounding future enplanements is increased with the ongoing renegotiation of the airport use agreement (excluding the separate American Airlines use agreement). Given the difficult economic terms, particularly in the airline industry, Moody's notes a "heightened potential that not all current carriers will sign the new agreement", which may further reduce future enplanements. The PRPA is actively working with the carriers on an extension of the current use agreement.

3.2.3. PRPA Financial Controls and Refinancing Risks

Beyond enplanements, which are direct drivers of revenue and expenses at the Airport, the credit agencies highlight the "considerable fluctuations" in financial operations at the Airport and the Ports Authority more broadly. S&P cites "cyclicality in operations, a lack of strict controls on operating expenses, difficulties in collecting receivables, and a growing use of lines of credit to support both operating and capital needs" as key factors in recent fluctuations. While the agencies acknowledge that new management is committed to "restoring the authority's finances by providing greater expense controls and looking to enhance revenues," there is considerable concern around the Authority's current reliance on the GDB lines of credit. As the size of the subordinate lien obligations have grown and the operational performance has diminished, the pressure on the credit profile has increased significantly. Currently, all of the subordinate debt is supported by letters of credit from the GDB with reimbursement terms. It would be very difficult for the PRPA to obtain financing on a standalone basis, without the support of the GDB.

Finally, Moody's highlights refinancing risk as a "mounting problem." \$169.4 million of the subordinate lien debt is due in FY2010 and refinancing discussions are ongoing. The Authority's ability to refinance these tranches of debt in today's market will be a key determinant to the Authority's rating going forward.

3.3. General overview of LMM

Luis Muñoz Marín International Airport is owned and managed by the Puerto Rico Ports Authority. According to the United States Federal Aviation Administration, LMM is classified as a medium hub facility, ranked 41st nationwide based on percentage of enplaned passengers.

History of Luis Muñoz Marín International Airport¹

In 1950, Puerto Rico's population had increased to 2,210,703, up 18.3% from 1940. Given this, the heavy transit of passengers en route to the United States by airplane, the promising future of Puerto Rico tourism and the economic progress resulting from the work of the Puerto Rico Industrial Development Company, the Ports Authority commissioned a study in 1951 that favored the construction of a new airport.

The Ports Authority hired Knappen-Tippet-Abbett-McCarthy of New York to design the new airport. The design was based on an estimate of passenger movement of 508,000 passengers in 1955 and 665,000 in 1960. Construction workers began leveling a 1,200-acre plot of land near the Isla Verde beach in the municipality of Carolina, which, up to that point, had been a mangroves and coconut field. In August 1952, the principal concrete runway (7,800 feet long) was finished, as well as the auxiliary runways.

Simultaneously, other facilities, such as the main six story building with a control tower, were built. The passenger terminal was made up of a series of three separate buildings connected to one another. The terminal included 10 gates for passenger airplanes, 4 for cargo aircrafts, and space for non-commercial aircraft. The Airport also had a 30-room hotel for airline crew members and passengers in transit, parking for 1,175 automobiles, fire and police stations, and a variety of restaurant and retail locations.

The development of the airport reached a cost of approximately \$15 million. The International Airport was inaugurated on May 20, 1955. The Puerto Rico International Airport, as it was called, was equipped with a modern landing and take off control equipment. This opened the road for tourism development in Puerto Rico.

In 1985, Bird Construction was engaged to continue the development of the International Airport. The engagement was pursuant to an agreement between the Ports Authority and American Airlines for the rehabilitation and expansion of the old gates and terminal space. Upon completion, American Airlines would occupy most of the renovated wing of the airport.

During the 1990s, large construction works were undertaken to comply with stricter codes and regulations by the Federal Aviation Administration. The Ports Authority also completed the connecting taxiways number 8 and 10. This allowed for two airplanes to cross over a bridge at the same time while automobiles pass underneath entering the Airport. With the increase in traffic over the years and the height of new terminal buildings, the Airport also built a new control tower, which still today is one of the tallest structures in the Island.

Overview of Airport operations

LMM's core operations, through which it derives its principal source of revenue, consist of:

- **Airline services** – Providing origination and destination services for 25 commercial and international airlines through 4 terminals, including Terminal A (American Airlines is the largest airline served, representing 46% of enplaned passengers as of FY09)
 - LMM plans to open a new Terminal A adding 7 additional gates for airlines in October 2010
- **Air cargo services** – Serving air cargo service providers – LMM handled over 200,000 short tons of cargo in FY09
- **Airport parking services** – LMM can accommodate up to 5,000 parking spaces
- **Commercial services** – Providing other commercial services for airline passengers, including various retail, food and beverage outlets and car rental services

¹ This section is based on the book *Una de cal y otra de Arena Panorama Histórico de la Construcción en Puerto Rico: 1493-2004* by Guillermo A. Baralt, 2008.

- **Other** – As an airport regulated by the FAA, LMM also collects Passenger Facility Charges of \$4.50 per passenger. This revenue source offsets the cost of certain approved capital projects to maintain or upgrade the Airport for the benefit of passengers and airlines



To successfully execute these core operations, LMM also performs several key support functions that include management, administrative and specialized processes that are essential to the operation of an airport.

Under the current framework, commercial airlines and air cargo companies operate under a rates and charges agreement in which LMM is paid for airlines’ access to its runways, gates and terminals. The rates are reset each year and are based on take-off weight. Rates also include compensation for debt incurred by the airport in accordance with certain capital expenditure projects needed at the airport. LMM uses a third party consultancy in assisting with setting the actual rates with the airlines.

The airport parking services are based on a fixed fee per car parked; however, LMM pays a third-party to manage the day-to-day operations of the airport parking lot. With commercial vendors, LMM has fixed rent or revenue sharing contracts, which can last up to three years.

LMM is owned and operated by the PRPA, as the largest component of the PRPA’s aviation operations. The PRPA provides administrative, financial, maintenance and planning services to the Airport. The PRPA “assigns” through an allocation methodology the associated cost of these services to the Airport.

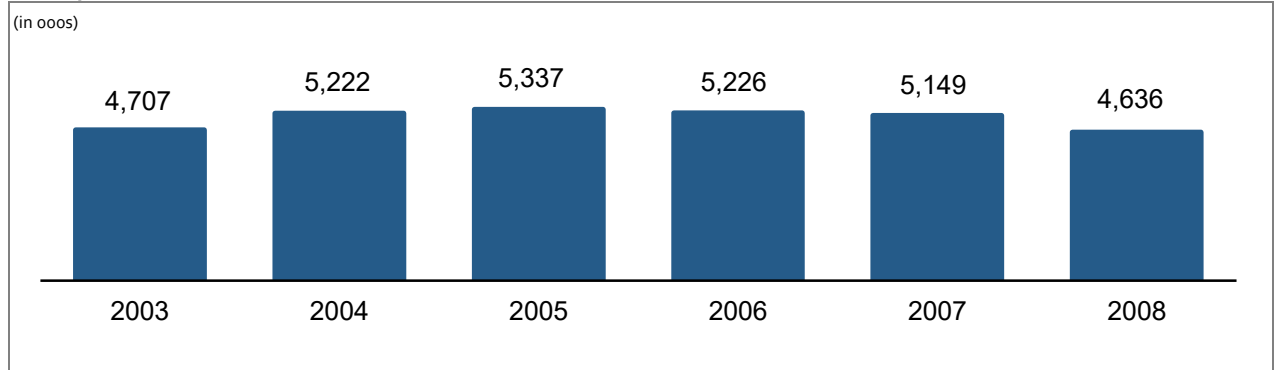
The core services that LMM provides to the traveling public are:

- Airline operations to and from Puerto Rico to major US and international destinations;
- A positive customer experience while using the airport through auxiliary services (i.e., car parking, retail and restaurants);
- A safe, regulated transportation environment;
- Cargo services which bring parcels, supplies, food and other essential items to Puerto Rico; and
- A military presence with the Puerto Rico Air National Guard facilities located at LMM.

3.4. Service delivery plan of LMM

There has been a decline in passenger traffic at the LMM from 5.3 million enplanements in CY2005 to 4.6 million in CY2008 due to service levels and the decision by American Airlines to reduce seat capacity to the airport by 45% and the inability to develop an alternative long-term growth strategy.

CY Enplanements for LMM



Source: FAA CATS Database, representing calendar year enplanements

Note: Enplanements is defined as number of passengers boarding a flight, including origination, stopovers and connections

Additional reasons for the decline in passenger movement are:

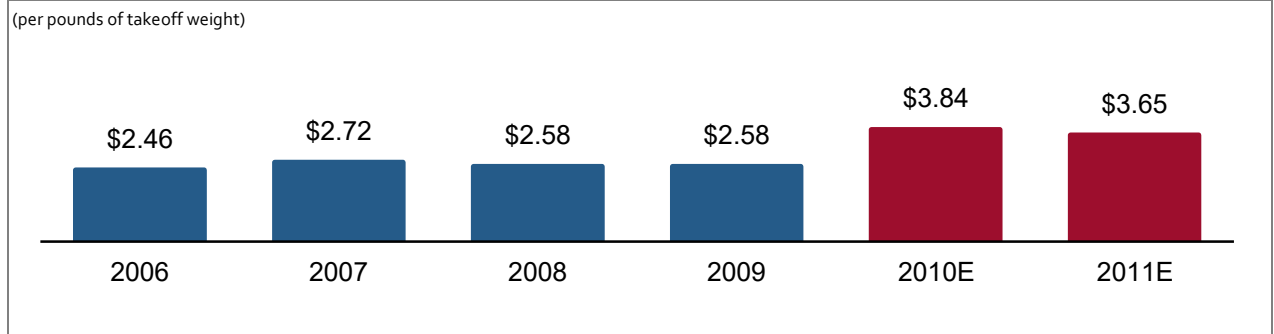
- Management challenges at LMM
- Greater competition from other airports for transfer passengers
- Contraction of the Puerto Rico economy
- Decline in tourism travel by United States residents
- Greater competition for visitors from other Caribbean destinations

LMM's performance has also lagged key Caribbean and Latin American peers in total passenger growth. During the period from 2005 to 2008, the number of passengers in the two main airports in the Dominican Republic grew by 18%. Over the same period, LMM passenger traffic declined by approximately 13%. Costa Rica represents an attractive, low-cost air travel destination for Europeans. According to Aeropuertos Dominicanos Siglo XXI, 39% of foreign visitors to the Dominican Republic in 2008 flew in from Europe. This represented an increase of 8%, whereas European traffic to Puerto Rico declined by 1% over the same period.

Further, Miami International Airport, which is a strong hub for the Caribbean, Central and South American saw its total passenger traffic rise by 1% in 2008, while LMM's total passenger traffic declined by 10%.

The Airport has been unable to control costs, as seen by the rise in landing fees. High landing fees make the Airport less attractive to new airlines. Financial efficiency will be a major source of value for a PPP partner, as the decreased landing fees would make LMM more competitive with other airports and potentially increase traffic.

Signatory landing fees



Source: Puerto Rico Ports Authority

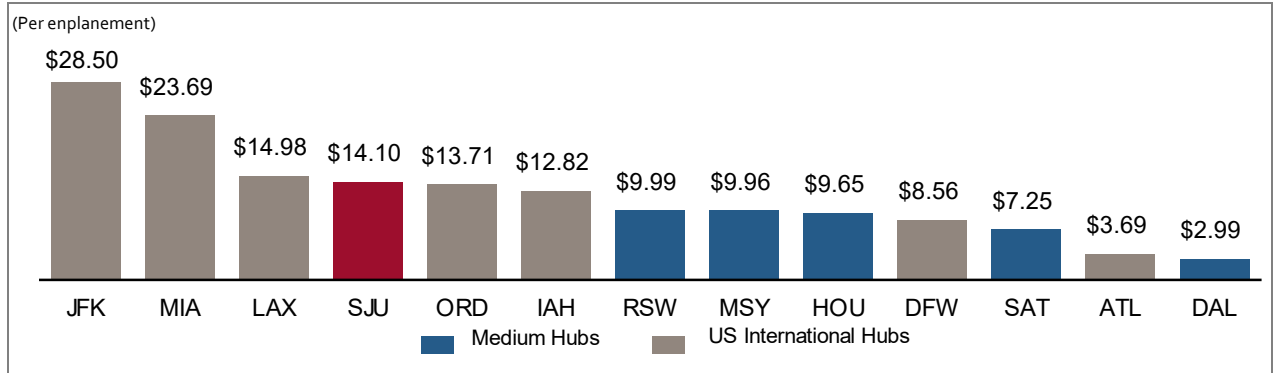
Note: 2010 and 2011 represent mid-year and initial estimates, respectively

While better airport management would have little impact on the volume of Puerto Rican residents travelling abroad, tourist travellers coming from abroad are impacted by better airport management, particularly to the extent that the number of flights increases and there are more convenient flight schedules.

One means for airports to derive revenues is through charges associated with aeronautical ("aero") activities. Aero charges are levied for the use of an airport's runway, apron and terminal facilities. Landing charges are typically based on the weight of the aircraft and terminal charges are generally levied based on the number of passengers at time of departure.

As the following chart illustrates, LMM generates significant aero revenue per enplanement, over 40% more than other medium hub airports. However, the rising costs to operate, and subsequent increase in aero revenues, may have led some airlines, including American Airlines, to reduce capacity. LMM remains 37% cheaper than the closest international hub (MIA), but many airlines may consider offering convenient flight schedules to airports which are less expensive to operate out of.

Airline revenue

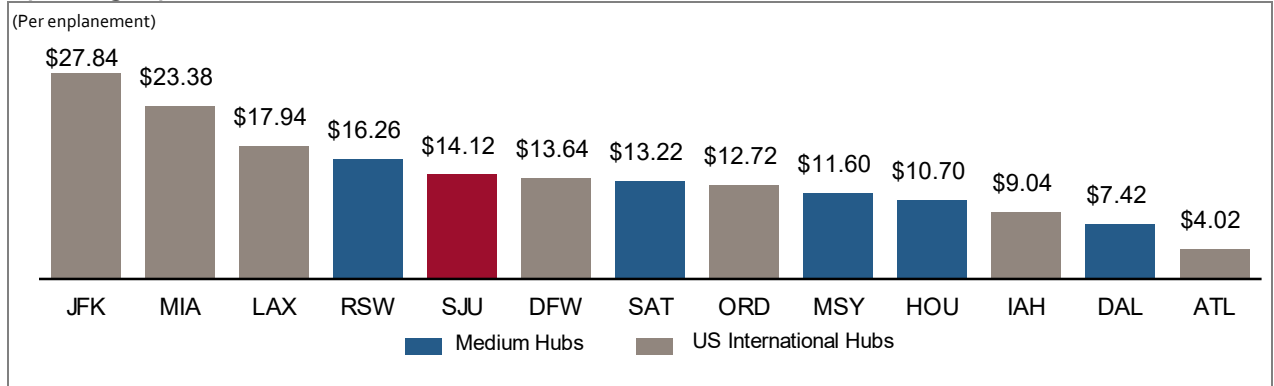


Source: Federal Aviation Administration

Note: 2008 data

While LMM does generate significant aero revenue, the Airport has very high operating costs. The chart below shows that LMM has the second highest operating expense per enplanement among comparable medium hubs with levels near major US International Hubs. The high operating expenses have likely led to higher landing fees for airlines and contributed to the reduction in passenger volume, thus worsening the Airport's financial and operational situation.

Operating expenses

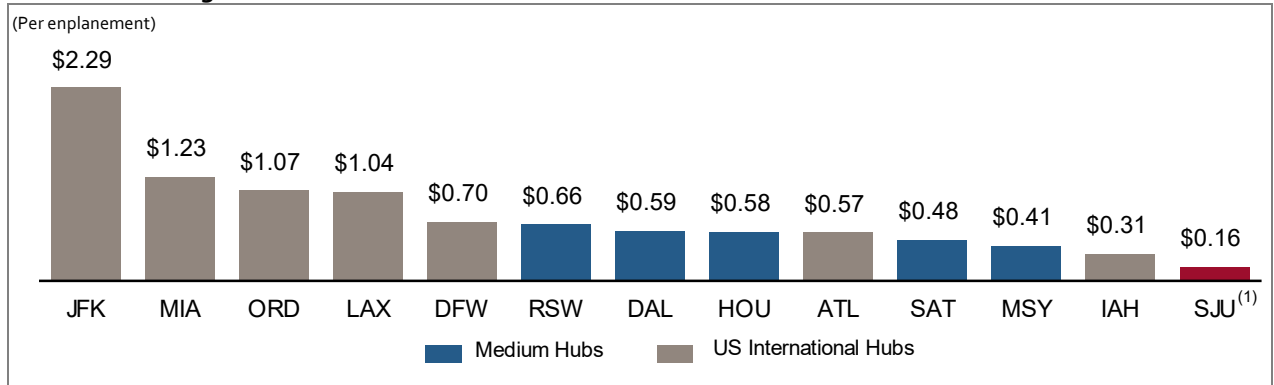


Source: Federal Aviation Administration
 Note: 2008 data

Further, LMM has failed to establish significant non-aero revenue sources, a key to operational and financial success for many airports.

The lack of quality dining options in the airport is seen in a mere \$0.16 of food and beverage revenue per enplanement. As the busiest airport in the Caribbean, it is important to offer satisfactory food and beverage options. Improved food and beverage options would likely generate significant revenue, as LMM serves as a major transit airport. In-transit travellers would likely take advantage of improved dining, as seen at other transit airports (JFK, LAX, MIA and ORD). Further, higher quality food and beverage options would improve passenger experience, causing more airlines to offer convenient flight schedules, and thus more visitors.

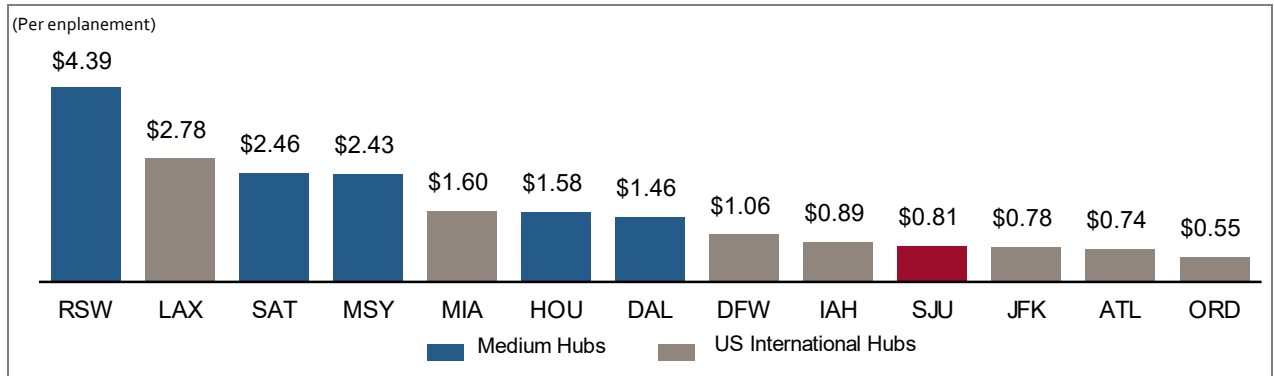
Food and Beverage revenue



Source: Federal Aviation Administration
 Note: 2008 data
 (1) 2007 food and beverage revenue per enplanement due to negative revenue in 2008

Two other important non-aero revenue sources are car rental and car parking. Again, LMM severely lags its peers. This could be an area of significant value creation opportunity at LMM.

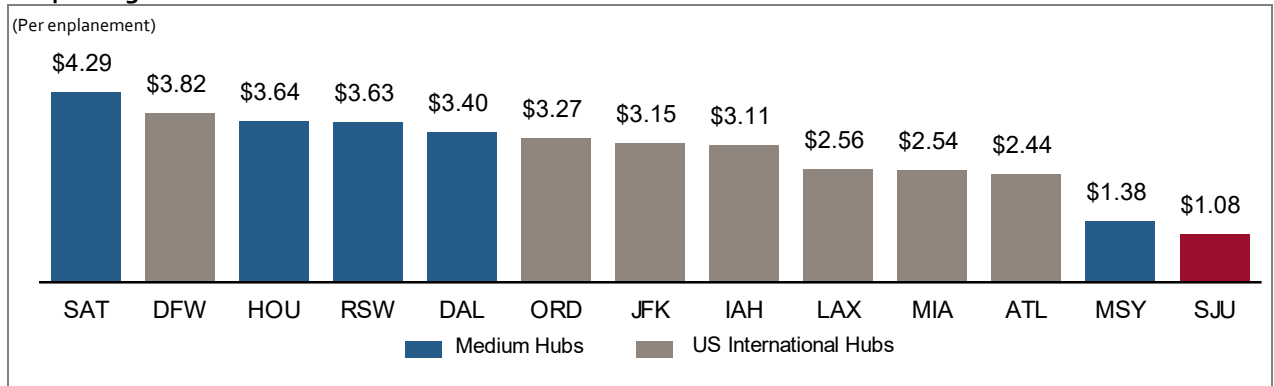
Car rental revenue



Source: Federal Aviation Administration
 Note: 2008 data

While many tourists visiting the island rely on taxis to get to their respective hotels / cruise ships, increased awareness of tourist activities on the Island could lead to improved car rental revenue. A private concessionaire would be inclined to promote the many tourism activities around the Island, which would ultimately benefit the local communities of Puerto Rico and the broader economy through gross product, tax revenues and job creation.

Car parking revenue



Source: Federal Aviation Administration

The main cause of minimal car parking revenue is poor management leading to mis-pricing and inadequate record keeping. A private concessionaire would continue with the PRPA's plan to install CCTV cameras to monitor attendants and cash registers. Also, they would benchmark parking facilities against comparable airports to ensure the competitiveness of parking rates at LMM.

The significant reduction in passenger volume and construction issues has delayed the opening of the newly constructed Terminal A. Further, the Terminal is behind schedule as the baggage system has not been completed. The PRPA does not anticipate opening Terminal A until October 2010. Leaving the space empty is inefficient for the PRPA as they have incurred the costs to build and are unable to fully charge airlines for use.

This new space offers attractive terminal area for an airline, and must be utilized. By improving operations, becoming more efficient and charging competitive landing fees, airlines will increase capacity to LMM and Terminal A will be utilized

3.5. LMM opportunities

As previously mentioned, passenger traffic at LMM has been declining since 2006. The Airport represents an important infrastructure asset for Puerto Rico's tourism and economic development. Unfortunately, LMM is currently being under utilized and mismanaged. There are several key opportunities for LMM to improve from the current service delivery method:

LMM as a major international hub

The strategic location and sea level condition of LMM make it an ideal destination to serve as a major hub between North America and Europe to South America, Central America and the Caribbean. As LMM reaches its full potential in this area, the profile of Puerto Rico as a major Caribbean destination could be enhanced, the Airport traffic could increase and the number of destinations could improve. A major hub facility improves the number of flights and convenience of flight schedules; these can be a major attraction tool for visitors and transfer passengers. The resulting new traffic from developing LMM as a major hub will contribute positively to the top line revenue of this airport and the broader Puerto Rican economy through gross product, tax revenues and job creation.

Higher commercial revenues

As highlighted above, LMM has significant upside opportunities to improve its current commercial offering and layout to increase passenger spending at the Airport. The current offering at the Airport fails to capture the opportunity that exists in commercial revenues. LMM's profile could be improved by making changes to the status quo.

Operational transparency

Currently, it is difficult to estimate the real costs of operating LMM. By separating the operations of this Airport from the PRPA, it would be easier to determine and manage the costs of operating the facility. Bringing an operator with significant expertise could integrate some of the most relevant international best-practices in airport management at LMM.

Improve airport amenities and services

Improving LMM's amenities and services should be one of the key focuses of Airport management. There is significant opportunity to improve the amenities and services offered at LMM. This will directly benefit the residents of Puerto Rico and other travellers at the airport. These improvements will include modern technology, more retail, food and beverage offerings and additional amenities within the terminals.

Additional opportunities

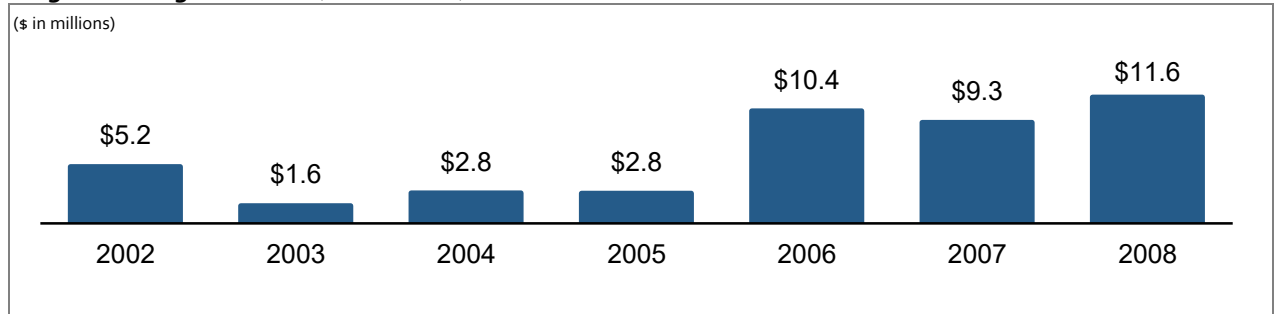
In addition to the aforementioned strategic and financial initiatives at the Airport, there are a number of projects under consideration at the Airport that may present additional opportunity. Airport management and the Ports Authority have outlined these below:

Cargo facilities

Currently, Luis Munoz Marin has the largest air cargo operations in Puerto Rico and according to the P3 Authority, demand forecasts project 950 million short tons of cargo to be flown by 2024. The Airport serves 14 air cargo services, primarily represented by FedEx, UPS, USPS and commercial flights. While the airport has seen significant growth in its

cargo and hangar revenue since 2002, the Port Authority is currently evaluating options regarding its Cargo Air Facilities (referred to as CAF₁, CAF₂ and CAF₃).

Cargo and hangar revenue (2002 – 2008)



Source: Puerto Rico Public-Private Partnerships Authority

Puerto Rico National Guard space

Currently, the Puerto Rico National Guard utilizes a 126-acre space at the North-East end of the airport for its air fleet needs.

3.6. Analysis of service needs

Based on the previously mentioned information, there are several needs that the PRPA should address to meet the objectives of this Project:

- Maintain and improved LMM current service levels
- Adhere to the highest level of safety and quality standards
- Develop and market LMM as a major hub
- Increase commercial revenues at the airport
- Improve operations and financial efficiency
- Enhance current service offerings and airport amenities
- Raise the profile of Puerto Rico as the Caribbean destination of choice

3.7. Project scope of work

The Project consists of the identification of a consortium that would partner with the PRPA to operate a concession of LMM in which:

- The consortium will typically include a private investor that may include an infrastructure fund or a pension plan, an airport operator with significant experience in operating airports internationally and a potential construction company to form a consortium
- The airport operator assumes day-to-day management of the airport and reserves the ability to alter day-to-day operations for commercial maximization and benefit of LMM
- This consortium will be in charge of executing the current investment plan and the new business plan to develop and meet the objectives mentioned above

The PRPA and P3 Authority envision that a private consortium will address the service needs at LMM by implementing some set of the following:

- A fulsome capital improvement plan that adequately addresses the infrastructure needs at LMM. A summary of the PRPA’s current capital improvement plan (2012 – 2014) is below:

LMM planned capital improvements

(\$ in millions)

	2012	2013	2014
Reconstruction of Taxiway Sierra	\$24.0	\$18.0	–
Improvements Runway 8-26	–	5.0	18.0
Extension to Taxiway Sierra	10.1	–	–
Water Storage Tanks & Pump Station	1.3	–	–
Cargo Access Road & Sanitary System	3.9	–	–
Expansion of Midfield Taxiway (Dual)	–	4.7	–
Kilo Apron Expansion	2.5	1.3	–
Misc. Repairs and Maintenance	0.3	0.3	–
Total	\$42.3	\$29.3	\$18.0

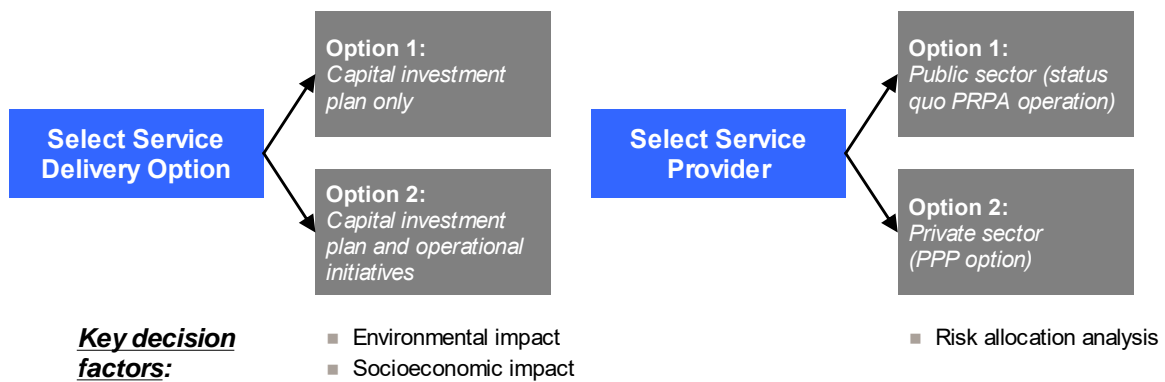
Source: PRPA.

- A complete review of current commercial activities at the Airport and identification and execution of new opportunities
- A complete review of the current financial structure at the Airport and increasing financial flexibility to adapt to the changing operating environment

4. Service delivery options analysis

4.1. Introduction

This section presents service delivery and service provider options for the Project and the benefits and drawbacks of each one of them. A preferred option is recommended and an appropriate risk analysis is made that supports the recommendation. In this risk analysis, project risks are defined and allocated to either the public (status quo operation



The Project seeks to maximize the benefits (and mitigate drawbacks) from the impact of selecting a service delivery option. It also seeks to appropriately allocate risk to the service provider best able to bear the relevant risks.

A summary of the options outcome is below:

		Service Provider Option	
		1	2
Service Delivery Option	2	<ul style="list-style-type: none"> Improved operations but uncertainty whether PRPA can fully execute revenue and cost initiatives as well as capital improvements 	<ul style="list-style-type: none"> Delivery of world-class operating expertise and third-party financial backing
	1	<ul style="list-style-type: none"> Status quo 	<ul style="list-style-type: none"> Unlikely outcome – PPP partner is incentivized to drive results

4.2. Service delivery options

Considering the service needs at LMM and the opportunities that exist to enhance both the value of the Airport and the customer experience, as outlined in Section 3, there are two delivery options that could help the PRPA achieve its objectives. These options are:

1. Implement a capital investment plan at LMM to upgrade the existing infrastructure; or,
2. Implement a capital investment plan at LMM to upgrade the existing infrastructure and operational initiatives aimed at increasing revenues and increasing financial flexibility.

4.3. Service delivery option 1: Capital investment plan

Option 1 entails implementing a capital investment plan for the maintenance and upgrade of current Airport infrastructure.

The operator of the Airport, either the public or private sector, would be responsible for defining the capital investment needs as well as financing and executing the plan. The plan would need to address the opportunities and shortcomings outlined in Section 3. Examples of projects, as presented in the PRPA's current capital investment plan, may include:

- Reconstruction of Taxiway Sierra
- Improvements to Runway 8-26
- Extension to Taxiway Sierra
- Cargo access road and sanitary system
- New Terminal A building
- Security fence and security access road
- South GA access road and utilities
- Access control and CCTV replacement
- Water storage tanks and pump station
- Expansion of Midfield Taxiway
- Kilo apron expansion
- Improvements to Terminal D

The financing of these projects is likely to be largely through Passenger Facility Charges ("PFCs"). However, if PFCs are not available to fund projects for any reason, the operator will be forced to find alternative financing. In that case, the cost of financing is likely to be much less by a concessionaire than the PRPA.

The main benefit of this option is that infrastructure investment is vital to maintaining:

- Runways, taxiways, control facilities and technology that meets or exceeds FAA regulations
- The attractiveness of the Airport to airlines, both existing and potential new airlines
- The attractiveness of the Airport to retailers, car rental companies and other auxiliary service providers
- A positive customer experience throughout the Airport
- The initial gateway for most of Puerto Rico's tourists

The main drawbacks of this option are:

- Capital investment without revenue or cost management initiatives fails to "protect" the investment or maximize the usefulness of the invested asset. Financial efficiency enables a positive return on the investment.
- The potential cost of financing the project may be dependent on GDB lines or municipal and capital markets if PFCs are not authorized to be used. This cost may be higher than expected.
- A capital investment plan does not address the financial inefficiency that currently exists at the Airport.

4.4. Service delivery option 2: Capital investment plan and operational initiatives

Option 2 entails both a capital improvement plan and operational initiatives. The capital improvement plan is the same as Option 1 (or may be enhanced due to superior financial performance of the Airport). The operational initiatives would be focused on improving operational efficiency to drive improved cash flow at the Airport.

Initiatives to drive revenues at the Airport may include:

- Improving on-airport parking options, including market-based pricing and financial controls to monitor receipts
- Improving advertising space both within terminals and around the Airport (ie. billboards) and renting space to advertising agencies
- Examining current passenger flow patterns within terminals to ensure that retail and food & beverage outlets are placed in prime locations to attract passenger spending
- Examine space utilization within terminals to maximize retail tenants
- Capital investments related to Fixed Base Operators (“FBO”) space and / or cargo facilities to attract additional rent-paying operators / carriers

Areas where financial efficiency can be improved include:

- More flexible cost structure to help manage through difficult operating environments
- Controlling general and administrative spending
- Monitoring expense contracts (ie. professional services, security, cleaning, etc.)
- Utilizing best practices related to airport management
- Efficient capital structure with adequate debt service coverage

Another aspect of managing revenues and expenses is an examination of the current rates and charges regime in place at the Airport. The rate setting process is the way that the Airport charges the airlines for use of the facilities including runways, taxiways, terminals, etc. The current process and methodology, which is governed by Section 336(l) of the Puerto Rico Ports Authority Act, is complicated and requires significant time and resources on the part of the PRPA, the signatory airlines and 3rd party consultants. Either through a PPP or a commissioned review, this process and the methodology should be examined to ensure that airline charges are properly offsetting costs.

The benefits of this option are:

- Fully addresses the needs of the Airport through capital investment and revenue and cost management
- Improved management of revenue and expenses enables positive return from capital investments
- Additional benefit of looking into and improving the rate setting process and methodology for properly matching airline charges to expenses
- Revenue opportunities related to retail and food and beverage outlets are likely to improve the customer experience
- Full-scale review of Airport operations is likely to uncover additional opportunities at the Airport

The main drawbacks of this option are:

- A significant amount of time and dedicated resources would be needed to identify revenue opportunities and leverage in the cost structure, as well as implement improvements
- Airport management expertise would be needed to effectively address Option 2
- The potential cost of financing the project may be dependent on GDB lines or municipal and capital markets if PFCs are not authorized to be used. This cost may be higher than expected. Cost of financing capital projects.

4.5. Environmental impact

The proposed capital investment plan and financial efficiency initiatives will have limited environmental impact to the surrounding areas. If, however, these initiatives result in increased activity at the airport, plane traffic and noise may increase.

The potential gas leakage liability at LMM, which has been charged to the airlines through the rate setting methodology, may present additional costs for the Airport operator. Under the current arrangement, the PRPA, possibly along with the airlines, would be responsible for the liability. In a PPP, a concessionaire would not take ownership of the land and is likely to seek indemnification from the PRPA for any potential liability.

Regardless of the service delivery option and service delivery provider selected, the responsible party must remain committed to maintaining adequate environmental protections, even with an increase in traffic.

4.6. Socioeconomic impact

The Project has several positive socioeconomic impacts for LMM travellers and Puerto Rico in general. Investment in the infrastructure of the Airport and improvements in the financial profile of the Airport may provide the following benefits:

- **Increase airport traffic** – Increased traffic at LMM increases the revenue potential of retail and auxiliary operations. Traffic may be increased by existing carriers or actively soliciting new and diverse airlines to utilize LMM, leading to a greater selection of airlines and destinations for Puerto Rican residents.
- **Diversify carriers' presence** – American and American Eagle account for approximately 45% of the commercial activity at LMM. Increasing the diversity of carriers and flight origins at the Airport (currently, predominantly the U.S. Northeast) is essential for the stability of the airport's traffic profile.
- **Increase number of destinations** – Currently, LMM's destination offering is mainly concentrated on the East Coast of the U.S. As new flights from more destinations are operated from San Juan, Puerto Rico, the Island could become more appealing to visitors that prefer to travel non-stop. Additionally, having more connections to different destinations may enhance the profile of the port of San Juan as a main hub of cruise ships in the eastern Caribbean.
- **Enhance Puerto Rico's profile as a major Caribbean destination** – Currently, there is significant competition from other regional destinations in the Caribbean. The Dominican Republic and Jamaica, some of the largest competitors of Puerto Rico tourism in the region, have granted concessions to operate their major airports and improve their facilities. Both destinations also enjoy more diversified flight origins than LMM. Another major challenge to the tourism industry in Puerto Rico is the potential relaxation of the travel restrictions of U.S. citizens to Cuba. In order to better compete regionally, it is imperative to improve the airport operations, increase passenger traffic, add new destinations and diversify carriers to the airport.
- **Develop local operational know-how** – The Project will aid employment opportunities at the Airport. Local financial institutions, legal counsel and several other business services providers will be used to provide services to LMM, and potentially a concessionaire, related to this Project.
- **Improve airport amenities and services** – Airport users would benefit as LMM's amenities and services improve. All users would have a more pleasant experience in the airport. LMM is the first impression that visitors to the Island have and thus providing excellent services improves the image of Puerto Rico overall.
- **Development of a world-class airport** – The administration of the proposed Project would significantly improve the infrastructure and operations at LMM.
- **Improve financial situation of the PRPA** – PRPA could potentially increase revenues, reduce costs and improve its credit profile. In a PPP, it would be able to reduce interest expense costs after using proceeds to pay down debt.

4.7. Selection of service delivery option

Considering the benefits, drawbacks and environmental and socioeconomic impacts, PRPA believes that Option 2 is the best service delivery option, given that it fully addresses the issues at the Airport and fulfils the objectives of the Project. Option 2 is favored because:

- **Fully addresses the needs of the Airport** – Capital investment and revenue and cost management initiatives address both the infrastructure and financial profile issues that exist at the Airport today.
- **Aligns the operation of the Airport with the needs of travellers** – Simply investing in infrastructure at the Airport without ongoing management of its operation fails to maximize the return on the investment which ultimately benefits the travelling public.
- **Infrastructure makes the Airport more attractive to carriers** – Upgraded infrastructure, particularly aeronautical infrastructure (ie. runways, taxiways, etc.) makes LMM an attractive partner for airlines looking to build a Caribbean presence.
- **Revenue and cost management makes the Airport more attractive to carriers** – A strong financial performance will be attractive to the airline partners seeking stable costs and performance. Further, redeveloping the rate setting methodology to make it more transparent will be appreciated by both existing and potential carriers.
- **Improvement of customer experience** – New revenue opportunities, particularly retail and food and beverage outlets, will benefit the customer and make their experience at the Airport more enjoyable. This will also enhance Puerto Rico’s profile as the preferred vacation destination in the Caribbean.

4.8. Service provider options

With the selection of service delivery option 2 (providing capital investment at LMM and implementing revenue generation and cost control strategies), the PRPA must consider the service provider of the Project. Considering the needs at LMM and the selection of service delivery option 2, there are two service provider options that could help the PRPA achieve its objectives. These options are:

1. Publicly-funded and operated upgrade of airport and airport-related commercial facilities; or,
2. A PPP whereby PRPA enters into a long-term lease with a private third-party Concessionaire and airport operator in exchange for upfront compensation.

4.8.1. Option 1: Upgrade of Airport and Airport-Related Commercial Facilities Funded and Executed by the PRPA and Financed by the Government of Puerto Rico

Option 1 entails upgrading existing airport facilities, including commercial operations, to drive revenue yields per passenger equivalent to other regional and / or continental U.S.-based medium hub airports. Given the financial challenges at the PRPA, the Government Development Bank of Puerto Rico (“GDB”) would have to finance the upgrades, which would include upgrading terminals, runways, ramps and other airport facilities to attract and accommodate both existing and new commercial airlines to operate at LMM. In addition, the Government Development Bank would also finance certain commercial upgrades including parking facilities expansion and attracting key retailers to LMM to maximize revenue potential as a key tourism hub in the region. PRPA and GDB would address debt obligations pursuant to the airport and commercial facility upgrades through additional revenues to be obtained as a result of the airport investments. In this option, there is no assumed private capital investment. Therefore, all of the risk is retained by the PRPA.

The main benefits of this option are:

- Allows the PRPA to retain operational control, which would only be a benefit if the financial situation at the PRPA changes dramatically
- PRPA could leverage the cash flows of the airport, pro forma for the investment, to service debt obligations pursuant to LMM

The main drawbacks of this option are:

- PRPA may retain contractors to assist in LMM upgrades, but ultimate risk of operatorship and resulting cash flows is retained by the PRPA (it is unlikely that contractors will accept the risk of any performance-based contract whereby their compensation is solely based on the revenue enhancements achieved through the investments since they would not control the other main commercial activities of the airport)
- Since the compensation structure is not performance-based, contractor payments are not aligned with the success of the upgrades
- Option may not result in higher revenue yields to service financing obligations pursuant to airport upgrade investments – would result in meaningful incremental debt burden on Puerto Rico and weaken the credit profile of the Government Development Bank
- Given the scope of projects needed to upgrade the airport, PRPA would need to procure the expertise of multiple contractors through multiple, lengthy RFP/RFQ processes
- Inability to leverage credit profile of a new Concessionaire and reduce financing costs
- Current agreement with airlines operating at LMM would not be materially altered – inability for PRPA to leverage airlines’ capital to make investments at the airport that may ultimately benefit the airlines
- Inability to leverage operational expertise of a third-party
- Opportunity cost of not monetizing the Airport

4.8.2. Option 2 – PRPA enters into a PPP with Private Concessionaire and Airport Operator

Option 2 entails entering into a PPP with an independent third-party private Concessionaire and Airport Operator. Under this option, the Concessionaire would enter into a long-term lease for the rights to operate LMM. The Concessionaire would typically consist of a consortium of private investors, which are predominantly large, well-funded infrastructure funds, working with leading independent airport operators. The Concessionaire would compensate PRPA for the right to operate LMM for the lease period through a one-time upfront payment. PRPA and the Government Development Bank would utilize the gross proceeds to defease financing raised pursuant to the airport. The remaining proceeds could be deployed toward other infrastructure projects in Puerto Rico. Prior to finalizing an arrangement with a Concessionaire, PRPA would also likely require a binding agreement from the commercial airlines operating at LMM governing the rates and charges structure through which the airport is compensated for use of the runways, ramps and terminals. After the closing of the transaction, the airport operator and Concessionaire would self finance upgrades to the airport and retain the economic benefit of any such upgrades. Neither PRPA nor the Government Development Bank would retain any rights to the economic output of LMM.

This option is considered a PPP because private capital is being used to finance the upgrade of the airport and it allocates the risk of such upgrades to the Concessionaire. Therefore, the majority of the risk is then shifted from the public sector to the private sector.

The main benefits of this option are:

- Allows Puerto Rico to retain the ownership of LMM
- Enables PRPA to obtain a large upfront cash payment
- Proceeds can be utilized to defease high cost capital tied to the airport, driving substantial interest cost savings, as well as other potential infrastructure projects

- Upgrades the facilities for the benefit of the residents of Puerto Rico
- Lease structure shifts majority of operating risk to the private sector with certain safeguards to regain operatorship if Concessionaire fails to meet pre-determined operational and / or financial obligations
- Enables structured approach to partner with existing and new commercial airlines
- Partnership with qualified, experienced and well-funded third party likely to drive higher passenger traffic and resulting tax revenue for Puerto Rico
- Operator will be responsible for all the future liabilities arising and attributable to LMM

The main drawbacks of this option are:

- PRPA will no longer receive any economics from the airport as a result of the transaction, however, PRPA will no longer have to service outstanding debt related to LMM

4.9. Risk allocation analysis

When considering whether the public sector or the private sector is best suited to implement a capital investment plan and operational management initiatives, the PRPA must choose the operator that is best suited to manage the relevant risks. PRPA has identified a number of risks that are relevant to this decision. These risks are listed and briefly identified below:

1. Changes in regulation – The airport business is highly regulated and it is very difficult to predict changes in regulation that may severely impact the operations of LMM. The FAA, TSA, U.S. Department of Homeland Security, among other federal agencies, oversee the operations of this facility. New regulations can become effective and prevent certain businesses, activities, traffic, etc. This risk is assumed by the operator of the airport, but would affect the Government in either scenario.
2. Capacity to execute the business plan – The airport operator would be responsible to execute the business plan for LMM to fully develop its revenue and value potential. Both the public and private sector could experience losses in case the proposed business plan is not executed.
3. Ability to generate additional revenue streams – If the airport operator fails to generate additional revenue streams to complement current operations, potential value upside might not be achieved.
4. Ability to manage expenses – The operator will be responsible to control and manage the expenses of LMM. Costs overruns will be assumed by the operator.
5. Operational – The operator will be responsible for managing the risks associated with the daily operations of this facility. It will also be responsible for assuming the typical operational costs associated to the management of LMM, including those currently provided by the PRPA, in the event of a private sector operator.
6. Capital investments – The operator will develop a capital improvement plan for the Airport and will be solely responsible to assume these investments.
7. Airline relationships – For the successful operation of an airport, it is essential to maintain and improve the relationships with all the airlines serving or potentially serving LMM. If a key relationship is severed the operator will assume the risk of any potential revenue loss or additional costs.
8. Loss of a key airline / tenant – The loss of one or more of LMM's key tenants could result in a loss of a significant amount of the operator's revenues. This risk will be assumed by the operator.
9. Customer service – Minimum quality of service levels will have to be guaranteed by the operator per an established use agreement.

10. Competition from other Caribbean destinations – Competition from other tourist destinations could adversely affect LMM’s business. The principal driver of revenues of an airport is the number of passenger using an airport. If for factors beyond the control of the operator, this number drops the operator could suffer reduced revenues. The traffic volume could be impacted by the perception of attractiveness, affordability and accessibility of Puerto Rico versus similar destinations in the region.
11. International events – International events such as the SARS, H1N1 and global conflict, have negative impact on air travel and could cause a reduction in air traffic. The airport operator would assume the financial risk in this matter. However, any socioeconomic impact from such an event would be shared by both the PRPA and the operator.
12. Natural disasters – LMM airport is located in an area with significant risks for hurricanes and typical tropical torrential rain. Also Puerto Rico has relevant seismic activity. Natural disasters may impede operations, damage infrastructure needed to perform the airport operations or can adversely affect the destination in general. In case of any of these events the traffic volume to LMM could decrease. Usually it is possible for the operator to insure against the damages to the property but the losses due to losses in revenues are not insurable. This risk will be assumed by the operator.
13. Bankruptcy of the owner / operator – Assuming private sector participation, the PRPA would assume operation of the Airport in the event of uncured default or bankruptcy of the private operator. PRPA would be no worse off than in the status quo case, as it would be operating the Airport either way. However, in the case of a successful PPP, PRPA would have received the proceeds from the lease and paid down its debt. Under public operatorship, bankruptcy of the PRPA would adversely affect the Government Development Bank and likely Puerto Rico more broadly.

4.9.1. Risk allocation matrix for instituting the capital investment plan and operational management initiatives by the Government of Puerto Rico (status quo)

Risk allocation matrix for service provider option 1

Risk	PRPA	Private	Shared
1. Changes in regulation	√		
2. Capacity to execute the business plan	√		
3. Ability to generate additional revenue streams	√		
4. Ability to manage expenses	√		
5. Operational	√		
6. Capital investments	√		
7. Airline relationships	√		
8. Loss of a key airline / tenant	√		
9. Customer service	√		
10. Competition from other Caribbean destinations	√		
11. International events	√		
12. Natural disasters	√		
13. Bankruptcy of the owner / operator	N/A ⁽¹⁾		

(1) Given GDB support, this is effectively non-applicable

4.9.2. Risk allocation matrix for instituting the capital investment plan and operational management initiatives by a private partner (PPP)

Risk allocation matrix for service provider option 2

Risk	PRPA	Private	Shared
1. Changes in regulation		√	
2. Capacity to execute the business plan		√	
3. Ability to generate additional revenue streams		√	
4. Ability to manage expenses		√	
5. Operational		√	
6. Capital investments		√	
7. Airline relationships		√	
8. Loss of a key airline / tenant		√	
9. Customer service		√	
10. Competition from other Caribbean destinations			√
11. International events			√
12. Natural disasters			√
13. Bankruptcy of the owner / operator		√	

4.10. Selection of service provider

Considering the benefits, drawbacks and results of the risk analysis of the two service provider options, PRPA believes that the private sector is best suited for the service delivery. The private sector is favored because:

- Allows PRPA to retain ownership of the Asset, while leveraging private sector operational expertise
- Enables PRPA to obtain a large upfront cash payment
- Shifts the majority of the risk away from the PRPA to the private sector, reducing the exposure of the Puerto Rican government
- Enables structured approach to partner with existing and new commercial airlines
- Frees PRPA of future LMM liabilities.
- Improves the operations of an important, currently under utilized asset through world-class operational expertise

4.11. Contracting options analysis

A long-term lease typically includes three or four principal agreements involving the airlines, Concessionaire, Airport Operator and PRPA.

Agreements between Airlines, the Concessionaire and the PRPA

- New Airport Use Agreement
 - Potentially a 20-25 year agreement
 - Governs rates and charges structure for the airport
 - Governs airlines' contribution to future capex projects – Concessionaire is obligated to continue funding deemed necessary for the airlines and in the best interest of the flying public
- Operating Standards Agreement
 - Governs day-to-day operations of the airport as mandated by the U.S. Transportation and Security Administration
 - Ties to the Concession and Lease Agreement whereby Puerto Rico can re-assume control of the Airport if the operator is unable or unwilling to comply with the Operating Standards Agreement

Agreements between the Concession, Airport Operator and the PRPA

- Concession and Lease Agreement
 - 50 year agreement (maximum term)
 - Operatorship of the airport is transferred over to the Concessionaire and the Airport Operator
 - Concessionaire is typically a private investor and the Airport Operator is a third-party firm with significant experience in operating airports internationally
 - Airport Operator assumes day-to-day management of the airport and reserves the ability to alter day-to-day operations in a manner that maximizes its economic benefit pursuant to the transaction while preserving the standards defined by the PRPA
 - PRPA would receive a significant upfront payment, the proceeds of which would be applied toward debt defeasance and infrastructure projects; PRPA would not receive any economics from the airport beyond the upfront payment for the duration of the Lease (except applicable local taxes)
 - The PRPA, depending on the agreement, may retain certain functions tied to the airport such as police, emergency management services and fire and rescue services

The economics of such a transaction are examined in the Economic Feasibility and Affordability Analysis sections of this document.

4.12. Approval framework

There are two streams of approvals that are needed for a concession of Luis Munoz Marin International Airport: (1) the required FAA and airline approvals pursuant to the FAA's airport Pilot Program and (2) the approvals required by the PPP Act in Puerto Rico. The details of the FAA approval framework are below:

FAA and airline approvals

The Puerto Rico Ports Authority submitted its preliminary application to participate in the FAA's airport Pilot Program on December 1, 2009, and the FAA completed its review of the preliminary application on December 22, 2009. The Ports Authority, and specifically Luis Munoz Marin International Airport, is guaranteed one of the five slots in the FAA program. This threshold allows the Ports Authority select a private operator to manage the airport, negotiate an agreement with the private operator, and prepare a final application for submittal to the FAA for final approval. There is no timetable for the FAA to complete its review of the final application. After the FAA reviews and approves the final application and lease, it publishes a notice in the Federal Register for a 60-day public review and comment period. The FAA completes its review, prepares its Findings and Record of Decision (ROD), and addresses the public comments in the ROD. The FAA publishes its ROD and, if approved, observes the legal settlement and transfer of the airport from public owner and sponsor to the new private operator and sponsor. Chicago's Midway Airport is the only airport to receive final approval from the FAA, though the transaction failed to close for financing reasons.

In addition to the approval of the FAA, there are approvals needed from the air carriers. The Federal Aviation Authorization Act of 1996 authorizes the FAA to exempt the Port Authority from certain requirements that could otherwise make a concession unattractive. First, the Port Authority may receive an exemption to use the lease or sale proceeds for non-airport purposes. Generally, all proceeds from the lease or sale of airport land must be used for the capital or operating costs of the airport. This exemption requires the approval of 65% of the air carriers at the airport (measured by number of carriers and by landed weight). The Port Authority also can be exempted from an obligation to repay federal grants and return property acquired with federal assistance upon the lease or sale of the airport.

The exemption to use net proceeds for non-airport purposes comes with conditions (listed in Title 49 United States Code §47134). These include the private operator's ability to prove it will comply with the public operator's grant obligations, including the obligation to ensure continued access to the airport by the public on reasonable terms. The private operator also must provide assurance that it will operate the airport safely, continue maintenance and improvement of the airport, provide security, mitigate noise and environmental impacts, and abide by any collective bargaining agreements already in place at the airport. The public operator also must provide a plan for continued operation of the airport in case of bankruptcy or other defaults of the private operator.

PPP Act in Puerto Rico

On June 8, 2009, the Government of Puerto Rico signed into law Act No. 29, entitled the Public-Private Partnerships Act (Act). According to the Act, it is the public policy of the Government of Puerto Rico to promote the establishment of Public-Private Partnerships (PPPs) for projects that the Act defines as Priority Projects. The Act requires a thorough process in which every project is required to complete a Desirability and Convenience Study. Subsequently, a Partnership Committee is created to monitor or day-to-day procedures of a procurement process for each project. The Act mandated that a procurement regulation be approved by the Board of Directors of the Public-Private Partnerships Authority (PPP Authority), a Governmental entity created to implement the PPP policy of Puerto Rico. The Partnership Committee would qualify potential bidders and evaluation their proposals. Final selection and award of Concession

agreements are subject to the approval of the Board of Directors of the PPP Authority and PRPA and finally be approved by the Governor or his delegate.

5. Economic feasibility analysis

5.1. Introduction

This section presents the economic feasibility analysis for the Project. To perform this analysis, PRPA developed historical financials for LMM that consider the direct and indirect allocated costs to run the Airport.

The value of the Airport will be based on a bidder's own financial model and upside that it believes exists at the Airport. It will also be dependent on the pro forma Airport Use Agreement, capital structure and the subsequent airline charges generated at the Airport.

The PRPA currently receives minimal economics from the Airport. In 2009, LMM generated approximately \$13 million in net profit. While the PRPA would no longer realize any profit in a PPP, it would generate significant interest cost savings. Meanwhile, the Government of Puerto Rico will receive higher income related to sales tax and municipal and real estate taxes. Additionally, the PRPA would not be responsible for implementing the costs associated with capital investments or financial efficiency initiatives. The cost / benefit comparison is presented in this section.

The Puerto Rican economy will also benefit as the private operator drives additional passengers through the Airport. This would result in increased gross product, tax revenues and job creation. Through the economics of the long-term lease, the private operator will be incentivized to increase passenger traffic.

5.2. Expected cost to the PRPA to continue to run the airport

In FY2009, LMM generated approximately \$13 million in net profit for the PRPA. The current rates and charges model is set up to effectively match airline charges with the costs to operate the Airport and the investment projects. The surplus, or profit to the PRPA, is heavily reliant on adjustments in the rates and charges process that yield airline charges in excess of operating costs, as well as the commercial, non-aero revenues that are generated at the Airport.

The financial initiatives that were proposed in section 4 of this document will take significant additional investment to implement. As discussed in section 3, LMM ranks last in food and beverage and car parking revenues per enplanement, relative to its peers. It also ranks well below peers on car rental revenues per enplanement. The PRPA does not realize the full benefit of these auxiliary operations at the Airport today, nor do the operations provide optimal benefit to travelers. In order to improve LMM's standing relative to peers and generate additional upside for the PRPA, a significant investment would need to be made. A selection of these investments is below:

- Improved financial systems for LMM standalone to monitor and manage costs effectively
- Improvements to retail and car rental spaces to attract more vendors
- Significant improvements and modernization of the car park structure, including self-service payment kiosks, CCTV at the exits, security monitoring, etc.
- Initiatives to drive more traffic through the airport to increase the attractiveness to vendors of operating at the Airport
- Examine current space utilization to ensure that space and passenger flow is optimizing revenue yields
- A dedicated LMM financial and accounting staff

While it is difficult to quantify the exact magnitude to enact such operational improvements, we believe the costs would be significant and greatly exceed the current \$13 million net profit per year that the Airport generates for some time.

5.3. Expected capital projects

In addition to the costs associated with financial efficiency initiatives, the PRPA would bear the execution and financing costs of capital improvement projects (CIPs). The management of the Airport and the PRPA has developed the following CIP for the Airport based on current needs:

(\$ in 000s)

FYE June 30,	2010	2011	2012	2013	2014	Total
Reconstruction of Taxiway Sierra	\$803	\$6,009	\$24,041	\$18,031	–	\$48,884
Improvements to Runway 8-26	–	–	–	5,000	18,000	\$23,000
Extension to Taxiway Sierra	–	10,115	10,116	–	–	\$20,231
Cargo Access Road & Sanitary System	3,868	9,000	3,912	–	–	\$16,780
New Terminal A	8,382	–	–	–	–	\$8,382
Security Fence & Security Access Road	500	7,500	–	–	–	\$8,000
South GA Access Road & Utilities	3,991	3,991	–	–	–	\$7,982
Access Control and CCTV Replacement	6,421	–	–	–	–	\$6,421
Water Storage Tanks & Pump Station	–	4,765	1,333	–	–	\$6,098
Extension to Midfield Taxiway (Dual)	495	–	–	4,700	–	\$5,195
Kilo Apron Extension	–	1,272	2,547	1,273	–	\$5,092
Improvements to Terminal D	4,342	–	–	–	–	\$4,342
Misc. Repairs and Maintenance	3,290	2,800	320	320	–	\$6,730
Total	\$32,092	\$45,452	\$42,269	\$29,324	\$18,000	\$167,137

Source: PRPA

The total costs of \$167.1 million to execute the Airport's current CIP will be the responsibility of the PRPA. This is incremental to the costs of running the Airport, as well as the financial initiatives described above.

The financing of these projects would be dependent on the credit profile of the PRPA, given that LMM does not currently issue debt on its own. As the PRPA's financial profile and credit worthiness remain pressured, the financing cost of these projects becomes incrementally expensive.

5.4. Expected economic impact on the PRPA today of continuing to operate LMM as is

The financial impact of LMM on the PRPA today is summarized in three buckets:

- The net profit realized from the Airport through operations today;
- The cost to implement financial efficiency initiatives at the Airport; and
- The cost of the capital investments plus the cost of financing.

In order to illustrate the impact over the next five years (the time horizon of the current CIP), PRPA has made the following assumptions to show the present value impact:

- 10% discount factor with discounting back to July 1, 2009, the first day of the FY2010 year
- 3% growth in net profit at the Airport each year
- 8% cost of financing the CIP each year

The present value of the net profits is below:

(\$ in millions)

FYE June 30,	2009	2010	2011	2012	2013	2014
Net income	\$13	\$13	\$14	\$14	\$15	\$15
% growth	–	3.0%	3.0%	3.0%	3.0%	3.0%
Present value		\$12	\$11	\$11	\$10	\$9
Net present value	\$54					

The present value of the CIP and the financing cost is below:

(\$ in millions)

FYE June 30,	2010	2011	2012	2013	2014
Capital investment	\$32	\$45	\$42	\$29	\$18
Current year cost of financing	3	4	3	2	1
Previous years' cost of financing	–	3	6	10	12
Total financing cost	\$3	\$6	\$10	\$12	\$13
Total CIP cost	\$35	\$52	\$52	\$41	\$31
Present value	\$32	\$43	\$39	\$28	\$19
Net present value	\$161				

Note: Does not include PFC available for the financing of capital investments which at most will be approximately \$20 – \$25 million per year

When comparing the net present value of the net profits relative to the CIP it becomes clear that PRPA will experience a negative impact of \$107 million (\$54 million less \$161 million). In addition to these financial impacts, the cost to implement revenue and cost initiatives is likely to be significant.

5.5. Economic impact of pursuing a PPP

Under a PPP, the PRPA would receive an upfront payment, which could then be used to defease the current debt of LMM and other PRPA obligations and will free PRPA of future liabilities and expenses associated to LMM. This results in net proceeds today.

In addition, the PRPA bears no costs for maintaining the Airport under the PPP. In other words, the PRPA would not be responsible for the capital investments, nor the costs of implementing financial initiatives.

In addition, driving passengers through the Airport will ultimately benefit the broader Puerto Rican economy. According to an independent economic report prepared by Advantage Business Consulting, each tourist (which includes cruise ship passengers) to the Island in 2009 had an average impact on the Island's gross product of \$690 per passenger, including direct and indirect benefits. The report projects 5.6 million total visitors per by year by 2015. Increasing the total number of visitors by 400,000 would have a significant impact on the local economy:

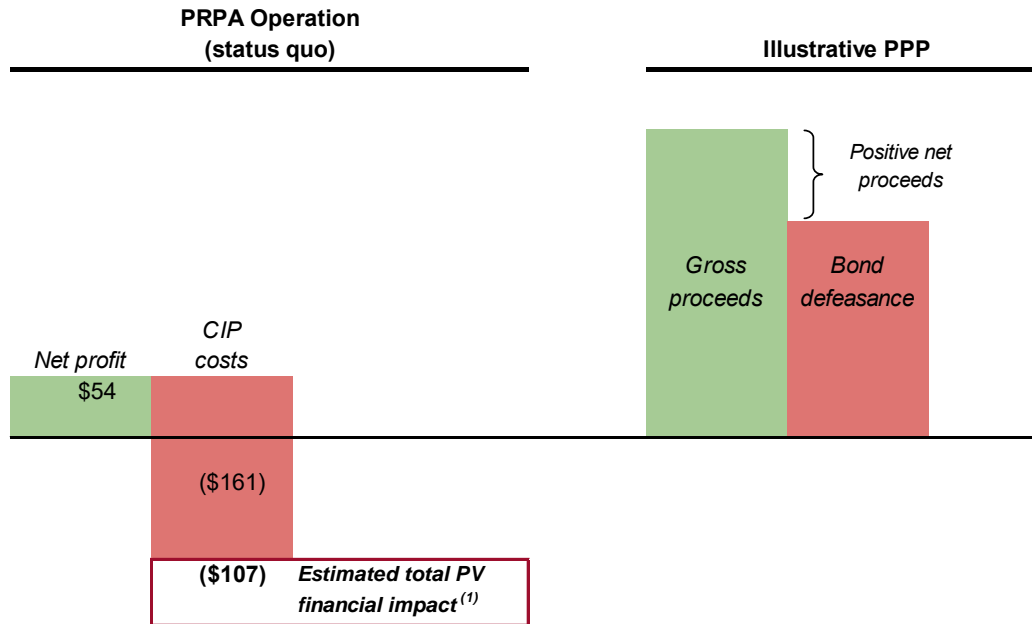
- Increase Puerto Rico's gross product by \$276 million
- Increase tax collections by \$34 million
- Create 3,772 new jobs

While the increase in visitors to the Island may come from a number of sources, LMM represents the major entry point for most tourists and provides the greatest opportunity to drive additional visitors.

5.6. Project impact summary

Taking into account the costs to the PRPA under the status quo and the proceeds to the PRPA under the PPP, the present value for money over the next five years is shown below:

(\$ in millions)



(1) Excludes the impact of the additional costs related to revenue and cost initiatives

The PRPA will not accept a bid with present value / upfront proceeds lower than the debt defeasance cost. Therefore, the NPV of the PPP will certainly be a positive number (and potentially a substantial dollar amount) and definitely better than the negative result of the PRPA operation.

This does not take into account the additional interest savings to the PRPA. The PRPA may choose to use the additional net proceeds to further reduce debt at the PRPA providing interest savings for the tenure of the debt. Additionally, the analysis does not place a quantitative value on the risk associated with the PRPA implementing these projects versus an experience airport operator. This analysis also does not take into account the direct and indirect benefits to the Puerto Rican economy from additional passenger flow through the Airport.

A summary of the value for money analysis is below:

	Status quo	PPP
PRPA Operating Cost	<ul style="list-style-type: none"> PRPA bears all costs for maintaining airport 	<ul style="list-style-type: none"> PRPA bears no costs for maintaining airport
Capital Improvement Projects (CIP)	<ul style="list-style-type: none"> PRPA responsible for \$167 million in CIP projects over next five years 	<ul style="list-style-type: none"> Concessionaire bears all responsibility
GDB Credit Profile Impact	<ul style="list-style-type: none"> CIP projects will be funded at GDB credit rating of Baa3 	<ul style="list-style-type: none"> All debt is defeased and eliminates all interest costs tied to Airport
Airport Operations	<ul style="list-style-type: none"> Day-to-day airport operations, a non-core competency, maintained by PRPA 	<ul style="list-style-type: none"> All operating risk transferred to private, world-class operator
Economic Output from Airport Today	<ul style="list-style-type: none"> Approx. \$13 million in net income from LMM in fiscal year 2009⁽¹⁾ 	<ul style="list-style-type: none"> Potential to realize substantial net proceeds today

A PPP enables the PRPA to realize a meaningful economic benefit from LMM today

(1) Source: Puerto Rico Ports Authority; assumes allocation of central office costs

6. Affordability analysis

6.1. Introduction

In addition to identifying the economic benefits of the Project, PRPA must also understand its affordability, as well as whether there are any financial implications that may affect the feasibility of implementing such a project. This section examines the affordability of the Project and other potential financial implications such as accounting, preparation of financial statements, and budget processes.

6.2. Description of proposed basic contract and payment structure

As presented in Section 4, PRPA advocates a PPP whereby a Concessionaire compensates PRPA through a one-time payment for the long-term lease of the airport. Principal elements of the lease include:

- 50 year duration (maximum term)
- Airport Use Agreement between the airlines and Concessionaire whereby the Concessionaire is obligated to operate the airport under certain operational guidelines and define a set compensation structure whereby the airlines compensate the Concessionaire for use of the airport
- Ability for PRPA to charge penalty fees or reassume control of the airport if the Concessionaire fails to meet certain operating and financial standards and obligations
- Concessionaire retains all future liabilities and economic benefits from the airport, however, the PRPA is not obligated to make any future payments pursuant to airport upgrades or day-to-day operational needs

The magnitude of the upfront payment will be determined through an extensive auction process whereby potential Concessionaires will base their bids on the perceived level of economic output that LMM could conceivably generate over the prolonged lease period, accounting for certain operational upgrades funded by the Concessionaire. After receipt of the upfront payment, PRPA will no longer be entitled to any compensation from the airport or the Concessionaire through any performance-based contracts or any other mechanism. The PRPA will bear neither liabilities nor new debt associated with LMM. PRPA can utilize the upfront proceeds to defease debt obligations pursuant to the airport and toward other infrastructure projects in Puerto Rico.

6.3. Affordability implications

PRPA has determined that for the Project to be affordable, the cost of the PPP today must not exceed the cost the PRPA would bear over the next 5 years to execute various airport upgrades. In addition, the upfront payment will have to exceed the present debt levels of PRPA in order for the project to be affordable.

Costs of PPP to the PRPA Today

PRPA would assume no material cost for the PPP today. The only costs assumed by the PRPA in accordance with the PPP would be payments to requisite advisors, legal counsel and consultant fees for their assistance in procuring a Concessionaire. PRPA would not be required to make any incremental capital investments in the airport or incur any additional costs to prepare the airport for a potential lease by a third-party concessionaire.

Costs of PRPA Performing Airport Upgrades on a Standalone Basis

PRPA is currently conducting additional analyses to evaluate the exact costs of potential upgrades. However, initial indications suggest that such upgrades would require significant upfront capital investment. In addition to the actual costs of the upgrades, PRPA would also bear the risks and costs of contractors to execute the projects as well as market risks and costs related to the financing of such projects. There may also be ongoing maintenance costs for these projects for an undeterminable period which the PRPA could incur. Additionally, note that any economic benefits earned through annual profits at LMM would be earned over a long period while costs to maximize such profits would need to be incurred immediately.

6.4. Accounting, financial statement and budget implications

PRPA is in the process of reviewing the implications the execution of PPP contracts may have on its accounting practices, on the preparation of its financial statements, and on its ability to meet the requirements and obligations of its agreement with certain creditors. Any resulting implications will be addressed by PRPA, and final determinations will be made upon receipt of proposals and negotiation of final PPP contract terms. However, PRPA does not expect any negative financial implications to be derived from the PPP contracts. The PPP contract agreement will be subject to acceptable accounting standards.

The execution of the PPP contracts would trigger a few internal changes in the way PRPA prepares its annual budget. PRPA must create a new cost category in its budget to include the estimated costs associated with the execution of the PPP contracts. Second, PRPA must reflect the exclusion of future airport-related revenues and costs as they will no longer be subject to either.

These changes in PRPA's budgetary process are internal and are not expected to have any significant implications on external stakeholders.

7. Conclusion

Currently, Luis Muñoz Marín International Airport does not adequately serve the needs of Puerto Rico's air travelers, nor does it provide a substantial financial benefit to the PRPA. Additionally, the current issues at the PRPA, including financial performance, credit profile, reliance on GDB credit lines, misalignment with the objectives of the airlines, and weak specialized airport managerial practices, limit LMM's ability to improve its operations. As such, PRPA has concluded that it needs to significantly change the way LMM is currently operated. To do this, PRPA must leverage private sector expertise through a PPP to improve the service delivery of the Airport. Through a benchmarking and service delivery analysis, the PRPA has determined that significant opportunities exist at the Airport today.

PRPA has determined that the Project should include:

- A clear identification and transfer of risks associated to the future capital and operating improvements of LMM between PRPA and the private consortium;
- Implementing a capital improvement plan to upgrade and improve Airport infrastructure;
- Identify and realize additional revenue sources at the Airport which will improve the financial profile of the Airport and improve the services and amenities to the users; and
- Identify and implement cost management initiatives that will improve the financial profile of the Airport, making it a more attractive partner for existing and new air carriers.

PRPA has elected to implement a PPP and rely on private sector expertise through a long-term lease of the Airport to a consortium that includes a concessionaire and an airport operator. A Concession and Lease Agreement between the concessionaire and the PRPA would shift almost all of the risk to the private sector.

Taking into account the project costs, the PRPA is able to realize upfront net proceeds from a PPP transaction within the scope and framework of the FAA Pilot Program versus the unfavorable financial impact of implementing the project on its own. The value for money is clear:

- Net proceeds in present value terms under a PPP exceed the net costs in present value terms under the status quo.

A successful PPP of LMM will deliver the following results:

- World-class concessionaire delivering best practices to the operation of the Airport, resulting in a more user friendly experience for Puerto Rico's residents and visitors alike that will in turn generate more customer satisfaction. This will include the use of modern technology and more efficient management practices
- Increased Airport traffic via a broader spectrum of airlines, offering greater travelling choices for the local population and increased flow of tourists into Puerto Rico
- Incremental employment opportunities for the people of Puerto Rico, driven by capital / construction projects, expanded retail, food and beverage vendors and increased aircraft traffic
- No degradation of environmental or noise impact on surrounding communities
- A substantial upfront payment by a lessee that will more than offset repayment of LMM debt
- Decreased financial and operational risk for the PRPA and the Government of Puerto Rico
- Prestige of being the first airport to carry out a concession under the FAA Pilot Program
- At the end of the lease, a world-class airport facility will be either returned to Puerto Rico or re-lease for another upfront payment

The Project provides an integrated solution for LMM that should enhance the value of the airport as an infrastructure asset and attract significant investment for the benefit of Puerto Rico.

AEROSTAR CLAIMS LOSS REPORT
POLICY EFFECTIVE: 2/27/14 TO 15

Reported Date	Claim Added Dt	Date of Loss	Insured Name	Claim Number	Claimant Number	Claim Status	Claimant Type	Litigated	Accident Description
3/20/2014	3/21/2014	2/27/2014	Aerostar Airport Holdings	AVSIL0366724	1	Closed	Premises Bodily Injury		SIDEWALK - Claimant tripped and fell on sidewalk.
5/5/2014	5/7/2014	3/5/2014	Aerostar Airport Holdings	AVSIL0368778	1	Closed	Premises Bodily Injury	Y	First notice lawsuit. A revolving door struck plaintiff in the face.
3/26/2014	3/28/2014	3/16/2014	Aerostar Airport Holdings	AVSIL0367044	1	Closed	Premises Bodily Injury		TERMINAL A, FRONT OF REVOLVING DOOR-Claimant alleges he lost his balance and fell.
3/26/2014	3/28/2014	3/19/2014	Aerostar Airport Holdings	AVSIL0367047	1	Closed	Premises Bodily Injury		TERMINAL C RESTROOM IN FRONT OF EL MESON-Claimant alleges he injured his hand with the bathroom door.
4/1/2014	4/2/2014	3/21/2014	Aerostar Airport Holdings	AVSIL0367211	1	Re-Open	Premises Bodily Injury		TERMINAL B BAGGAGE CLAIM/BELT #7-Claimant tripped and fell over broken tiles in the concourse.
4/1/2014	4/1/2014	3/23/2014	Aerostar Airport Holdings	AVSIL0367184	1	Closed	Premises Bodily Injury		TERMINAL A-Claimant fell with infant on the escalator.
4/1/2014	4/1/2014	3/23/2014	Aerostar Airport Holdings	AVSIL0367184	2	Closed	Premises Bodily Injury		TERMINAL A-Claimant fell with infant on the escalator.
5/5/2014	5/27/2014	3/27/2014	Aerostar Airport Holdings	AVSIL0369553	1	Closed	Premises Property Damage		JOSE SANTANA AVE. AT THE MUNIZ BASE - Claimant hit a pot hole and damaged his right rear tire and rim.
4/22/2014	4/22/2014	4/3/2014	Aerostar Airport Holdings	AVSIL0368028	1	Closed	Premises Bodily Injury		TERMINAL C IN FRONT OF RESTROOMS/NEXT TO SUBWAY-Claimant fell due to water on the floor.
4/22/2014	4/23/2014	4/8/2014	Aerostar Airport Holdings	AVSIL0368075	1	Closed	Premises Bodily Injury		TERMINAL C FRONT OF CHECKPOINT 3-Minor child was struck by Segway operated by St. James Security.
4/14/2014	4/15/2014	4/9/2014	Aerostar Airport Holdings	AVSIL0367698	1	Closed	Premises Bodily Injury		QUIZOS COUNTER-Claimant cut her finger on the edge of a stainless steel counter.
4/22/2014	4/23/2014	4/12/2014	Aerostar Airport Holdings	AVSIL0368057	1	Closed	Premises Bodily Injury		TERMINAL D 2ND LEVEL/FRONT OF US AIRWAYS COUNTER-Claimant tripped and fell.
7/3/2014	7/7/2014	4/14/2014	Aerostar Airport Holdings	AVSIL0371204	1	Open	Premises Bodily Injury		AA Terminal-Claimant alleges he tripped and fell in the terminal.
4/22/2014	4/23/2014	4/16/2014	Aerostar Airport Holdings	AVSIL0368068	1	Closed	Premises Bodily Injury		TERMINAL D IN FRONT OF AMERICAN AIRLINES TICKET COUNTER-Claimant tripped and fell
4/22/2014	4/23/2014	4/20/2014	Aerostar Airport Holdings	AVSIL0368065	1	Closed	Premises Bodily Injury		TERMINAL A PUBLIC AREA-Claimant tripped and twisted her ankle.
5/19/2014	5/20/2014	5/9/2014	Aerostar Airport Holdings	AVSIL0369316	1	Closed	Premises Bodily Injury		TERMINAL D-FRONT OF FORMER POSTAL OFFICE-Claimant alleges she slipped and fell due to wet floor.
5/28/2014	5/30/2014	5/13/2014	Aerostar Airport Holdings	AVSIL0369771	1	Closed	Premises Bodily Injury		FRONT OF BUFFALO WINGS-Claimant alleges she tripped and fell.
5/22/2014	5/27/2014	5/15/2014	Aerostar Airport Holdings	AVSIL0369527	1	Closed	Premises Bodily Injury		GATE 19 ESCALATOR-Claimant alleges she fell at the escalator.
6/10/2014	6/19/2014	5/25/2014	Aerostar Airport Holdings	AVSIL0370470	1	Closed	Premises Bodily Injury		OUTSIDE TERMINAL A-Claimant alleges fall in public area.
6/18/2014	6/20/2014	6/2/2014	Aerostar Airport Holdings	AVSIL0370603	1	Re-Open	Premises Bodily Injury	Y	TERMINAL A BAGGAGE CLAIM ESCALATOR NEAR DOOR 1048-Claimant tripped and fell at escalator
6/18/2014	6/27/2014	6/2/2014	Aerostar Airport Holdings	AVSIL0370889	1	Closed	Premises Bodily Injury		TERMINAL A/ESCALATOR BAGGAGE CLAIM-Claimant fell at escalator.
7/17/2014	7/18/2014	6/17/2014	Aerostar Airport Holdings	AVSIL0371789	1	Closed	Premises Bodily Injury		TERMINAL D EXIT LANE 2 ESCALATOR-Claimant tripped and fell.
10/27/2014	10/28/2014	7/18/2014	Aerostar Airport Holdings	AVSIL0380369	1	Closed	Premises Bodily Injury		ADUANA AREA-Claimant alleges she fell on escalator.
11/24/2014	11/25/2014	7/19/2014	Aerostar Airport Holdings	AVSIL0381593	1	Closed	Premises Bodily Injury		UNKNOWN LOCATION - Letter from attorney alleging negligence which caused accident.
7/31/2014	8/6/2014	7/22/2014	Aerostar Airport Holdings	AVSIL0372540	1	Open	Premises Bodily Injury	Y	TERMINAL A, FRONT OF DOOR A1018-Claimant alleges he tripped and fell at sidewalk.
8/5/2014	8/7/2014	7/23/2014	Aerostar Airport Holdings	AVSIL0372653	1	Closed	Premises Bodily Injury		TERMINAL A/ESCALATOR NEAR DOOR A1048-Claimant alleges she fell at escalator.
8/12/2014	8/14/2014	7/29/2014	Aerostar Airport Holdings	AVSIL0373187	1	Closed	Premises Bodily Injury	Y	TERMINAL A/ESCALATOR-Claimant alleges she tripped and fell at escalator.
8/11/2014	8/11/2014	8/9/2014	Aerostar Airport Holdings	AVSIL0372973	1	Closed	Premises Property Damage		A Jetblue A-321 experienced a #1 engine failure on take-off. Monitoring.
8/25/2014	9/4/2014	8/18/2014	Aerostar Airport Holdings	AVSIL0377917	1	Closed	Premises Bodily Injury		TERMINAL A/NEXT TO TAXI DISPATCH COUNTER-Claimant alleges she tripped and fell over the edge of the sidewalk.
1/22/2015	1/22/2015	9/6/2014	Aerostar Airport Holdings	AVSIL0383606	1	Closed	Premises Bodily Injury		TERMINAL A/WAITING ROOM FRONT OF GATE A3-Claimant alleges she twisted her foot and fell.
10/15/2015	10/16/2015	9/11/2014	Aerostar Airport Holdings	AVSIL0397248	1	Open	Premises Bodily Injury	Y	EXITING AIRPORT/VEHICLE INCIDENT-Claimant's vehicle allegedly caught on fire when he struck a crane that was being used for roadwork.
9/22/2014	9/24/2014	9/17/2014	Aerostar Airport Holdings	AVSIL0378856	1	Closed	Premises Bodily Injury		TERMINAL D/CBP AREA ESCALATOR-Claimant alleges she fell on stairs near Customs Border Patrol.
10/14/2014	10/16/2014	10/9/2014	Aerostar Airport Holdings	AVSIL0379957	1	Re-Open	Premises Bodily Injury		ESCALATOR-Claimant alleges trip/fall.

AEROSTAR CLAIMS LOSS REPORT
POLICY EFFECTIVE: 2/27/14 TO 15

Reported Date	Claim Added Dt	Date of Loss	Insured Name	Claim Number	Claimant Number	Claim Status	Claimant Type	Litigated	Accident Description
10/14/2014	10/16/2014	10/9/2014	Aerostar Airport Holdings	AVSIL0379957	2	Open	Premises Bodily Injury		ESCALATOR-Claimant alleges trip/fall.
10/14/2014	10/16/2014	10/9/2014	Aerostar Airport Holdings	AVSIL0379957	3	Open	Premises Bodily Injury		ESCALATOR-Claimant alleges trip/fall.
10/24/2014	11/13/2015	10/21/2014	Aerostar Airport Holdings	AVSIL0398689	1	Closed	Premises Bodily Injury		TERMINAL C/FRONT OF TOURISM-Claimant allegedly slipped and fell.
11/4/2014	11/12/2014	10/24/2014	Aerostar Airport Holdings	AVSIL0381074	1	Closed	Premises Bodily Injury		TERMINAL A-claimant alleges she tripped over metal expansion joing cover and fell from her wheelchair.
11/12/2014	11/13/2014	11/3/2014	Aerostar Airport Holdings	AVSIL0381104	1	Closed	Premises Bodily Injury		TERMINAL A ESCALATORS-Claimant alleges she lost her balance on stairs and fell backwards.
2/29/2016	3/1/2016	11/9/2014	Aerostar Airport Holdings	AVSIL0404400	1	Open	Premises Property Damage		AMERICAN AIRLINES STOCKROOM-Claimant alleges a sewer back-up damaged aircraft parts and tools in a storage room.
11/19/2014	11/20/2014	11/18/2014	Aerostar Airport Holdings	AVSIL0381366	1	Closed	Premises Bodily Injury		TERMINAL A ESCALATORS-Wife of claimant slipped on the escalator, falling back against her husband who breaks her fall but hit his head.
1/5/2015	1/9/2015	12/12/2014	Aerostar Airport Holdings	AVSIL0383056	1	Re-Open	Premises Bodily Injury		TERMINAL A/BAGGAGE AREA/FRONT OF TAXI DISPATCHER-Claimant alleges that as she was walking, she suddenly fell to the ground.
1/15/2015	1/15/2015	1/3/2015	Aerostar Airport Holdings	AVSIL0383352	1	Closed	Premises Bodily Injury		TERMINAL C CHECKPOINT/FRONT OF TOURISM ENTRANCE 2ND LEVEL-Claimant alleges that as she was walking on the sidewalk, her foot twisted, causing her to fall.
1/3/2015	5/18/2015	1/3/2015	Aerostar Airport Holdings	AVSIL0389038	1	Open	Premises Bodily Injury		TERMINAL D IN FRONT OF GATE 7-Claimant alleges that as she was walking, she suddenly slipped and fell due to a water leak.
1/20/2015	1/21/2015	1/10/2015	Aerostar Airport Holdings	AVSIL0383551	1	Closed	Premises Bodily Injury		TERMINAL D/GATE 11 ON JET BRIDGE/EXITING PLANE-Claimant alleges that as she tried to go around two strollers in the middle of the hall, she tripped and fell due to a slight inclination and a
1/22/2015	1/22/2015	1/16/2015	Aerostar Airport Holdings	AVSIL0383604	1	Re-Open	Premises Bodily Injury		TERMINAL A/FRONT OF DUFFRY STORE/DUTY FREE AREA-Claimant alleges that she bumped into an electrical socket and fell to the floor.
5/18/2015	5/18/2015	2/22/2015	Aerostar Airport Holdings	AVSIL0389045	1	Open	Premises Bodily Injury		ESCALATOR/INSIDE CUSTOMS & IMMIGRATION-Claimant alleges she fell on the escalator when another person lost their balance and fell back into her.

AEROSTAR CLAIMS LOSS REPORT
POLICY EFFECTIVE: 2/27/15 TO 16

Reported Date	Claim Added Dt	Date of Loss	Insured Name	Claim Number	Claimant Number	Claim Status	Claimant Type	Litigated	Accident Description
3/28/2015	5/11/2015	3/28/2015	Aerostar Airport Holdings	AVSIL0388711	1	Re-Open	Premises Bodily Injury	Y	TERMINAL A/PUBLIC AREA/2ND FLOOR CURBSIDE-Claimant alleges that as she was walking, she fell due to a crack in the curb in front of the Jet Blue Terminal.
3/28/2015	5/11/2015	3/28/2015	Aerostar Airport Holdings	AVSIL0388725	1	Re-Open	Premises Bodily Injury		TERMINAL B/SECOND LEVEL SIDEWALK/NEAR ENTRANCE-Claimant alleges that he was trying to put luggage on the sidewalk, when someone hit the luggage and caused the claimant to fall.
5/11/2015	5/11/2015	4/1/2015	Aerostar Airport Holdings	AVSIL0388744	1	Re-Open	Premises Bodily Injury		TERMINAL C/EXIT RAMP NEXT TO TOURISM OFFICE-Claimant alleges she slipped on pavement as she was coming down ramp with her luggage.
6/23/2015	6/29/2015	4/21/2015	Aerostar Airport Holdings	AVSIL0391305	1	Open	Premises Bodily Injury		POST #1/GATE INTO SECURE AREA-Claimant alleges that as he was working, a piece of stucco ceiling fell and hit him on the head.
5/12/2015	5/12/2015	4/24/2015	Aerostar Airport Holdings	AVSIL0388816	1	Re-Open	Premises Bodily Injury		TERMINAL A/BOARDWALK/OUTSIDE BAGGAGE A-Claimant alleges that as she was walking, her shoe got caught on the edge of the boardwalk and the cement block, causing her to fall.
5/21/2015	5/21/2015	5/10/2015	Aerostar Airport Holdings	AVSIL0389272	1	Open	Premises Bodily Injury		TERMINAL A/BAGGAGE CLAIM EXIT ALPHA TOWARDS TAXI STATION-Claimant alleges she slipped and fell due to a puddle of water in the handicapped ramp area.
5/18/2015	5/19/2015	5/13/2015	Aerostar Airport Holdings	AVSIL0389089	1	Open	Premises Bodily Injury		TERMINAL BE/BAGGAGE CLAIM/BELT #4-Claimant alleges that she tripped due to uneven flooring caused by a metal square in the floor.
6/25/2015	6/25/2015	5/21/2015	Aerostar Airport Holdings	AVSIL0391224	1	Open	Premises Bodily Injury		TERMINAL A/PUBLIC AREA/2ND LEVEL-Claimant allegedly fell as she tried to go up the handicap ramp alone.
6/9/2015	6/15/2015	5/29/2015	Aerostar Airport Holdings	AVSIL0390561	1	Open	Premises Bodily Injury		TERMINAL B/DUMPSTER BEHIND FORMER BUFFALO WINGS RESTAURANT-Claimant alleges that she fell over a hole in the sewer grill.
6/9/2015	6/15/2015	5/30/2015	Aerostar Airport Holdings	AVSIL0390522	1	Closed	Premises Bodily Injury		TERMINAL B/MAIN CHECKPOINT-Claimant alleges she fell due to wet floor.
6/25/2015	6/25/2015	6/3/2015	Aerostar Airport Holdings	AVSIL0391225	1	Closed	Premises Bodily Injury		HANDICAP RAMP FROM CENTER LANE TO TERMINAL A-Claimant allegedly fell on the ramp as he was walking toward Terminal A.
7/23/2015	7/27/2015	6/5/2015	Aerostar Airport Holdings	AVSIL0392997	1	Open	Premises Bodily Injury		TERMINAL A/JETBLUE ENTRANCE-Claimant alleges that as she was walking, she tripped over her slippers and fell sideways.
6/25/2015	6/25/2015	6/10/2015	Aerostar Airport Holdings	AVSIL0391201	1	Re-Open	Premises Bodily Injury		TERMINAL A/IN FRONT OF BATHROOM BETWEEN GATE A3 AND A4-Claimant alleges that she bumped into the base of the information post and fell.
6/25/2015	6/25/2015	6/10/2015	Aerostar Airport Holdings	AVSIL0391222	1	Closed	Premises Bodily Injury		TERMINAL B/FRONT OF VIENA BAR-Claimant allegedly slipped on wet floor.
6/25/2015	6/25/2015	6/12/2015	Aerostar Airport Holdings	AVSIL0391227	1	Open	Premises Bodily Injury		MULTILEVEL PARKING/2ND LEVEL/ENTERPRISE RENTAL CAR-Claimant allegedly fell when the exit gate suddenly raised up as he was walking.
6/25/2015	6/25/2015	6/12/2015	Aerostar Airport Holdings	AVSIL0391229	1	Open	Premises Bodily Injury		TERMINAL A/CENTER LANE RAMP/NEAR HERTZ SIGN-Claimant alleges that as she was helping her parent use a walker, he tripped on the ramp and fell on her.
6/25/2015	6/29/2015	6/13/2015	Aerostar Airport Holdings	AVSIL0391315	1	Closed	Premises Bodily Injury		TERMINAL B/LADIES RESTROOM/FRONT OF GATE B2-Claimant's parents allege that their daughter slipped and fell due to wet floor.
7/20/2015	7/22/2015	6/26/2015	Aerostar Airport Holdings	AVSIL0392694	1	Open	Premises Bodily Injury		1ST LEVEL PARKING LOT ENTRANCE NEAR THE CAR RENTAL OFFICE-Claimant allegedly tripped and fell on a drain in the exterior walkway.
7/29/2015	7/30/2015	7/8/2015	Aerostar Airport Holdings	AVSIL0393250	1	Open	Premises Bodily Injury		TERMINAL B/B & C CONNECTOR/FRONT OF DUTY FREE-Father of minor alleges that as they were walking, his daughter slipped and fell due to a spill on the floor.
7/23/2015	7/27/2015	7/11/2015	Aerostar Airport Holdings	AVSIL0393009	1	Open	Premises Bodily Injury		TERMINAL A/IN FRONT OF AEROMEALS-Claimant alleges that she slipped and fell because of orange juice that was spilled on the floor.
7/24/2015	7/28/2015	7/11/2015	Aerostar Airport Holdings	AVSIL0393068	1	Open	Premises Bodily Injury		TERMINAL D/BAGGAGE CLAIM-Claimant alleges that the doors closed on her as she was coming through, causing her to fall backwards.
7/28/2015	7/30/2015	7/13/2015	Aerostar Airport Holdings	AVSIL0393220	1	Closed	Premises Bodily Injury		TERMINAL D/GRAND EXIT DOORS-Claimant alleges that as she was walking through the doors, they closed on her, and knocked her down.
7/28/2015	7/30/2015	7/18/2015	Aerostar Airport Holdings	AVSIL0393208	1	Open	Premises Bodily Injury		TERMINAL A/REVOLVING DOOR #1042-Claimant alleges that she fell upon entrance into the revolving door because it was going too fast.
8/3/2015	8/5/2015	7/27/2015	Aerostar Airport Holdings	AVSIL0393489	1	Open	Premises Bodily Injury		TERMINAL B & C/BAGGAGE CLAIM BRAVO CHARLIE-Claimant alleges that she fell due to an oily spill near belt #5 as she went to pick up her luggage.
8/3/2015	8/5/2015	7/27/2015	Aerostar Airport Holdings	AVSIL0393489	2	Open	Premises Bodily Injury		TERMINAL B & C/BAGGAGE CLAIM BRAVO CHARLIE-Claimant alleges that she fell due to an oily spill near belt #5 as she went to pick up her luggage.
8/3/2015	8/5/2015	7/27/2015	Aerostar Airport Holdings	AVSIL0393511	1	Re-Open	Premises Bodily Injury		TERMINAL C/LADIES BATHROOM/IN FRONT OF SUBWAY-Claimant alleges that the edge of the stall door fell on her forehead.
8/3/2015	8/5/2015	7/28/2015	Aerostar Airport Holdings	AVSIL0393483	1	Re-Open	Premises Bodily Injury		TERMINAL A/ESCALATORS GOING TOWARD BAGGAGE CLAIM-Claimant alleges that as she was going down the escalator with her luggage, she fell.
8/28/2015	9/1/2015	7/31/2015	Aerostar Airport Holdings	AVSIL0395037	1	Open	Premises Bodily Injury		HANDICAP RAMP FROM TERMINAL D TO STREET-Claimant alleges that she slipped and fell as she walked by the handicap ramp.
8/20/2015	8/25/2015	8/5/2015	Aerostar Airport Holdings	AVSIL0394659	1	Re-Open	Premises Bodily Injury		TERMINAL B/BAGGAGE CLAIM-Claimant alleges that she fell due to a yellow liquid on the floor.
8/20/2015	8/25/2015	8/10/2015	Aerostar Airport Holdings	AVSIL0394626	1	Open	Premises Bodily Injury		TERMINAL A/LADIES RESTROOM/FRONT OF GATE A-6
8/25/2015	8/27/2015	8/10/2015	Aerostar Airport Holdings	AVSIL0394791	1	Re-Open	Premises Bodily Injury		BAGGAGE CLAIM B/C, RAMP FROM 2ND TO 1ST FLOOR-Claimant alleges that she slipped and fell as she was walking near door C1016.
9/4/2015	9/10/2015	8/13/2015	Aerostar Airport Holdings	AVSIL0395455	1	Closed	Premises Bodily Injury		TERMINAL C/CHECKPOINT ENTRANCE/PUBLIC AREA-Claimant's daughter alleges that her mother tripped on the edge of the sidewalk and fell.
9/8/2015	9/10/2015	8/26/2015	Aerostar Airport Holdings	AVSIL0395459	1	Open	Premises Bodily Injury		BAGGAGE CLAIM BC/IN FRONT OF BELT #5-Claimant allegedly slipped and fell due to water on the floor.

AEROSTAR CLAIMS LOSS REPORT
POLICY EFFECTIVE: 2/27/15 TO 16

Reported Date	Claim Added Dt	Date of Loss	Insured Name	Claim Number	Claimant Number	Claim Status	Claimant Type	Litigated	Accident Description
9/23/2015	9/25/2015	9/15/2015	Aerostar Airport Holdings	AVSIL0396234	1	Open	Premises Bodily Injury		TERMINAL B/SIDEWALK DOOR #113-Claimant alleges that she tripped on the sidewalk because it was too high.
1/17/2016	1/25/2016	9/29/2015	Aerostar Airport Holdings	AVSIL0402254	1	Open	Premises Bodily Injury		SIDEWALK IN FRONT OF TOURISM OFFICE-Claimant allegedly tripped/fell on the sidewalk
10/12/2015	10/13/2015	10/3/2015	Aerostar Airport Holdings	AVSIL0397029	1	Open	Premises Bodily Injury		PARKING LOT-Claimant (IMC Employee) tripped/fell on uneven pavement as he was walking through the parking lot.
10/8/2015	10/9/2015	10/4/2015	Aerostar Airport Holdings	AVSIL0396875	1	Open	Premises Bodily Injury		TERMINAL C/SIDEWALK NEAR HANDICAPPED RAMP-Claimant tripped/fell while walking up the sidewalk as she was pulling her suitcase.
10/16/2015	10/20/2015	10/14/2015	Aerostar Airport Holdings	AVSIL0397435	1	Open	Premises Bodily Injury		TERMINAL E/1ST FLOOR OF POLICE STATION 216-Claimant alleges that she slipped/fell due to oil on the floor near the Sargent of the Police parking space.
10/26/2015	10/27/2015	10/21/2015	Aerostar Airport Holdings	AVSIL0397795	1	Re-Open	Premises Bodily Injury	Y	BAGGAGE CLAIM BC/FRONT OF BELT #5-Claimant alleges she fell as she was walking due to wet floor.
10/22/2015	10/27/2015	10/21/2015	Aerostar Airport Holdings	AVSIL0397803	1	Open	Premises Bodily Injury		BTWN TERMINALS B/C-2ND LEVEL MAIN LANES/FRONT OF CHECKPOINT CENTRAL DOOR-Claimant/TSA Employee, alleges that he was struck by the left side of a Metro Authority (AMA) bus
10/28/2015	10/28/2015	10/24/2015	Aerostar Airport Holdings	AVSIL0397859	1	Re-Open	Premises Bodily Injury		TERMINAL A/FRONT OF AEROMEALS STORE AT GATE A2-Claimant alleges that he slipped/fell due to wet floor. He did not notice "wet floor" sign.
11/5/2015	11/5/2015	10/26/2015	Aerostar Airport Holdings	AVSIL0398286	1	Re-Open	Premises Bodily Injury		TERMINAL A/BAGGAGE CLAIM ALPHA/REVOLVING DOOR #1048-Claimant alleges that she hit her face on the revolving door.
11/11/2015	11/13/2015	11/5/2015	Aerostar Airport Holdings	AVSIL0398695	1	Re-Open	Premises Bodily Injury		TERMINAL C/C.B.P. ESCALATOR CS-03-Claimant alleges that she fell backwards and rolled down the stairs of the escalator.
11/13/2015	11/18/2015	11/5/2015	Aerostar Airport Holdings	AVSIL0398933	1	Re-Open	Premises Bodily Injury		TERMINAL A/FRONT OF CONVENIENCE STORE/NEAR GATE A3-Claimant alleges that she tripped/fell face down as she was walking from the gate to the convenience store.
11/21/2015	11/24/2015	11/14/2015	Aerostar Airport Holdings	AVSIL0399279	1	Open	Premises Bodily Injury		TERMINAL B/SECOND LEVEL LANES/PUBLIC AREA-Claimant alleges she slipped/fell due to wet floor.
2/22/2016	2/25/2016	11/17/2015	Aerostar Airport Holdings	AVSIL0404128	1	Open	Premises Bodily Injury		AFTER DISEMBARKING LIAT FLIGHT/WALKING TOWARDS CUSTOMS-Claimant allegedly fell and suffered a broken ankle and cuts to her knees.
11/25/2015	12/1/2015	11/22/2015	Aerostar Airport Holdings	AVSIL0399508	1	Open	Premises Bodily Injury		TERMINAL B/TAXI LANE/PUBLIC AREA/FRONT OF DOOR 113-Claimant allegedly stepped on a drain that was missing its cover, and injured his right knee and arm.
1/14/2016	1/20/2016	11/26/2015	Aerostar Airport Holdings	AVSIL0402094	1	Open	Premises Bodily Injury		TERMINAL A/JET BLUE ENTRANCE/PUBLIC AREA-Claimant Miranda was pushing Claimant Del Valle on a walker when it became stuck in a drainage strip and caused both of them to fall.
1/14/2016	1/20/2016	11/26/2015	Aerostar Airport Holdings	AVSIL0402094	2	Open	Premises Bodily Injury		TERMINAL A/JET BLUE ENTRANCE/PUBLIC AREA-Claimant Miranda was pushing Claimant Del Valle on a walker when it became stuck in a drainage strip and caused both of them to fall.
12/4/2015	12/8/2015	11/30/2015	Aerostar Airport Holdings	AVSIL0399992	1	Open	Premises Bodily Injury		TERMINAL C/PUBLIC AREA FRONT OF AEROSTAR CORPORATE OFFICES-Claimant alleges that she tripped/fell on the sidewalk and hit her face.
1/5/2016	1/6/2016	12/21/2015	Aerostar Airport Holdings	AVSIL0401389	1	Open	Premises Bodily Injury		TERMINAL C/PUBLIC AREA/ELEVATORS AT 1ST FLOOR NEAR LA PLACITA-Claimant alleges that he slipped/fell and hurt his left arm/elbow.
1/15/2016	1/22/2016	12/25/2015	Aerostar Airport Holdings	AVSIL0402177	1	Open	Premises Bodily Injury		TERMINAL A/ESCALATOR (AS-103)/NEAR REVOLVING DOOR #1048-Claimants allegedly fell down the escalator.
1/15/2016	1/22/2016	12/25/2015	Aerostar Airport Holdings	AVSIL0402177	2	Open	Premises Bodily Injury		TERMINAL A/ESCALATOR (AS-103)/NEAR REVOLVING DOOR #1048-Claimants allegedly fell down the escalator.
1/15/2016	1/22/2016	1/13/2016	Aerostar Airport Holdings	AVSIL0402173	1	Open	Premises Bodily Injury		TERMINAL A/PUBLIC AREA/SIDEWALK IN FRONT OF POST #4-Claimant alleges that she fell when she twisted her foot.
1/22/2016	1/27/2016	1/20/2016	Aerostar Airport Holdings	AVSIL0402434	1	Re-Open	Premises Bodily Injury		TERMINAL A/LADIES RESTROOM/FRONT OF BAGGAGE CLAIM BELT #4-Claimant alleges that she slipped/fell due to water on the floor.
2/6/2016	2/9/2016	1/25/2016	Aerostar Airport Holdings	AVSIL0403107	1	Open	Premises Bodily Injury		TERMINAL C & D/INT'L FLIGHTS EXIT/CUSTOMS AREA-Claimant's sandal got stuck on a metal bar in the floor and fell face down.
2/11/2016	2/12/2016	1/30/2016	Aerostar Airport Holdings	AVSIL0403294	1	Open	Premises Bodily Injury		IN FRONT OF CENTRAL CHECKPOINT-Witnesses report that claimant was walking and suddenly fainted and fell to the floor.



Request for
Qualifications
To acquire a concession
to finance, operate, maintain,
and improve the Luis Muñoz
Marín International Airport

JULY 2011

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Terms not specifically defined in this RFQ take their meaning from the *Public-Private Partnerships Act*, Act No. 29 of June 8, 2009

1. Overview of RFQ and Concession Process

1.1 INTRODUCTION

The Puerto Rico Ports Authority (the **-PRPA**) is interested in entering into a 40 – 50 year concession agreement (the **-PPP Contract**) relating to the main airport on the island of Puerto Rico – the Luis Muñoz Marín International Airport (**-LMM**” or the **-Airport**”).

The Puerto Rico Public-Private Partnerships Authority (the **-Authority**”) wishes to conduct a tender whereby the PRPA will ultimately enter into a PPP Contract relating to the Airport, under which a private entity (the **-Contractor**”) will be required to finance, operate, maintain and improve the Airport (the **-Project**”).

The Authority and the PRPA (collectively, the **-Sponsors**”) are seeking to achieve their primary objectives of 1) maximizing the upfront value for the Airport, which will allow the PRPA to invest in improvements in Puerto Rico and enhance its bonding capacity and credit worthiness, 2) improving the Airport’s safety standards, service levels and quality, 3) maintain and improve the quality of service to travelers and achieve a higher level of customer satisfaction, and 4) create a world-class gateway to Puerto Rico and increase the Island’s profile as a destination in the Caribbean, in order to positively impact the development of the tourism industry and overall economic prospects in Puerto Rico.



Prospective Proponents are encouraged to review the following documents, which are available for download on the Authority’s website at <http://www.p3.gov.pr>:

- i. the Project’s Desirability and Convenience Study, which discusses the (a) improvement and expansion requirements of the Airport, (b) options to meet these improvement and expansion requirements, (c) differences between various alternatives to meet these improvement and expansion requirements, and (d) feasibility of meeting these requirements via a Public-Private Partnership (**-PPP**”); and
- ii. the Commonwealth of Puerto Rico’s (the **-Commonwealth**”) Financial Information and Operating Data Report, dated April 30, 2011, which presents detailed information regarding the Commonwealth’s economy and the government’s finances.

1.2 BACKGROUND TO PUERTO RICO’S PPP PROGRAM

The Public-Private Partnership Act (the **-Act**”) was approved on June 8, 2009. The Act states that the public policy of the Government of Puerto Rico is to favor and promote the establishment of **PPPs** for the creation of certain **-Priority Projects**,” and among other things, to further the development and maintenance of infrastructure facilities, share with the private sector the risk involved in the development, operation or maintenance of such projects, improve the services rendered and the functions of the Government, encourage job creation and promote the Island’s socio-economic development and competitiveness.

The Act provides that the new public policy must maintain such controls as are necessary to protect the public interest and temper this need with the profit-making

purpose of any private operation. The contractual relationship must thus be mutually beneficial, while ensuring the efficient, effective and affordable provision of public goods and services to all citizens.

The Act created the Authority as a public corporation of the Commonwealth, affiliated with the Government Development Bank for Puerto Rico (“GDB”). The Authority is designated as the sole government entity authorized and responsible for implementing the public policy on PPPs and for determining the functions, services or facilities for which PPPs are to be established.

For each proposed PPP, the Authority must create a PPP Committee. The PPP Committee is responsible for the qualification, evaluation and selection processes of each proposed PPP, for establishing the terms and conditions of the PPP Contract and reporting on the procedures followed.

On June 20, 2011, Governor Luis G. Fortuño announced that Puerto Rico will receive \$1.4 billion for the tolls roads PPP, the largest such investment in any U.S. jurisdiction so far this year.

A key issue to note for prospective Proponents is that the PPP Committee has been vested with the authority to negotiate the terms of the PPP Contract, and the Authority and, in this case, the PRPA, have been vested with the authority to approve the PPP Contract agreed to with a Proponent, subject to final approval by the Governor of Puerto Rico.

1.3 LEGISLATIVE FRAMEWORK

FEDERAL APPROVALS

The proposed Project must be approved by the Federal Aviation Administration (“FAA”) under what is known as the “Pilot Program”. The Pilot Program was authorized by Title 49 USC 47134 (enacted pursuant to Section 149 of the Federal Aviation Administration Authorization Act of 1996 and amended by Section 155 of the Vision 100 Century of Aviation Reauthorization Act of 2003).

Under the Pilot Program, the FAA may approve the concession of up to five “public use” airports in the United States. Only three of these airports may be “medium hub airports,” such as the Airport (defined as an airport having between 0.25% and 1% of U.S. revenue passenger boardings annually, whether or not in scheduled service). PRPA filed a preliminary application under the Pilot Program and this application was accepted for review by the FAA on December 22, 2009. As a result, under the provisions of the Pilot Program, only two other “medium hub airports” may have an application considered for review by the FAA. The Pilot Program permits the Contractor to become the airport sponsor eligible to assess a Passenger Facility Charge and receive entitlement and discretionary grants under the Airport Improvement Program. (The applicable matching share for future discretionary grants is 70% for airports under the Pilot Program, as opposed to 75% for other major hub airports).

In order to qualify for the FAA Pilot Program, PRPA is currently structuring the PPP Contract and the Use Agreement with the airlines to ensure that the following conditions are met:

- The Airport will continue to be available for public use without unjust discrimination;

- The operation of the Airport will not be interrupted if the Contractor experiences bankruptcy or other financial difficulty;
- The Contractor will maintain, improve, and modernize LMM facilities through capital investment, and will submit a plan for these actions;
- Airport fees imposed on air carriers will not increase faster than inflation unless a higher amount is approved by at least 65 percent of the air carriers using the Airport and the air carriers having at least 65 percent of the landed weight of aircraft at LMM;
- The percentage of increase in fees imposed on general aviation operators will not exceed the percentage increase in fees imposed on air carriers;
- Safety and security will be maintained at the highest possible levels;
- Adverse effects of noise from operations at LMM will be mitigated to the same extent as at a public airport;
- Adverse effects on the environment from LMM operations will be mitigated to the same extent as at a public airport; and
- Any collective bargaining agreement that covers LMM employees and is in effect on the date of the concession of the Airport will not be abrogated by the concession.

In addition to these requirements, in order for the Authority and the PRPA to participate in the Pilot Program, the FAA Administrator must find that the transfer of the Airport to the successful Proponent will not result in unfair and deceptive trade practices or unfair methods of competition, and that the interests of general aviation users are not adversely affected.

As part of its application to the FAA for approval of the proposed Project, the Authority and PRPA will request that the FAA grant exemptions from otherwise applicable regulatory requirements, including the prohibition on use of Airport revenues for non-Airport purposes by the PRPA and the Contractor; and the requirement to repay Federal grant funds (the **Exemptions**”).

In accordance with the Pilot Program, FAA approval of the Exemptions is conditioned upon approval of 65 percent of the scheduled air carriers serving LMM, determined both on the basis of landed weight and by number of carriers. The Authority has entered into a Memorandum of Understanding (the **MOU**”) in connection with the proposed transaction with airlines representing over 80 percent of the landed weight at the Airport. The MOU sets forth the proposed rates and charges methodology and certain other terms and conditions of a new use agreement to be effective upon consummation of the transaction. Under the MOU, the airlines have agreed to cooperate with the Sponsors in the procurement process, including the actions required to obtain FAA approval. The MOU is not a binding agreement and action by the airlines to enter into a binding agreement remains subject to the negotiation of definitive documentation and other factors. The Authority expects to enter into legally binding documentation with the airlines prior to the commencement of final bids for the PPP Contract.

The PRPA expects to file a final application with the FAA upon its selection of the Contractor. Upon receipt of the final application, the FAA will publish notice and accept public comment for a period of at least 60 days. Approval by the FAA of the final application and the proposed transaction may not occur until the conclusion of this public comment period. As part of its review and in order to approve the final application, the FAA will require that the Contractor satisfy applicable operating, safety and security requirements.

1.4 FUNCTION OF THIS RFQ

This document is a Request for Qualifications (**-RFQ**) issued under Section 4.4 of the Regulation for the Procurement, Evaluation, Selection, Negotiation and Award of Public-Private Partnership Contracts under Act No. 29 of June 8, 2009 (the **-Regulation**). Prospective Proponents are encouraged to review the Regulation, which is available for download on the Authority's website: <http://www.p3.gov.pr>.

The Authority is issuing this RFQ because it has determined that:

- i. the Project meets the requirements of Article 3 of the Act; and
- ii. it is advisable to pursue the establishment of a PPP in connection with the Project.

This RFQ is being issued, in anticipation of a Request for Proposals (**-RFP**) for the Project, to identify the prospective Proponents that meet the legal requirements imposed by the Act (as discussed in Section 4 of this RFQ) and the PPP Committee's standard of the minimum required:

- i. financial condition; and
- ii. technical or professional ability and experience.

These standards are discussed in Section 4 of this RFQ.

The aim of this RFQ is to help the PPP Committee shortlist the best qualified prospective Proponents. The PPP Committee, in making its evaluation of the qualifications of a prospective Proponent, may disqualify a prospective Proponent if the prospective Proponent:

- i. may be treated as ineligible to submit a proposal on one or more grounds specified in Section 6 of the Regulation;
- ii. fails to satisfy the standards established by the PPP Committee with respect to the prospective Proponent's required financial condition, or technical or professional ability and experience (as discussed in Section 4 of this RFQ); or
- iii. fails to comply with the requirements of Articles 9(a) (Applicable Requirements and Conditions for those who wish to be considered as Proponents) and 9(d) (Consortia) of the Act, as applicable.

In accordance with Section 4.4 of the Regulation, the PPP Committee reserves the right to qualify, at its absolute discretion, a limited number of the prospective Proponents it considers to be the best qualified in order to arrive at a shortlist of prospective Proponents to allow for an orderly procurement.

1.5 OVERVIEW OF THE CONTENTS OF THIS RFQ

This RFQ requires prospective Proponents to formally express their interest in submitting a proposal to enter into a PPP Contract for the Project. Sections 2 and 3 of this RFQ provide an introductory description of the Airport and include highlights of the proposed Project. Section 4 discusses the required qualifications of prospective Proponents. Section 5 lists the RFQ submission requirements and procedures.

1.6 PROCESS

After the PPP Committee's review of RFQ submissions, it will make public the list of shortlisted Proponents (but reserves all rights to manage the procurement process as deemed advisable in its own discretion pursuant to Section 5.5 of this RFQ). Shortlisted Proponents will need to sign a Confidentiality and Process Agreement, a form of which will be provided upon the announcement of shortlisted Proponents.

Once a shortlisted Proponent has executed the Confidentiality and Process Agreement, it will have the opportunity to conduct a thorough due diligence of the Airport through:

- i. The RFP for the Project, which will include a Confidential Information Memorandum and a detailed and fully-considered draft of a PPP Contract. The PPP Contract will contain, among other matters:
 - a. All of the rights and obligations of the concessionaire during the term of the PPP Contract;
 - b. Detailed and comprehensive Operating Standards;
 - c. The proposed Use Agreement which the Contractor will assume upon the effectiveness of the PPP Contract, which will spell out the terms on which airline rates and charges will be set at the Airport;
 - d. A complete list of required/retained capital expenditure and required/retained existing contracts.
- ii. Access to a data room – this data room will appear online and provide highly detailed information on the Airport, including:
 - a. Detailed revenue and commercial activity at the Airport;
 - b. Third-party diligence reports;
 - c. Operational detail surrounding aeronautical activities, employees, and other ancillary operations; and
 - d. Capital Improvement Program – historical and projected requirements.
- iii. Proponent meetings;
- iv. A review and discussion of the proposed PPP Contract and related documents.

Following this process, final binding proposals and bids will be requested in accordance with procedures to be provided to the qualified Proponents as part of an RFP process. A more detailed description of the negotiation and bidding process for qualified Proponents, together with a more detailed timetable, will be provided to those Proponents as part of the RFP process. The intention of the PPP Committee is to have a winning bidder selected by December 31, 2011.

The PPP Committee reserves the right to reject any and all bids, to waive technical defects, irregularities or any informality in bids, and to accept or reject any bid at its discretion. The PPP Committee also reserves the right to postpone the date on which bids are required to be submitted, or to take any other action it may deem in the best interest of the PPP procurement process.

1.7 CONSORTIA

To the extent that any prospective Proponent has formed or proposes to form a consortium to participate in the RFP for this Project, such prospective Proponents should respond to this RFQ jointly setting out the identity and capabilities of all Members.

ADDITIONAL RULES WITH RESPECT TO CONSORTIA

For the purposes of this RFQ, the following definitions will apply:

- ~~Proponent~~” means a(n) (i) individual, (ii) company, (iii) joint venture, or (iv) consortium of individuals and/or companies formed or to be formed (whether formally or informally) to undertake the Project and enter into the PPP Contract; and
- ~~Member~~” means a member of a Proponent. For the purpose of this Project, Members shall include each of the following with respect to a Proponent:
 - Each person or legal entity that is formally or informally reviewing the Project and intends to participate as a potential equity investor in the Proponent that will execute the PPP Contract for this Project. This will include (without limitation) the ultimate holding company of any such investor or, in the case of a managed fund or pension plan, the manager of the fund or pension plan; and
 - Each Key Subcontractor.
- ~~Key Subcontractor~~” means each person or legal entity which will be principally responsible for undertaking the operations, maintenance and improvement work on the Airport.

Please note the following with respect to Proponents:

- Persons or legal entities are encouraged to join or participate with, directly or indirectly, as a Member in no more than one Proponent. Each person or legal entity who participates as a Member is encouraged to ensure that each other person or legal entity which is related to it does not join or participate with, directly or indirectly, as a Member in any other Proponent.

A person or company is ~~Related~~” to another person or legal entity if:

- one may exercise Control over the other; or
- each is under the direct or indirect Control of the same ultimate person or legal entity.

A person or legal entity exercises ~~Control~~” of another if it has the capacity to determine the outcome of decisions about the other’s financial and operating policies (whether formally or informally).

- The response of a prospective Proponent to this RFQ in no way limits that prospective Proponent’s ability to add to, substitute, or subtract from, its Members later during the procurement process, subject to the matters listed below, provided written notice is given to the PPP Committee and, in the case of any deletion or substitution of a Member who is identified in the prospective Proponent’s response to this RFQ, provided the prior written consent of the PPP Committee is first obtained, which consent may be withheld or delayed in its absolute discretion.

Without limiting any other right it may have, the PPP Committee reserves the right to disqualify a Proponent from the procurement if, in the PPP Committee’s sole opinion, a change to a Proponent would render the Proponent materially different to the Proponent that was originally shortlisted.

- Prospective Proponents and Members who are not shortlisted will have the ability to join Proponents who were shortlisted, provided the procedure in the paragraph below is followed;
- Members of Proponents who are shortlisted may not join, or participate with, directly or indirectly, another shortlisted Proponent without the prior written consent of the PPP Committee, which consent it may withhold or delay in its absolute discretion.

- The Authority is entitled to condition the selection of certain Proponents to having such Proponents join other shortlisted Proponents when, based on the qualifications of individual Members, the Authority determines that:
 - such action better serves the public interest; or
 - the evaluation criteria set forth in section 9(c) of the Act are better met if such action is taken.

1.8 RESTRICTED PARTIES

Restricted Parties (as defined below), their respective directors, officers, partners, employees and person or legal entities Related to them (as defined in Section 1.7 above) are not eligible to participate as Members, or advise any Member, directly or indirectly, or participate in any way as an employee, advisor, or consultant or otherwise in connection with any Proponent. Each Proponent will ensure that each Member does not use, consult, include or seek advice from any Restricted Party. The following Restricted Parties have been identified:

- Credit Suisse Securities (USA) LLC
- Pietrantonio Mendez & Alvarez LLP
- Mayer Brown LLP
- Leigh Fisher
- Scherrer Hernandez & Co.
- URS Corporation / URS Caribe, LLP.

Moreover, Proponents must comply at all times during the procurement process with the Authority's Guidelines for the Evaluation of Conflicts of Interest and Unfair Advantages in the Procurement of Public-Private Partnership Contracts (the **Ethics Guidelines**). Prospective Proponents should review the Ethics Guidelines, which are available for download on the Authority's website: <http://www.p3.gov.pr>.

Finally, prospective Proponents should be aware that the list of Restricted Parties is not exhaustive and that a party that is not included as a Restricted Party may still be prohibited from participating in the Project pursuant to the provisions of the Ethics Guidelines. Also, the fact that a party provides or has provided services to any Sponsor does not automatically prohibit such party from participating in the Project. Each prospective Proponent is responsible for ensuring that all parties engaged to provide any type of assistance in connection with the Project are in compliance with the provisions of the Ethics Guidelines and, to the extent any question exists as to compliance with the Ethics Guidelines, the prospective Proponent should consult with the Authority.

1.9 DEADLINE

Those interested in participating in the RFP process for the Project must respond to this RFQ no later than Monday, August 8th, 2011 at 5:00 pm (AST).

CLARIFICATIONS

Note that a prospective Proponent may request from the PPP Committee clarification, explanation or interpretation (**-RFC**) of any matter contained in this RFQ up to twenty (20) days prior to the due date for the RFQ – that is, no later than Monday, July 18th, 2011. Any such RFC from prospective Proponents must be made in writing. If the Authority provides any clarification as a result of an RFC, it will provide such clarification by means of a written document delivered to all prospective Proponents

to which this RFQ was sent no later than Friday, July 29th, 2011 (as required by the Regulation).

2. Airport Description

2.1 PUERTO RICO

Puerto Rico, a self-governing Commonwealth of the United States, is one of the most dynamic economies in the Caribbean region. Benefitting from its strong economic ties with the United States, Puerto Rico has a stable legal and regulatory regime where major U.S. corporations have historically operated to take advantage of its favorable investment environment and tax advantages.

Puerto Rico carries an investment rating on its municipal bonds of A3 (negative) from Moody's, BBB+ (stable) from Fitch Ratings and BBB (stable) from Standard & Poor's and benefits from a bilingual (Spanish and English) population. The economy includes a sophisticated financial system, acts as a global center for pharmaceutical manufacturing and contains strong consumer, retail and service sectors, as well. It is worth noting Puerto Rico's close relationship to the U.S. federal government, where despite its Commonwealth status, it is treated similarly to other states. Some examples of note include:

- Puerto Rico was awarded approximately \$6.5 billion in stimulus funds under the American Recovery and Reinvestment Act (**-ARRA**). As of March 2011, Puerto Rico had disbursed \$4.795 billion of these funds.
- Generally, all United States federal laws apply in Puerto Rico and it is subject to the jurisdiction of the U.S. regulatory authorities.
- As a U.S. Commonwealth, the U.S. Federal Deposit Insurance Corporation (**-FDIC**) insures banks operating in the Puerto Rico, which are subject to all federal controls applied to U.S.-based banks. The U.S. Securities and Exchange Commission (**-SEC**) regulates all publicly traded companies.

Key Puerto Rico Facts

Population	3.73 million
Land Area	8,959 sq. km
Currency	US Dollar
Language	Spanish, English

2.2 OVERVIEW AND HISTORY OF LUIS MUÑOZ MARIN INTERNATIONAL AIRPORT

Note: The PRPA uses fiscal years. Any reference to a fiscal year in Section 2 of this RFQ is a reference to a year beginning on July 1st and ending on June 30th of the year noted.

THE AIRPORT

LMM is owned and managed by the PRPA. According to the FAA, LMM is classified as a medium hub facility, ranked 41st nationwide based on percentage of enplaned passengers.

HISTORY

In 1950, Puerto Rico's population had increased to 2,210,703, up 18.3% from 1940. Given this development, the heavy transit of passengers en route to the United States by airplane, the promising future of Puerto Rico tourism and the economic progress resulting from the work of the Puerto Rico Industrial Development Company, the PRPA commissioned a study in 1951 that favored the construction of a new airport.

The PRPA hired Knappen-Tippet-Abbett-McCarthy of New York to design the new airport. The design was based on an estimate of passenger movement of 508,000 passengers in 1955 and 665,000 in 1960. Construction workers began leveling a 1,200-acre plot of land near the Isla Verde beach in the Municipality of Carolina, which, up to that point, had been a mangrove and coconut field. In August 1952, the principal concrete runway (7,800 feet long) was finished, as well as the auxiliary runways.

Simultaneously, other facilities, such as the main six story building with a control tower, were built. The passenger terminal was made up of a series of three separate buildings connected to one another. The terminal included 10 gates for passenger airplanes, 4 for cargo aircrafts, and space for non-commercial aircraft. The Airport also had a 30-room hotel for airline crew members and passengers in transit, parking for 1,175 automobiles, fire and police stations, and a variety of restaurant and retail locations.

The development of the Airport reached a cost of approximately \$15 million. The Puerto Rico International Airport, as it was called, was inaugurated on May 20, 1955 and equipped with modern landing and take off control equipment. This opened the road for tourism development in Puerto Rico.

In 1985, Bird Construction was engaged to continue the development of the Airport. The engagement was pursuant to an agreement between the PRPA and American Airlines for the rehabilitation and expansion of the old gates and terminal space. Upon completion, American Airlines would occupy most of the renovated wing of the Airport. Also, late in the 1980s there was the inauguration of Concourse B, which became known as the Eastern Terminal.

During the 1990s, large construction works were undertaken to comply with stricter FAA codes and regulations. The PRPA also completed the connecting taxiways number 8 and 10. This allowed for two airplanes to cross over a bridge at the same time while automobiles pass underneath entering the Airport. With the increase in traffic over the years and the height of new terminal buildings, the Airport also built a new control tower, which still today is one of the tallest structures in the Island. American Airlines also made significant investments at the Airport during the 1990s with the construction of the Federal Inspection Services (**-FIS**) space and Concourse D, for which American Airlines issued \$191 million of special facility tax-exempt bonds.

PHYSICAL DESCRIPTION



Area — Luis Muñoz Marín International Airport covers approximately 1,600 acres of land.

Location — LMM is approximately 6 miles east of downtown San Juan in the Municipality of Carolina, with excellent transportation access. The Airport serves the capital of San Juan and is the primary gateway to international destinations and the continental U.S. The Airport offers rapid access to San Juan through the Teodoro Moscoso Bridge and the Baldorioty De Castro Avenue. Located within a 5 minute drive of the Airport is the luxurious Carolina beach-front strip that features the Ritz-Carlton, Intercontinental and El San Juan Hotel & Casino (Waldorf Astoria Collection), among others.

A map of the San Juan area is below:



Source: Google maps

Buildings — LMM's new concourse A will increase total gates from 36 to 43. Including concourse A, total terminal area is 2,838,224 square feet. The Airport is equipped with a FIS facility to service international flights as well as a hotel & casino, parking structures and a variety of auxiliary cargo and hangar facilities. At the north-east end of the Airport, the Puerto Rico Air National Guard utilizes a 126-acre space for its air fleet needs.



Airfield — The Airport has two runways of 10,000 ft. and 8,016 ft. The primary runway (8/26) runs parallel to the Atlantic and was rebuilt in 1974. The secondary runway (10/28) runs parallel to PR Highway Route 26 and was re-opened in February 2008 after being fully resurfaced. The runways do not run parallel to each other. Runways have instrument landing and VASI visual guide slope approach indicator systems.

Concessions — Current concessions offered include a selection of familiar national brands and local restaurants / retail outlets offering unique options representing Puerto Rico's rich cultural diversity. Travelers have a range of selections, including Domino's Pizza, McDonald's, Starbucks, Subway and Wendy's, among others. In addition, Dufry Duty Free operates a number of duty free retail outlets in the concourses. Passengers flying on domestic flights to the U.S. mainland from San Juan are eligible for duty free purchases.

Parking — LMM's automobile parking structure has approximately 4,750 spaces. The building is easily accessible from concourses B, C and D using pedestrian bridges.

Fixed Base Operators ("FBOs") — Eight (8) primary FBOs operate at LMM: Jet Center Inc, M & N Aviation Inc., Roblex Aviation, Rome International Inc., Airport Aviation Services, Four Star Aviation Inc., GMD Airlines Services Inc. and Gran Airport Services.

OTHER PUERTO RICO AIRPORTS

There are six other public-service commercial airports in Puerto Rico, all of which are currently operated by the PRPA:

Rafael Hernández International Airport is located in Aguadilla and is the secondary international airport on the Island. It sits on 1,600 acres of land with one runway and 2 commercial gates. The airport serves western Puerto Rico and is served primarily by JetBlue and Spirit. In 2009, the airport inaugurated a new U.S. Customs facility. In FY2010, the airport had 250,052 enplanements. Rafael Hernández International Airport is 86 miles from San Juan or approximately 2 hours by car.

Mercedita International Airport is located just east of the central business district of Ponce. The airport covers 275 acres and has one runway. The airport is served by JetBlue and CapeAir. In FY2010, the airport had 101,946 enplanements. Mercedita International Airport is 71 miles from San Juan or approximately 1 hour and 15 minutes by car.

Fernando Luis Ribas Dominicci Airport (Isla Grande Airport) is located in the Miramar region of San Juan and is primarily used for small-craft, commercial service to other Puerto Rico airports and nearby islands, as well as general aviation and military. In FY2010, the airport had 46,081 enplanements. Isla Grande Airport is approximately 15 minutes by car from LMM and is 3 miles from downtown San Juan.

Antonio Rivera Rodríguez Airport is located on Vieques, an island-municipality of Puerto Rico in the northeastern Caribbean. The airport currently accommodates only small propeller driven aircraft. In FY2010, the airport had 74,177 enplanements.

Eugenio María de Hostos Airport is a small public airport located four miles north of the central business district of Mayagüez. The airport covers 172 acres and has one runway. It offers limited commercial service, subsidized by the Essential Air Service program.

José Aponte de la Torre Airport (Ceiba) is a public use airport owned by the PRPA and located approximately 2.3 miles from the central business district of Ceiba. The airport opened in November 2008 on the site of the former Roosevelt Roads U.S. Naval Station, with operations transferring from the nearby Diego Jiménez Torres Airport in Fajardo. The airport covers an area of 1,646 acres and has one operating runway measuring 11,000 ft. by 150 ft.

In addition to the six airports described above, Puerto Rico has five other airports (located in Arecibo, Culebra, Fajardo (non-operational), Humacao and Patillas) providing non-commercial service. The following map shows all of the airports in Puerto Rico:



Source: Puerto Rico Ports Authority

2.3 HISTORICAL REVENUE AND OPERATIONS

OPERATIONS

LMM is owned and operated by the PRPA, as the largest component of the PRPA's aviation operations. The PRPA provides administrative, financial, maintenance, engineering and planning services to the Airport. The PRPA assigns through an allocation methodology the associated cost of these services to the Airport.

LMM's core operations, through which it derives its principal sources of revenue, consist of:

- Airline services – Providing origination and destination services for 24 commercial and international airlines through 5 concourses, including concourse A (American Airlines is the largest airline served, representing 41% of enplaned passengers as of FY2010).
 - LMM's concourse A will add 7 gates for airlines.
- Air cargo services – Serving air cargo service providers – LMM handled nearly 414 million pounds of cargo in FY2010.
- Airport parking services – LMM has approximately 4,750 parking spaces, in addition to separate parking space for federal employees.
- Commercial services – Providing other commercial services for airline passengers, including various retail, food and beverage outlets and car rental services.
- Military services – The Puerto Rico Air National Guard operates a 126-acre facility at the north-east end of the Airport for its air fleet needs. Grant assurance rules require that military aircraft landing fees be covered by the Contractor. Additional information about this will be available at a later time.
- Other – As an airport regulated by the FAA, LMM also collects Passenger Facility Charges of \$4.50 per enplaned passenger. This revenue source offsets the cost of certain approved capital projects to maintain or upgrade the Airport for the benefit of passengers and airlines.

To successfully execute these core operations, LMM also performs several key support functions that include management, administrative and specialized processes that are essential to the operation of an airport.

AIRPORT PARKING

The airport parking services charge an hourly fee per car parked; however, LMM pays a third-party to manage the day-to-day operations of the airport parking lot.

CURRENT RATE SYSTEM

Under the current framework, commercial airlines and air cargo companies operate under a rates and charges agreement in which LMM is paid for airlines' access to its terminal and airfield areas. The rates are reset each year and are based on take-off weight, passengers flown and space rented. Rates also include compensation for debt incurred by the Airport in accordance with certain capital expenditure projects needed at the Airport. LMM uses a third party consultant in assisting with setting the actual rates with the airlines.

NEW RATE SYSTEM

The MOU between the LMM carriers and the Sponsors simplifies the rate structure going forward. Under the new structure, total annual fees (**Total Fees**) paid by carriers for the use of the airfield and terminal areas at the Airport will be set at an

initial rate and increased by rates as defined in the MOU. The fees will be broken down into airfield and terminal unit rates as follows:

- A defined percentage of the Total Fees will be allocated to the airfield to calculate a landing fee based upon maximum allowable gross takeoff weight (**-MAGTOW**).
- A defined percentage of the Total Fees will be allocated to terminal fees (the **-Terminal Fees**). A portion of the Terminal Fees will be allocated to space that is rented exclusively to individual airlines (the **-Exclusive Use Rentals**). Rent will be paid by each carrier for the space rented exclusively to such carrier at a fixed rate for the first five years and growing with CPI thereafter. Exclusive Use Rentals will first be deducted from Terminal Fees and the remainder of the Terminal Fees will be sub-allocated as follows:
 - Defined percentage (the **-Domestic Terminal Fees**) will be sub-allocated to the domestic terminal area and will be calculated and paid by passenger carriers based on the number of arriving and departing passengers;
 - Defined percentage (the **"International Terminal Fees"**) will be sub-allocated to the international terminal area and will be calculated and paid by passenger carriers based on the number of arriving international passengers; and
 - Defined percentage (the **-Local Terminal Fees**) will be sub-allocated to the local terminal area and will be calculated and paid by passenger carriers based on the number of arriving and departing passengers on local flights that meet certain criteria.

Full details of the new fee structure will be made available in the diligence phase of this process.

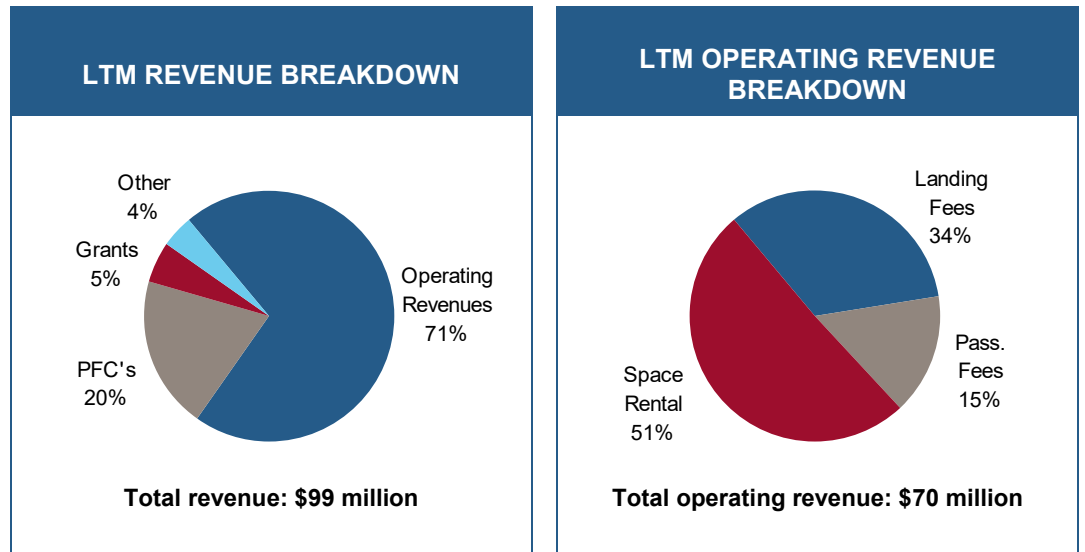
2.4 HISTORICAL REVENUE AND OPERATIONS

OVERVIEW OF FINANCIAL RESULTS

LMM financial results are currently consolidated into the aviation reportable segment of the PRPA's consolidated and audited financial statements. LMM does not have standalone audited financial statements. The Sponsors, along with its advisors, have developed historical financial results based on trial balances and invoice summary reports. An independent public accounting firm has reviewed these statements according to an agreed upon procedure and issued a report on their findings. A copy of this report, along with the standalone financial statements will be available in the electronic data room. For the twelve months ended March 31, 2011, EBITDA was approximately \$40 million.

TYPES OF REVENUES

The primary sources of LMM operating revenues are landing fees, passenger fees, terminal area exclusive rental charges, tenant rents, concession and parking revenues. These revenues, along with federal grants and PFC revenue, fund LMM operating and capital expenses, deposits and debt service requirements. On a preliminary basis, for the twelve month period ending March 31, 2011, LMM generated \$99 million of total revenues, including \$70 million of operating revenue (excluding PFC, federal grant and other non-operating revenues), \$19 million of net PFC revenue, \$5 million of federal grants and \$4 million of other non-operating revenue. A breakdown of LTM revenues ending March 31, 2011 is as follows:



Note: Operating revenue breakdown excludes \$9 million net adjustment related to provision for bad accounts

i. AIP Grants

The Airport and Airway Improvement Act of 1982 created the AIP grant program, which is administered by the FAA. The AIP grants include entitlement grants, which are allocated among airports by the FAA in accordance with a formula based on enplanements, and discretionary grants, which are allocated by the FAA in accordance with its guidelines. LMM is expected to receive approximately \$9 million of entitlement funding through 2014, net of the forfeiture of certain entitlement funds required as a result of imposing a \$4.50 passenger facility charge (**-PFC**). Under current federal law, entitlement grants to airports such as LMM that impose a PFC of \$4.50 are reduced for each fiscal year by 75% of projected revenues from the PFC in such fiscal year, but not to exceed 75% of the entitlement grant to which the airport would otherwise be entitled.

ii. PFCs

The United States Congress enacted legislation (the **-PFC Act**) in 1990 authorizing a public agency, such as the PRPA, which controls a commercial service airport to charge each paying passenger enplaning at the airport (subject to limited exceptions) a PFC of \$1.00, \$2.00 or \$3.00. The Wendell H. Ford Aviation Investment and Reform Act for the 21st Century (**-AIR 21**) subsequently authorized eligible public agencies such as the PRPA to impose PFCs of \$4.00 or \$4.50.

The purpose of the PFC is to provide additional capital funding for the expansion of the national airport system. The proceeds from PFCs can only be used to finance eligible airport-related projects that preserve or enhance safety, capacity or security of the national air transportation system; reduce noise from an airport that is part of such system; or furnish opportunities for enhanced competition between or among air carriers. Before imposing and using PFCs, a public agency must apply to the FAA for approval.

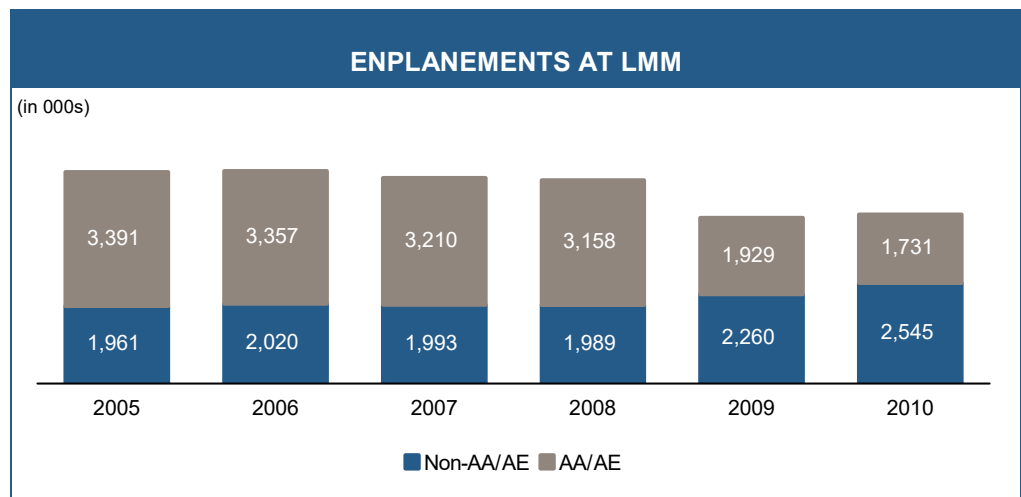
AIR 21 authorized eligible public agencies such as the PRPA to impose PFCs to finance PFC eligible projects, including the payment of debt service on indebtedness incurred to finance such projects that cannot be paid from funds reasonably expected to be available through the AIP. Funding of surface transportation or terminal projects at the \$4.00 or \$4.50 level of PFC funding is conditioned on a finding that the public

agency has made adequate provision for financing the airside needs of the airport, including runways, taxiways, aprons and aircraft gates. In addition, at medium and large hub airports such as LMM, projects eligible for the \$4.00 or \$4.50 level of PFC funding are required to make significant contributions to improving air safety and security, increasing competition among air carriers, reducing current or anticipated congestion or reducing the impact of aviation on people living near the airport.

Starting in 1993, the PRPA began imposing PFCs at LMM at \$3.00. The PRPA increased the PFC to \$4.50 on December 1, 2005. Under the Pilot Program, the Contractor will be considered a “public agency” for purposes of the PFC Program, with comparable ability to impose and use PFCs.

2.5 HISTORICAL TRAFFIC

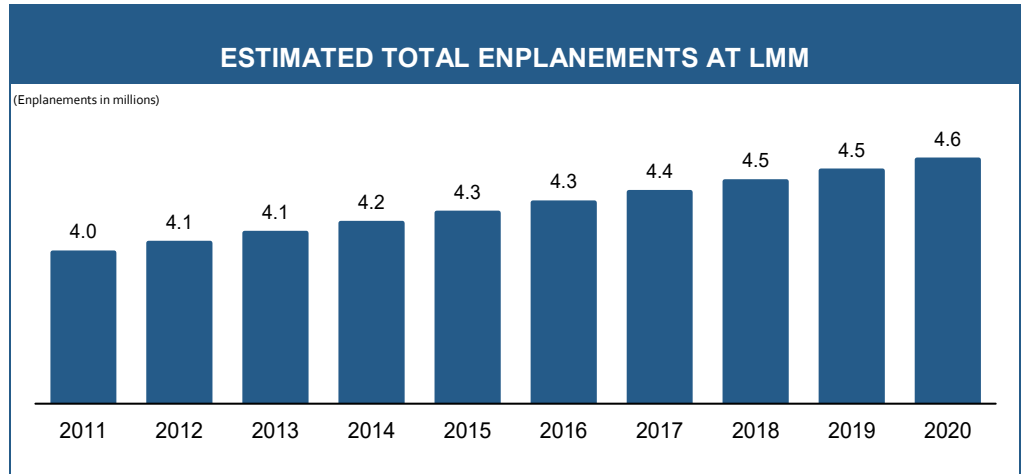
The FAA classifies LMM as a “medium hub” airport, defined as including between 0.25% and 1% of revenue passenger boardings annually, whether or not in scheduled service. While there has been a decline in total passenger traffic at LMM since 2005, non-American Airlines / American Eagle carriers have grown their presence at LMM by a CAGR of 5.4%. They have done so during a very difficult operating environment for air carriers globally and while American Airlines has begun to reduce seat capacity to the airport by 45%.



2.6 PROJECTED TRAFFIC

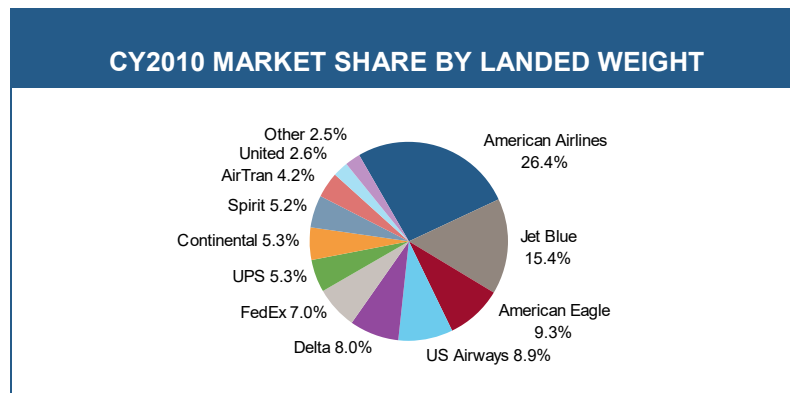
According to the latest FAA forecasts, projected enplanements at LMM grow at a CAGR of 1.6% over the long-term. The FAA’s forecast assumes steady, conservative growth with total enplanements below total Airport capacity, reaching 5.3 million passengers in 2030.

Further, the most recent traffic projections sourced from airline schedules and surveys suggest a higher level of enplaned passengers than those of the FAA. Based on the aforementioned, enplanements are projected to reach 4.0 million in 2011 and 4.1 million in 2012. Assuming the FAA’s steady 1.6% growth rate, the projected enplanements for LMM would look like the following:



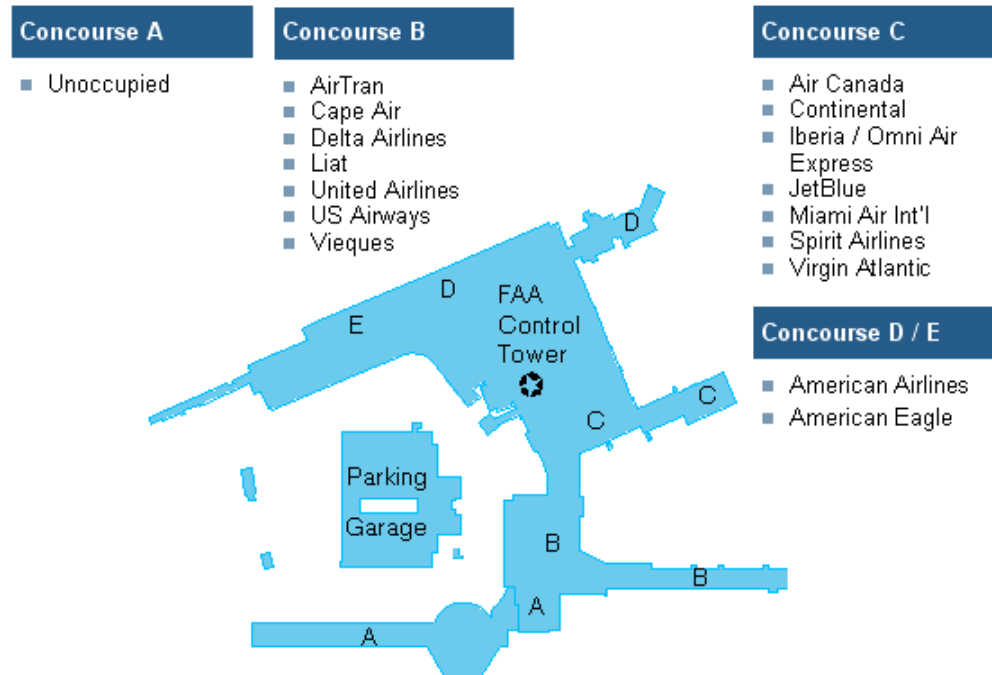
AIRLINE OPERATIONS AT LMM

As of June 2010, scheduled passenger air service at LMM was provided by 24 airlines (together with regional affiliates and code share partners). Collectively, these airlines offer non-stop service to more than 44 markets with nearly 170 daily commercial departures. The following table identifies the December 2010 market shares of the airlines based on landed weight:



Note: Represents the 12 months ended December 31, 2010
 Source: PRPA

TERMINAL AND CONCOURSE LAYOUT



2.7 RECENT HISTORY OF KEY CAPITAL IMPROVEMENTS

The information below outlines some of the latest key capital improvement projects completed on the Airport. These improvements have contributed to the Airport's revenue stability and ongoing traffic.

- Reconstruction of runway 10-28
- Construction of concourse A adding 7 new gates
- 660 new CCTV cameras installed as part of the Airport's new security program
- Improvements to select concession areas in the passenger concourses
- New security program along with advanced access control
- Construction of a new general aviation area south of runway 10-28 including a dedicated full-length taxiway

3. Investment Highlights

3.1 AIRPORT INVESTMENT HIGHLIGHTS

The Sponsors believe that the Airport represents an excellent investment opportunity for the private sector. Though a current source of stable and growing cash flows for the PRPA, the Sponsors believe that the private sector could unlock significant additional value and provide enhanced service to the people of Puerto Rico. Some of the key highlights of the Airport are as follows:

- Attractive deal structure
- New airline rate agreement
- Significant performance upside
- Ample terminal and airfield capacity
- Long operating history and marquee asset in Puerto Rico
- Stable investment opportunity

ATTRACTIVE DEAL STRUCTURE

- The Sponsors have decided to consider an administrative concession of the Airport to a new private consortium. This will give the new Contractor operational and financial control, subject to the terms and conditions of the PPP Contract. All ongoing relationships with the PRPA relating to LMM will be clear and contractually based. The PPP Contract will have a term of 40 – 50 years, allowing the new Contractor to carry out long-term investment and planning for LMM.

NEW AIRLINE RATE AGREEMENT

- The new Use Agreement will govern the relationship between the Contractor and the Airlines upon the closing of the PPP Contract. The rate structure establishes a new framework of incentive-based rates and charges to increase the efficiency of the Airport's operations. The aeronautical rates provide capped protection for the airlines and the Contractor, while maintaining the non-aero upside for the Contractor.
- Increased passenger volume drives down unit rates for the airlines and increases non-aero revenues for the Contractor. Additionally, the initial rates have been set to provide the Contractor with sufficient operating expense coverage. Assuming reasonable passenger growth, LMM is projected to generate EBITDA of \$40 million to \$50 million, including PFCs in 2012.

SIGNIFICANT PERFORMANCE UPSIDE

- The Sponsors believe that after the execution of the PPP Contract, there is significant potential to increase commercial revenue both in terms of variety of activities and penetration levels to be generated by the Contractor after the PPP Contract is awarded. The current offering at the Airport fails to capture the opportunity that exists in commercial revenues.
- Historically, LMM has operated an international hold-room, providing in-transit passengers, typically from Europe to South America, an opportunity to shop, visit retail outlets and utilize the facilities. After September 11, 2001, the international hold-rooms were eliminated for security reasons. However, the PRPA is currently

in discussions with the U.S. Department of Homeland Security to reinstate this practice.

- The strategic location and sea level elevation of LMM makes it an ideal destination to serve as a major hub between North America and Europe to South America, Central America and the Caribbean. As LMM reaches its full potential in this area, the profile of Puerto Rico as a major Caribbean destination could be enhanced, the Airport traffic could increase and the number of destinations could improve.

AMPLE TERMINAL AND AIRFIELD CAPACITY

- The current terminal space was designed for a peak of 10 million passengers per year and the two runways can handle 40 operations per hour.
- LMM's new concourse A facility provides a private operator with significant flexibility to drive additional traffic through new gate space. Concourse A also provides ample commercial space for retail and restaurants, as well as a pre-security mezzanine level yet to be developed.

LONG OPERATING HISTORY AND MARQUEE ASSET IN PUERTO RICO

- LMM provides origination and destination services for 24 domestic and international airlines. American Airlines (including its American Eagle regional subsidiary operations) has a 35-year operating history at the Airport and is the largest airline, representing 36% of landed weight as of CY2010. Additionally, carriers such as JetBlue and Spirit have made LMM an integral part of their networks and have increased their presence at the Airport. As the global economy rebounds, LMM continues to attract new service from international carriers such as British Airways and Virgin Atlantic.
- With the largest convention facility in the Caribbean in San Juan, LMM serves as a gateway for business travelers in the government, educational and health services sectors. With approximately 4.2 million people of Puerto Rican ancestry on the U.S. mainland, LMM also serves a significant number of visiting friends and relatives. Finally, San Juan is a major tourist destination for both cruise passengers (San Juan is the 4th largest U.S. cruise port) and travelers connecting to other Caribbean islands.
- Currently, LMM has the largest air cargo operations in Puerto Rico and, demand forecasts project 950 million short tons of cargo to be flown by 2024. Given that Puerto Rico is an island approximately 1,000 miles from the mainland United States, cargo operations are essential to serving the needs of the almost 4 million residents. The Airport serves 14 all-cargo and commercial carriers that provide cargo services, primarily represented by FedEx, UPS and the United States Postal Service.

STABLE INVESTMENT OPPORTUNITY

- The Commonwealth of Puerto Rico is one of the most dynamic economies in the Caribbean region. Benefitting from its Commonwealth status with the U.S., Puerto Rico has a stable legal and regulatory regime where major U.S. corporations have historically operated to take advantage of its favorable investment environment and tax advantages. Puerto Rico is currently awarded a BBB sovereign rating by Global Insight and benefits from a growing (0.8% CAGR over the past 40 years) and bilingual population. The economy includes a

sophisticated financial system, acts as a global center for pharmaceutical manufacturing and contains strong consumer, retail and service sectors.

- In addition, this investment will exist under the oversight of the FAA, providing a stable regulatory environment for the Contractor.

4. Proponent Qualification Requirements and Evaluation Criteria

4.1 PROPONENT QUALIFICATION REQUIREMENTS AND EVALUATION CRITERIA

This RFQ is available for prospective Proponents who desire to participate in the RFP for the Project. All RFQ submissions will be reviewed based on the requirements set forth in Section 5 of this RFQ.

In accordance with Section 4.4 of the Regulation, the PPP Committee reserves the right to qualify, at its absolute discretion, a limited number of the prospective Proponents it considers to be the best qualified in order to arrive at a shortlist of Proponents to allow for an orderly procurement.

The Authority hereby notifies prospective Proponents of its right to limit the number of Proponents who will be found qualified.

EVALUATION CRITERIA

Prospective Proponents who submit a response to this RFQ will be evaluated on the basis of the following three sets of criteria:

Compliance with Requirements of the Act

The RFQ submission will be reviewed to determine whether it satisfies the Act's requirements with respect to the following areas:

- The prospective Proponent shall have available such corporate or equity capital or securities or other financial resources that, in the judgment of the Authority and the PPP Committee, are necessary for the proper operation and maintenance of the Project;
- The prospective Proponent shall have a good reputation and the managerial, organizational and technical capacities, as well as the experience, to develop and administer the Project;
- Each Member and the Proponent, if the Proponent has been formed as of the date of a submission of a response to this RFQ, shall certify that neither it nor any of its directors, officers, shareholders, or subsidiaries, nor its parent company, nor in the case of a partnership, any of its partners, nor any person or entity that may be considered an alter ego of the Proponent (each a "Covered Party"), has been convicted, has entered a guilty plea or has been indicted, nor has probable cause been found for their arrest, in any criminal proceeding in the courts of the Commonwealth, the Federal courts of the United States, or the courts of any jurisdiction of the United States or a foreign country, of criminal charges related to acts of corruption or to any of the following crimes: a crime against public integrity, as defined in the Commonwealth of Puerto Rico Penal Code, embezzlement of public funds, a crime against the public treasury, public trust, public function or involving the wrongful use of public funds or property, any of the crimes enumerated in Act No. 458 of December 29, 2000, as amended ("Act 458"), or under the Foreign Corrupt Practices Act; nor is any Covered Party under investigation in any legislative, judicial or administrative proceedings, in the Commonwealth of Puerto Rico, the United States or any other country. The

Proponent is in compliance and will continue to comply at all times with all federal, state, local and foreign laws applicable to the Proponent that prohibit corruption or regulate crimes against public functions or public funds, including the Foreign Corrupt Practices Act (this requirement may be satisfied by reference to the completed Proponent Certification included as Appendix A to this RFQ).

Prospective Proponents and their Members are advised that the RFP for this Project will require a certification by the Proponent and each of its Members as to past and continuing compliance with the provisions of Act 458, Act No. 84 of June 18, 2002, also known as the Code of Ethics for Contractors, Suppliers and Applicants for Economic Incentives of the Executive Agencies of the Commonwealth of Puerto Rico, and Act No. 237 of August 31, 2004. Failure to submit this certification will be grounds for disqualification.

Technical Capabilities

The evaluation of technical capabilities will consider whether the RFQ submission adequately responds to the technical capability requirements of the PPP Contract with respect to the following areas of expertise:

- Airport operations, development, maintenance and route development
- Safety and security / management of critical pieces of transport infrastructure
- Airline and passenger customer service
- Experience of working with government authorities

The winning bidder must obtain an Airport Operating Certificate from the FAA to operate LMM and must satisfy all applicable regulatory requirements, including those of the Transportation Security Administration (“TSA”) relating to airport safety and security.

Financial Capability

The evaluation of financial capabilities will address whether the RFQ submission adequately responds to the financial capability requirements of the PPP Contract with respect to the following:

- Financial capacity to pay up-front acquisition proceeds and maintain and improve the Airport;
- Ability to raise financing;
- Credit quality to ensure the payment of any obligations, including, but not limited to, obligations under the PPP Contract; and
- Commitment to submit a competitive price.

5. RFQ Submission Requirements and Procedure

5.1 RFQ SUBMISSION REQUIREMENTS

Overview of Requirements

Credit Suisse Securities (USA) Inc. is serving as financial advisor (the “**Advisor**”) to the Sponsors in connection with this RFQ and the possible PPP Contract for this Project. **Prospective Proponents that anticipate responding to this RFQ shall so indicate as soon as possible by providing contact information via e-mail to the PPP Committee’s e-mail address listed below. RFQ submissions should comply with the format provided under “Format and Required Information for RFQ Submission” below. Additional information not specifically related to the Project or this RFQ should not be included. All questions or requests for information regarding this RFQ should be directed to the PPP Committee via e-mail. Please do not contact any officials or related parties of the Sponsors in any other manner. Such contact may serve as grounds for disqualification.**

Address questions, comments, RFCs and RFIs to:

LMM PPP Committee Representative

Request for Qualifications –

Luis Muñoz Marín International Airport

E-mail: RFQ-LMM@p3.gov.pr

No Liability for Costs

The Sponsors and their advisors are not responsible for costs or damages incurred by prospective Proponents, Members, subcontractors, or other interested parties in connection with the solicitation process, including but not limited to costs associated with preparing responses, qualifications, and proposals, and of participating in any conferences, oral presentations or negotiations.

Modification and Termination Rights

The Sponsors reserve the right to modify or terminate the RFQ and the RFP for this Project at any stage if the Sponsors determine such action to be in their best interests. The receipt of proposals or other documents at any stage of either the RFQ or the RFP process will in no way obligate the Sponsors to enter into any contract of any kind with any party.

Authorization for Further Investigation

By submitting a response to this RFQ, each prospective Proponent specifically authorizes the Authority, PRPA, the PPP Committee and their officers, employees and consultants to make any inquiry or investigation to verify the statements, documents, and information submitted in connection with this RFQ, and to seek

clarification from the prospective Proponent's officers, employers, advisers, accountants and clients regarding the same.

5.2 FORMAT AND REQUIRED INFORMATION FOR RFQ SUBMISSION

All RFQ submissions must be prepared in English and follow the format outlined below.

Responses should not exceed a total number of **32 single-sided pages** (without exceeding the individual section limits below), not including the following:

- (a) any Proponent Certifications;
- (b) any Appendices (as specifically permitted below).

No other Appendices should be included.

Responses should **STRICTLY** comply with the following format:

- Cover Page (to include identification of all Members)
- Cover Letter (2 pages maximum)
- Table of Contents
- An executed Proponent Certification from the Proponent and each Member. The form of this must strictly follow the form attached to this RFQ as Appendix A. See Section 1.7 above for more information.
- Executive Summary (2 pages maximum)
- Proponent Information (8 pages maximum)
 - i. Description of prospective Proponent: Provide a description of the prospective Proponent, including a description of all Members and the anticipated legal relationship (governance and capital structure) among the Members (e.g., partners, shareholders, consultants, etc.), as appropriate, and indicate whether the prospective Proponent or any Member participates in the World Economic Forum's Partnering Against Corruption Initiative (PACI).
 - ii. Roles of Members and Key Personnel: Briefly outline the roles of each Member and key personnel. Please limit your response to the roles of principal Members, such as the operator, equity investors, and sponsors.
 - iii. Contact Person: Provide a single contact person for all future communication between the PPP Committee and the Proponent. Please identify the contact person's name, title, organization, work address, email address, and work, cell and fax numbers.
 - iv. Controlling Interest: Identify the natural persons or legal entities that hold the ultimate major or controlling interest in each Member.
 - v. Expected Advisors: Identify the natural persons or legal entities that are expected to act as legal, financial, or other advisors for the Proponent.
 - vi. Comparable Projects: Provide a list of comparable projects in which Members have participated. Prospective Proponents should specify how these comparable projects relate to the Project. *This list may be included in an Appendix if prospective Proponents so desire.*

- vii. Disclosure of Conflicts: List any dealings with the Commonwealth of Puerto Rico, the Authority or the PRPA (including the employees and elected representatives of each), as well as any airlines operating at LMM, concessionaires or tenants at LMM, and suppliers of goods or services to LMM and other U.S. airports.
- viii. References: Provide a list of Member references. These references should be able to describe the relevant qualifications and capabilities of Members looking to take a leading role in the operation and maintenance of the Project. If possible, these references should come from the procuring government agencies or lead sponsors in previous roles. *This may be included in an Appendix if prospective Proponents so desire.*
- Compliance with the Act's Requirements (2 pages maximum)
 - i. Confirm the prospective Proponent's compliance with requirements of the Act as described in Section 4 of this RFQ under the heading "Compliance with Requirements of the Act".
- Technical Capability (8 pages maximum)

Prospective Proponents should address the following areas with respect to technical capability:

 - i. Operations and Maintenance Expertise: Prospective Proponents must provide evidence demonstrating their ability to operate and maintain a project of this nature and scope. Specifically, the prospective Proponent should have:
 - a. Substantial international hub airport operation and maintenance experience;
 - b. Advanced knowledge of terminal, runway and associated facilities, maintenance, repair, construction, and practical application of equipment and materials in airport operations, as well as a demonstrated understanding in aging behavior of terminal, runway and associated facilities to assess and determine the necessity for remedial maintenance action;
 - c. Familiarity with FAA operator certification standards, requirements and procedures, airport operations, construction and maintenance standards;
 - d. Experience with facilitating airport growth via route development and marketing;
 - e. Demonstrated understanding in airport-aging behavior to assess and determine the applicability of remedial-maintenance action;
 - f. Extensive experience in using airport condition and weather information to prepare for seasonal maintenance;
 - g. All the capabilities necessary to successfully operate and maintain the Airport, including routine maintenance, operations management, administration and public relations, and traffic and emergency operations; and
 - h. To the extent an operator has not been engaged at this stage, a prospective Proponent should demonstrate a track record of managing infrastructure projects by using its own managerial teams ("in-house" operations teams) or track record of

- successfully sub-contracting its operational obligations in infrastructure projects to appropriate and competent third parties.
- ii. **Customer Service:** Proponents must demonstrate their commitment to achieving the highest standards of customer service and satisfaction. Specifically, the Proponent must highlight their experience and qualifications in the following areas:
 - a. Maintaining productive ongoing relationships with government entities, similar to the relationship that the winning bidder will have with the PRPA;
 - b. Providing excellent customer service to the traveling public; and
 - c. Delivering safe and efficient operating conditions to airlines, particularly those at LMM.
 - iii. **Safety:** Prospective Proponents must demonstrate their ability to address and resolve safety issues. Specifically, the prospective Proponents should have:
 - a. Knowledge of airport safety strategies and methodologies;
 - b. Experience in emergency response support; and
 - c. Background in relevant airport engineering standards, specifications, policies, practices, and processes.
- **Financial Capability (8 pages maximum)**
- Prospective Proponents should address the following areas with respect to financial capability:
- i. **Financial Capacity:** Prospective Proponents must demonstrate their financial capacity to pay the expected equity portion of the up-front payment and to maintain the Airport for the term of the PPP Contract. To demonstrate sufficient financial capacity, Members must provide copies of audited financial statements for the past two years, together with any other relevant financial information (a copy of each Member's financial statements must be included in the RFQ Submission but may be attached to the RFQ Submission and need not be counted in the page limit on responses). If audited financial statements cannot be provided, Members should provide enough financial information to demonstrate that they have the financial resources to successfully execute a project of this nature and scope. Financial factors which will be assessed include:
 - a. Adequacy of equity;
 - b. Profitability;
 - c. Availability of liquid equity;
 - d. Demands from other projects; and
 - e. Consortium shareholder or similar agreements.
 - ii. **Ability to Raise Financing:** Proponents must provide specific evidence demonstrating their ability to raise financing for a project of this nature and scope. Specific factors that will be assessed include:
 - a. Track record of raising debt for similar projects, including, but not limited to, the number and size of past relevant transactions and references to specific experiences on past transactions;
 - b. Proposed acquisition structuring and robustness; and

- c. Level of commitment shown by the project sponsors.

5.3 RFQ SUBMISSION INSTRUCTIONS AND NEXT STEPS

Six copies of the RFQ submission should be delivered to the Authority at the address shown below no later than 5:00 p.m. (AST) of Monday, August 8th, 2011.

Please deliver 6 hard copies of the RFQ submission along with one copy in portable document format (PDF) on a CD to:

Puerto Rico Public-Private Partnerships Authority
LMM PPP Committee Representative
cc: David Alvarez – Executive Director PPP Authority
Government Development Bank for Puerto Rico Building, 2nd Floor
Roberto Sánchez Vilella Government Center, De Diego Ave
San Juan, PR 00940-2001 USA

5.4 CONFIDENTIALITY OF RFQ SUBMISSION

All RFQ submissions shall become the property of the Authority, except for documents or information submitted by prospective Proponents which are trade secrets, proprietary information or privileged or confidential information of the prospective Proponents. Prospective Proponents are advised to review the confidentiality and publication provisions contained in Articles 9(i) and 9(j) of the Act and Section 9.3 of the Regulation. In order to ensure that documents identified by prospective Proponents as ~~confidential~~ or ~~proprietary~~ will not be subject to disclosure under the Act, prospective Proponents must label such documents as ~~confidential~~ or ~~proprietary~~, provide a written explanation of why such labeled documents are ~~confidential~~ or ~~proprietary~~, including why the disclosure of the information would be commercially harmful, reference to any legal protection currently enjoyed by such information and why the disclosure of such information would not be necessary for the protection of the public interest, and request that the documents so labeled be treated as confidential by the PPP Committee according to the process described in the following paragraph.

If a prospective Proponent has special concerns about confidential or proprietary information that it would desire to make available to the PPP Committee prior to its RFQ submission, such Proponent may wish to:

- Make a written request to the PPP Committee for a meeting to specify and justify proposed confidential or proprietary documents.
- Make an oral presentation to the PPP Committee staff and legal counsel.
- Receive written notification from the PPP Committee accepting or rejecting confidentiality requests.

Failure to take such precautions prior to filing an RFQ submission may subject confidential or proprietary information to disclosure under Articles 9(i) and 9(j) of the Act and/or Section 9.3 of the Regulation.

The Authority will endeavor to maintain the confidentiality of any information that a prospective Proponent indicates to be proprietary or a trade secret, or that must otherwise be protected from publication according to law, except as required by law or by a court order. The PPP Committee shall determine whether or not the requested materials are exempt from disclosure. In the event that the PPP Committee elects to disclose the requested materials, it will provide the prospective Proponent notice of its intent to disclose. In no event shall the Government of Puerto Rico, the Authority, the PPP Committee or the PRPA be liable to a prospective Proponent for the disclosure required by law or a court order of all or a portion of an RFQ submission filed with the Authority.

Upon execution of the PPP Contract, the PPP Committee is required to make public its report regarding the procurement process, which shall contain information related to the qualification, procurement, selection and negotiation process, and the information contained in the RFQ submission, except information that qualifies as trade secrets, proprietary or privileged information of the prospective Proponent or its Members clearly identified as such by the prospective Proponent, or information that must otherwise be protected from publication according to law, unless otherwise ordered by a court order.

5.5 DISCLAIMER

The information provided in this RFQ, or any other written or oral information provided by the Authority, PRPA, the PPP Committee, Credit Suisse and their officers, employees and consultants in connection with the Project or the selection process is provided for the convenience of the prospective Proponents only. The prospective Proponents shall make their own conclusions as to such information. Oral explanations or instructions from officials, employees or consultants of the Authority, the PRPA, the PPP Committee, Credit Suisse or any Puerto Rico public agency shall not be considered binding on the Authority, PRPA, the PPP Committee or Credit Suisse. The Authority, the PRPA, the PPP Committee, Credit Suisse and their officers, employees and consultants make no representation as to such information, the accuracy and completeness of such information is not warranted by any of them and none of them shall have any liability in connection with such information or the selection process, all of which liability is expressly waived by the prospective Proponents.

In connection with the proposed Project, the Authority and the PRPA reserve all rights (which rights shall be exercisable by the Authority and the PRPA in their sole discretion) available to them under applicable laws and regulations, including, without limitation, with or without cause and with or without notice, the right to:

- Modify the procurement process to address applicable law and/or the best interests of the Authority, the PRPA, the GDB and the Commonwealth.
- Develop the Project in any manner that they deem necessary. If the Authority and the PRPA are unable to negotiate a PPP Contract to their satisfaction with a Proponent, they may negotiate with the next highest ranked Proponent, terminate the process and pursue other alternatives relating to the Project or exercise such other rights as they deem appropriate.
- Cancel the procurement process, as applicable, in whole or in part, at any time prior to the execution by the PRPA of an agreement, without incurring any cost obligations or liabilities.
- Issue a new RFQ after withdrawal of this RFQ.
- Reject any and all submittals and responses received at any time.
- Modify all dates set or projected in this RFQ.
- Terminate evaluations of responses received at any time.
- Exclude any prospective Proponent from submitting any response to the RFQ or bid, as the case may be, based on failure to comply with any requirements.
- Issue addenda, supplements and modifications to this RFQ.
- Require confirmation of information furnished by a prospective Proponent, require additional information from a prospective Proponent concerning its response and require additional evidence of qualifications to perform the work described in this RFQ.
- Seek or obtain data from any source that has the potential to improve the understanding and evaluation of the responses to this RFQ.

- Add or delete prospective Proponent responsibilities from the information contained in this RFQ or any subsequent process instruments.
- Negotiate with any party without being bound by any provision in its response.
- Waive deficiencies in a response to the RFQ or permit clarifications or supplements to a response to the RFQ.
- Add or eliminate facility expansion to or from the Project.
- Modify the Project described in the RFQ.
- Incorporate the RFQ or any prospective Proponent's response to the RFQ as part of any formal agreement with the chosen Proponent.
- Not issue a notice to proceed after execution of any contract.
- Exercise any other right reserved or afforded to the Authority and PRPA under the Act, the Regulation or this RFQ.

This RFQ does not commit the PRPA to enter into a contract or proceed with the Project as described herein. The Authority, the PRPA, the GDB, and the Commonwealth assume no obligations, responsibilities, or liabilities, fiscal or otherwise, to reimburse all or part of the costs incurred or alleged to have been incurred by parties considering a response to and/or responding to this RFQ, or in considering or making any submission. All of such costs shall be borne solely by each prospective Proponent.

In no event shall the Authority or the PRPA be bound by, or liable for, any obligations with respect to the PPP Contract until such time (if at all) as a contract, in form and substance satisfactory to the Authority, the PRPA and the Governor, has been executed and authorized by the PRPA and, then, only to the extent set forth therein.

Appendix: Supplementary Legal Materials

APPENDIX A: FORM OF PROPONENT CERTIFICATION

[Letterhead of each Proponent and Proponent Member]

PRPA PPP Committee Representative
Request for Qualifications –
Luis Muñoz Marín International Airport

Dear PPP Committee Representative,

We have carefully reviewed the Request for Qualifications dated [] 2011 (**-RFQ**) issued by the Puerto Rico Public-Private Partnerships Authority and any other documents accompanying or made a part of the RFQ. Capitalized terms used in this certificate have the meanings given to them in the RFQ.

We acknowledge and agree to comply with all terms and conditions of the RFQ, the attached Statement of Qualifications and all enclosures thereto. Without limitation, we specifically acknowledge the disclaimer contained in section 5.5 of the RFQ.

We certify that the information contained in the attached Statement of Qualifications is truthful. We further certify that the individual who has signed and delivered this certification is duly authorized to submit the attached Statement of Qualifications on behalf of the prospective Proponent as its acts and deed and that the prospective Proponent is ready, willing and able to perform if awarded the PPP Contract.

We further certify that neither we nor any of our directors, officers, shareholders, or subsidiaries, nor its parent company, nor in the case of a partnership, any of its partners, nor any person or entity that may be considered an alter ego of the Proponent (each a ~~Covered Party~~ "Covered Party"), has been convicted, has entered a guilty plea or has been indicted, nor has probable cause been found for their arrest, in any criminal proceeding in the courts of the Commonwealth, the Federal courts of the United States, or the courts of any jurisdiction of the United States or a foreign country, of criminal charges related to acts of corruption or to any of the following crimes: a crime against public integrity, as defined in the Commonwealth of Puerto Rico Penal Code, embezzlement of public funds, a crime against the public treasury, public trust,

public function or involving the wrongful use of public funds or property, any of the crimes enumerated in Act No. 458 of December 29, 2000, as amended (“Act 458”), or under the Foreign Corrupt Practices Act; nor is any Covered Party under investigation in any legislative, judicial or administrative proceedings, in the Commonwealth of Puerto Rico, the United States or any other country. The Proponent is in compliance and will continue to comply at all times with all federal, state, local and foreign laws applicable to the Proponent that prohibit corruption or regulate crimes against public functions or public funds, including the Foreign Corrupt Practices Act.

We further certify that we comply and shall continue to comply at all times with laws which prohibit corruption or regulate crimes against public functions or funds, as may apply to the prospective Proponent, whether Federal, state or Commonwealth of Puerto Rico statutes, including the Foreign Corrupt Practices Act.

We further certify that no officer or employee of the Authority, the PRPA, the PPP Committee or any other public agency of Puerto Rico who participates in the selection process described in, or negotiations in connection with, the RFQ (nor any member of their families) has an economic interest in or is connected with the prospective Proponent, and no officer or employees of the Authority, the PRPA, the PPP Committee or any other public agency of Puerto Rico (nor any member of their families) has directly or indirectly participated with the prospective Proponent in the preparation of its RFQ submission.

We further certify that we are in compliance with the provisions of Act No. 84 approved by the Legislative Assembly of the Commonwealth of Puerto Rico on June 18, 2002, also known as the Code of Ethics for Contractors, Suppliers and Applicants for Economic Incentives of the Executive Agencies of the Commonwealth of Puerto Rico, a copy of which is available at the Authority’s website: <http://www.p3.gov.pr>.

We further certify that we are in compliance with the provisions of the Authority’s Guidelines for the Evaluation of Conflicts of Interest and Unfair Advantages in the Procurement of Public-Private Partnership Contracts, a copy of which is available at the Authority’s website: <http://www.p3.gov.pr>.

We further certify that this proposal is made without prior understanding, agreement, connection, discussion or collusion with any other person, firm or corporation

submitting separate Statement of Qualifications or any officer, employee or agent of the Authority, the PRPA or the PPP Committee; and that the undersigned executed this Proponent's Certification with full knowledge and understanding of the matters herein contained and was duly authorized to do so.

The attached Statement of Qualifications shall be governed by and construed in all respects according to the laws of Puerto Rico and the terms of the RFQ.

Our business address is:

[Insert business address]

Yours faithfully,

[Insert appropriate signature block for signature by a person duly authorized to bind the Proponent or Member]

AEROSTAR

AIRPORT HOLDINGS LLC

Agustín Arellano-Rodríguez
President & CEO
agustin.arellano@aerostarairports.com

March 9, 2015

**VIA CERTIFIED MAIL WITH RETURN RECEIPT:
7008-3230-0000-2479-7581**

Ingrid Colberg Rodríguez, Esq.
Executive Director
Puerto Rico Ports Authority
PO Box 362829
San Juan, PR 00936-2829

**Re.: Notice of Adverse Action and Compensation Event
(AA-Preliminary Notice/CE-Preliminary Notice)**

Dear Ms. Colberg:

Reference is made to the Luis Muñoz Marín International Airport Lease Agreement ("Lease Agreement") executed between the Puerto Rico Ports Authority ("PRPA") and Aerostar Airport Holdings, LLC ("Aerostar"), dated July 24th, 2012. This letter shall serve as a formal Notice of Adverse Action and/or Compensation Event pursuant to Articles 14 and 15 of the Lease Agreement as a result of the enactment of Act No. 206-2014.

Act No. 206-2014 amends Section 3020.06 of the Puerto Rico Internal Revenue Code of 2011. The amendment requires that the fee of \$0.02 per gallon of aviation fuel ("fuel flowage fee") that was previously paid by suppliers of said aviation fuel at the Airport now be paid to the PRPA by the importers of aviation fuel before they can take possession of the fuel upon import.

The effect of the enactment of Act 206-2014 is principally borne by Aerostar, who is entitled to collect the fuel flowage fee by virtue of the Lease Agreement and the Assignment and Assumption Agreement by and between the PRPA and Aerostar, dated February 27th, 2013, as well as any other applicable agreement. Act 206-2014 has a material adverse effect on the fair market value of Aerostar's interest in the Luis Muñoz Marín Airport and its rights and benefits pursuant to the Lease Agreement. Therefore, an Adverse Action has occurred and this letter serves as notice thereof.

Cordially,

Agustín Arellano

Attention: General Counsel
Puerto Rico Ports Authority
Certified Mail: 7012-2920-0001-2267-6711

Attention: Executive Director
Public-Private Partnerships Authority
c/o Government Development Bank
Certified Mail: 7012-2920-0001-2267-6704
Certified Mail: 7012-2920-0001-2267-6810

Varlín Vissepó, Esq., Chief Legal Officer
Aerostar Airport Holdings, LLC

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Partnership Report
for the procurement to
acquire a lease to
finance, operate, maintain,
and improve the Luis Muñoz Marín
International Airport

July 2012



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I. INTRODUCTION

This Partnership Committee Report (the “Report”) has been prepared pursuant to Sections 8(b)(vii) and 9(g)(i) of the Public-Private Partnerships Act, Act No. 29, approved on June 8, 2009 (the “Act”), and Section 7.1 of the Regulation for the Procurement, Evaluation, Selection, Negotiation and Award of Public-Private Partnership Contracts (the “Regulation”), adopted by the Puerto Rico Public-Private Partnerships Authority (“PPPA”) on December 19, 2009. This Report has been prepared in connection with the award by the Puerto Rico Ports Authority (“PRPA”) to Aerostar Airport Holdings, LLC (the “Selected Proponent”) of a 40-year lease for the financing, operation, maintenance and improvement of the Luis Muñoz Marín International Airport (the “Public-Private Partnership” or the “Project”) under a Lease Agreement submitted to Proponents as the biddable agreement on July 5, 2012 (the “Lease Agreement” or “Partnership Contract”).

As required by the Act, the purpose of this Report is to:

- i) Identify the government objectives and social welfare goals of establishing this Public-Private Partnership;
- ii) Describe the entire process leading to the establishment of the Public-Private Partnership, including details of the process of qualifying suitable Proponents (the “RFQ Process”), the process of conducting the request for proposals (the “RFP Process”), and the process of selecting the best proposal;
- iii) Describe the reasons for choosing the Selected Proponent; and
- iv) Provide a summary of the most important aspects of the Lease Agreement establishing the Public-Private Partnership.

This Report is being submitted for approval to the Board of Directors of the PPPA, the Board of Directors of the PRPA and to the Secretary of State (as the Governor’s delegate).¹ Upon receipt of all such approvals and execution of the Lease Agreement, this Report will be filed with the Office of the Clerk of the House of Representatives and of the Senate of the Legislative Assembly of the Commonwealth of Puerto Rico, as required by the Act. The Report will also be published on the PPPA website (www.p3.gov.pr).

Terms not defined in this Report take their meaning from the Act, the Regulation, the Request for Qualification (the “RFQ”) document, and the Request for Proposals document approved for the Project, which can be found at www.p3.gov.pr.

¹ In accordance with the Act and pursuant to Executive Order No. 2009-031, the Governor delegated the authority to approve Partnership Contracts to the Secretary of State of the Commonwealth of Puerto Rico.

II. Government Objectives and Social Welfare Goals

DESCRIPTION OF THE GOVERNMENT OBJECTIVES AND SOCIAL WELFARE GOALS OF THE PUBLIC-PRIVATE PARTNERSHIP

GOVERNMENT OBJECTIVES

The objectives of the Government of Puerto Rico in having PRPA enter into the Lease Agreement are the following:

- To ensure a world-class airport gateway and hub for the residents and visitors of Puerto Rico by selecting, through a competitive process, a highly-experienced private partner that will become responsible for operating, maintaining, improving, and enhancing the Luis Muñoz Marín International Airport (the “Airport”);
- To strengthen Puerto Rico as a preferred destination in the Caribbean;
- To achieve the transfer of certain risks to the private partner where those risks can be more efficiently managed by such private partner and result in savings for the PRPA;
- To reduce the current debt burden of the PRPA and improve the PRPA’s fiscal position;
- To enhance future capital improvements for the Airport;
- To deliver proceeds (a combination of lump sum payment and revenue sharing) to the PRPA which would offer more value to the PRPA than if PRPA continued to operate and hold the asset over the next 40 years;
- To maintain and develop a comprehensive, efficient and safe airway network in Puerto Rico, and to promote a compelling and enjoyable airport experience for Airport passengers, while sourcing additional routes and passengers to the Airport; and
- Create an engine for economic growth and job creation for Puerto Rico.

The Airport requires an increased level of capital improvement and maintenance. The current level of service and condition of the Airport regarding pavement, signage, and lighting, among others, is substandard and creates safety concerns. In addition, passenger traffic has shown a stalling trend in the latest 20 years. Also, synergies with different tourist segments such as cruise ships have not been maximized. Attracting a higher volume of passenger traffic and greater connectivity with the rest of the world are also key objectives for Puerto Rico.

Undertaking this Project and the continued maintenance of the Airport will generate significant economic and social benefits for Puerto Rico. The Project is intended to achieve the following key social welfare and economic objectives:

- Accelerate completion of important capital improvement works to enhance the performance and safety conditions of the Airport in the short term;
- Spur private infrastructure investment in Puerto Rico, which has a multiplier effect on the economy and leads to the creation of new jobs;
- Promote the expansion of the number of routes in service and the establishment of new airlines at the Airport;
- Significantly reduce the PRPA's debt burden, which has been negatively affected by its financial performance and capital structure, and enhance its credit profile, which has come under tight measures from the Government Development Bank for Puerto Rico ("GDB"); and
- Provide a world class level of service to visitors of the Airport.

The Project will create jobs and promote investment in the construction and related industries due to the amounts the Selected Proponent will be required to invest in order to implement capital improvements required for the Airport to meet the requirements of the Federal Aviation Administration ("FAA") under the Pilot Program, to improve the Airport's operational condition as required under the Lease Agreement, and carryout the early-year "accelerated upgrades" as provided under the Lease Agreement. Moreover, the Selected Proponent must sustain a significant level of investment in the Airport in order to comply with the Operating Standards. The Selected Proponent's initial and continuing investment in the Airport and the implementation of passenger growth strategy is expected to stimulate the economy of Puerto Rico.

ACHIEVING THESE OBJECTIVES THROUGH THE PUBLIC-PRIVATE PARTNERSHIP CONTRACT

This Public-Private Partnership will achieve the objectives described above in the following way:

- The Selected Proponent brings world-class operating expertise to the Project.
- Major risks previously assumed by PRPA will be transferred to the Selected Proponent, including those related to operations, economic (traffic and inflation), construction, environmental (related to the Selected Proponent's operation of the Airport), and financial.
- The PRPA will be able to reduce its debt resulting from the granting of the Lease.
- The Selected Proponent will be required to perform extensive capital improvements during the initial years of the Project ("Initial Capital Projects"). These upgrades will greatly improve actual conditions at the Airport, and, together with the operating requirements under the Operating Standards, will ensure that the Airport's users receive the benefits of a world class airway. Examples of required initial upgrades include:
 - Construction of South General Aviation Access Roads and Utilities
 - Relocation of Terminal D USDA Baggage Inspection Facility
 - Parking Garage Stairs Refurbishment
 - Repair of Taxiway N Concrete Surfaces
 - Reconstruction of Terminal and Roadway Signage
 - Repair of all Terminal Roof Leaks
 - Repair of Authority Maintenance Division and Motor Pool Building

- Repair of Curbside Water Leaks
 - Construction of Pedestrian Walkway from Parking Garage to Terminal A
 - Provision of Oversized Bag Drop
 - Implementation of Airport Physical Vulnerabilities Security Plan, Including Airport Perimeter System
 - Repair Existing Ramp, Apron and Taxiway Concrete Surfaces
 - Modification to Passenger Circulation from Terminal C to Baggage Claim of Terminal B
 - Provision of Ground Power, PC Air and Potable Water at Terminal B and C Gates
 - Refurbishment of Air Conditioning
 - Terminal Bathroom Remodeling
 - Expanded Curbside in Terminal A
 - Functional Public Address System
 - In-Line Baggage System Study
-
- The Selected Proponent will engage in additional sustained investments throughout the term of the Lease Agreement in order to adhere and comply with the Operating Standards which will ensure a superior air travel experience and promote job creation.
 - Satisfy FAA and other regulatory requirements.

III. Project Process

DESIRABILITY AND CONVENIENCE STUDY

A Desirability and Convenience Study (the “Desirability Study”) was completed and approved as required by the Act and published in June 2010. The publication of the study served as the first important step of the Project. The purpose of the Desirability Study was to determine the service needs, analyze various options for these needs, and select the most efficient of those options. The Desirability Study is posted on the PRPA’s website (www.p3.gov.pr).

PARTNERSHIP COMMITTEE

The Act and the Regulation require the PPPA to establish a partnership committee for each project. The partnership committee has the duty and responsibility to, among other things:

- Approve documents required by the request for qualifications, request for proposals and the evaluation and selection process;
- Engage on behalf of the PRPA, or request that Government Development Bank for Puerto Rico (“GDB”) engage advisors, experts or consultants;
- Evaluate and qualify those prospective Proponents most suitable to participate as Proponents for the project;
- Engage in, or supervise the negotiation of, the terms and conditions of the Partnership Contract;
- Evaluate proposals submitted and select that which is best;
- Prepare a report describing the entire process leading to the establishment of the Partnership; and
- Oversee proper compliance with the regulations and procedures established for the negotiation and award of a Partnership Contract.

In accordance with the Act and the Regulation, in May 2010, the PPPA established the Partnership Committee for the Project (the “Partnership Committee”), which consisted of the following government officials:

- Mr. Fernando Batlle, Executive Vice President of GDB, as designee of the President of GDB and Chairman of the Partnership Committee,
- Nelson Morales, Chief Financial Officer of PRPA, as the PRPA officer with direct responsibility over the Project,
- Arnaldo Deleo, as Aviation Director and General Manager of LMM Airport, designated by the PPPA for his expertise regarding the Project,
- David Álvarez, as Executive Director of the PPPA, designated by the PPPA for his expertise regarding the Project, and
- José R. Pérez, Esq. Secretary of the Department of Economic Development and Commerce of Puerto Rico (“DEDC”), as the representative of the PRPA’s Board of Directors.

On November 5, 2010, the PPPA named Mr. Jaime López, Chief Development Officer of the DEDC, as Partnership Committee member in substitution of Mr. Arnaldo Deleo.

On March 28, 2011, Mr. Juan C. Batlle, Vice Chairman and President of GDB, replaced Mr. Fernando Batlle, who had recently resigned to his position at GDB, as Chairman of the Partnership Committee.

On July 14, 2011, Mr. Alberto Escudero, the Executive Director of the PRPA, replaced Mr. Nelson Morales as a member of the Partnership Committee. On the same day, the PPPA named Juan C. Pavía, Director of the Office of Management and Budget, in substitution of David Álvarez, the Executive Director of the PPPA.

On October 5, 2011, Mr. Arnaldo Deleo was again named to the Partnership Committee in substitution of Mr. Alberto Escudero, who resigned from the PRPA.

On April 1, 2012, the PRPA named Mr. Luis G. Rivera, Esq., the Executive Director of the Puerto Rico Tourism Company and member of the PRPA's Board of Directors, as Partnership Committee Member in substitution of Mr. José R. Pérez, Esq.

As of July 2012, the composition of the Partnership Committee was as follows:

- Mr. Juan C. Battle, President of GDB and Chairman of the Partnership Committee;
- Mr. Luis G. Rivera, Esq., the Executive Director of the Puerto Rico Tourism Company and member of the PRPA's Board of Directors;
- Mr. Juan C. Pavia, Director, Office of Management and Budget;
- Arnaldo Deleo, Aviation Director and General Manager of LMM Airport; and
- Mr. Jaime López, Chief Development Officer of the DEDC.

In accordance with the requirements of the Act and the Regulation, the Partnership Committee held several official meetings, in which there was quorum, in order to fulfill its duties and obligations. The Partnership Committee held the following meetings with the assistance of the PPPA team:

- On February 10, 2011, the Partnership Committee evaluated the Memorandum of Understanding (“MOU”) with the airlines, which established the basic terms of the Use Agreement to be entered into by the Selected Proponent and the airlines. The purpose of the MOU was to assure that the transaction would comply with the airline approval requirement imposed by the FAA Pilot Program. The MOU was approved by the Partnership Committee.
- On June 28, 2011, the Partnership Committee approved the RFQ document.
- On August 15, 2011, the Partnership Committee:
 - Discussed the *shortlisting* of proponents and the benefits this process entailed;
 - Analyzed the twelve (12) statements of qualifications (“SOQ”) that had been submitted by interested consortia, and proceeded to evaluate and grade each group, in accordance with the evaluation criteria set forth in the RFQ; and
 - Established a project timeline.
- On August 24, 2011, the Partnership Committee:
 - Reviewed the SOQ evaluation results; and
 - Discussed and analyzed the *shortlisting* of prospective proponents.
- On September 9, 2011, the Partnership Committee:
 - In accordance with the requirements and evaluation criteria set forth on the RFQ, approved a shortlist of the best and most qualified proponents that would be allowed to participate in the RFP process; and
 - Authorized the PPPA to proceed and notify shortlisted and non-shortlisted proponents, in accordance with the Act.
- On October 10, 2011, the Partnership Committee:
 - Discussed the framework of the Partnership Contract and established its basic terms and conditions;
 - Analyzed the RFP Evaluation Criteria; and

- Approved the RFP, including the form of the proposed Partnership Contract.
- On October 21, 2011, the Partnership Committee:
 - Discussed and analyzed the draft of the Use Agreement with the Airlines.
- On November 2, 2011, the Partnership Committee:
 - Discussed changes to the draft of the Use Agreement with the Airlines.
- On November 8, 2011, the Partnership Committee:
 - Met with the Flughafen Zurich AG Consortium to discuss the RFP requirements, including the obligations under the Partnership Agreement.
- On November 10, 2011, the Partnership Committee:
 - Met with the Fraport / Goldman Sachs Consortium;
 - Decided on certain issues of the Project; and
 - Established a Project Timeline.
- On November 15, 2011, the Partnership Committee:
 - Met with the Puerto Rico Gateway Group Consortium; and
 - Discussed the establishment of an *Indicative Bid* process.
 - On November 16, 2011, the Partnership Committee: Met with the Macquarie/Ferrovial Consortium; and
 - Discussed certain key issues of the Project.
- On November 17, 2011, the Partnership Committee:
 - Met with the Highstar/Grupo Aeroportuario de Sureste (“ASUR”) Consortium; and
- Analyzed various concepts of the Project. On November 22, 2011, the Partnership Committee:
 - Discussed certain key aspects of the Project.
- On December 20, 2011, the Partnership Committee:
 - Discussed and analyzed key changes requested by the Proponents to the Use Agreement with the airlines;
 - Discussed changes requested by Proponents to the form of Partnership Contract; and
 - Approved disqualification of Proponent GMR/Incheon.
- On January 20, 2012, the Partnership Committee:
 - Discussed and analyzed the status of negotiations with the airlines regarding the changes to the Use Agreement requested by Proponents,
- On January 20, 2012, the Partnership Committee:
 - Discussed and analyzed the key value drivers of the transaction;
 - Reviewed use of funds scenarios;
 - Discussed status of negotiations with Proponents and approved changes to the Partnership Contract in response to such negotiations.
- On February 10, 2012, the Partnership Committee:
 - Approved the establishment of an *Indicative Bid* process. The *Indicative Bid* process was scheduled for March 15, 2012.
- On February 29, 2012, the Partnership Committee:
 - Approved certain key changes to the Partnership Contract in light of discussions and negotiations with the Proponents.

- On March 22, 2012, the Partnership Committee:
 - Discussed the *Indicative Bid* proposals that were received on March 15, 2012;
 - Discussed and analyzed various issues of the Project
 - Approved the further Shortlisting of the two (2) Consortia;
 - Macquarie/Ferrovial; and
 - Highstar Capital / ASUR
- On April 18, 2012, the Partnership Committee:
 - Discussed certain changes to the Lease Agreement that had been requested by the Proponents.
- On April 26, 2012, the Partnership Committee:
 - Met with the Highstar/ASUR Consortium.
- On April 26, 2012, the Partnership Committee:
 - Met with the Macquarie/Ferrovial Consortium; and
 - Discussed certain key aspects of the Project.
- On May 4, 2012, the Partnership Committee:
 - Approved key changes to the Lease Agreement in light of negotiations with the Proponents.
- On May 18, 2012, the Partnership Committee:
 - Approved a final structure for the Project.
- On June 14, 2012, the Partnership Committee:
 - Established a New Project Timeline.
- On July 17, 2012, the Partnership Committee:
 - Evaluated the final proposals that were submitted by the Macquarie/*Ferrovial* and Highstar/ASUR consortiums as their Best and Final Offers;
 - Based on the evaluation of the Best and Final Offers, recommended the selection of Highstar/ASUR as Preferred Proponent for the Project; and
 - Approved the Partnership Report.

QUALIFICATION PROCESS

BACKGROUND AND PROCESS

The qualification process began with the publication of the RFQ on July 6, 2011, which required responses by Prospective Proponents on August 8, 2011. On August 8, 2011, the PPPA received statements of qualifications (the “SOQs”) in response to the RFQ from twelve (12) Respondents.

Section 4.4 of the Regulation states that the Partnership Committee reserves the right to establish a shortlist of the best qualified Proponents for a particular Project (the “Shortlist”), if such right is contemplated in the applicable RFQ. The Partnership Committee notified Proponents in the RFQ (section 4.1) of its right to establish a shortlist.

Pursuant to Section 8(b) of the Act and Section 3.4 of the Regulation, the Partnership Committee evaluated each response to the RFQ by reference to the extent to which Proponents satisfied the following three specific evaluation criteria established in Section 4 of the RFQ (the “Evaluation Criteria”):

1. Compliance with Requirements of the Act

The RFQ submission was reviewed to determine whether it satisfied the Act’s requirements with respect to the following areas:

- The prospective Proponent’s reputation and its managerial, organizational and technical capabilities, as well as its experience, to develop and administer the Project;
- A certification by each Member and the Proponent, if the Proponent has been formed as of the date of a submission of a response to this RFQ, that neither it nor any of its directors, officers, shareholders, or subsidiaries, nor its parent company, nor in the case of a partnership, any of its partners, nor any person or entity that may be considered an alter ego of the Proponent (each a “Covered Party”), has been convicted, has entered a guilty plea or has been indicted, nor has probable cause been found for their arrest, in any criminal proceeding in the courts of the Commonwealth, the Federal courts of the United States, or the courts of any jurisdiction of the United States or a foreign country, of criminal charges related to acts of corruption or to any of the following crimes: a crime against public integrity, as defined in the Commonwealth of Puerto Rico Penal Code, embezzlement of public funds, a crime against the public treasury, public trust, public function or involving the wrongful use of public funds or property, any of the crimes enumerated in Act No. 458 of December 29, 2000, as amended (“Act 458”), or under the Foreign Corrupt Practices Act; nor is any Covered Party under investigation in any legislative, judicial or administrative proceedings, in the Commonwealth of Puerto Rico, the United States or any other country. The Proponent is in compliance and will continue to comply at all times with all federal, state, local and foreign laws applicable to the Proponent that prohibit corruption or regulate crimes against public functions or public funds, including the Foreign Corrupt Practices Act (this requirement may be satisfied by reference to the completed Proponent Certification).

2. Technical Capabilities

The evaluation of technical capabilities considered whether the RFQ submission adequately addressed to the technical capability requirements of the Partnership Contract with respect to the following areas of expertise:

- Airport operations, development, maintenance and route development
- Safety and security / management of critical pieces of transport infrastructure
- Airline and passenger customer service
- Experience of working with government authorities

The winning bidder must obtain an Airport Operating Certificate from the FAA to operate the Airport and must satisfy all applicable regulatory requirements, including those of the Transportation Security Administration (“TSA”) relating to airport safety and security.

3. Financial Capability

The evaluation of financial capabilities considered whether the RFQ submission adequately addressed to the financial capability requirements of the Partnership Contract with respect to the following:

- Financial capacity to pay up-front acquisition proceeds and maintain and improve the Airport;
- Ability to raise financing;
- Credit quality to ensure the payment of any obligations, including, but not limited to, obligations under the Partnership Contract; and
- Commitment to submit a competitive price.

The Partnership Committee scored each prospective Proponent according to the strength to which its response satisfied each of the Evaluation Criteria using a weighted formula.

RESPONDENTS AND SIZE OF THE SHORTLIST

The 12 Respondents to the RFQ included the following entities and consortium teams (in alphabetical order):

- Advent International Corporation
- AENA
- AGUNZA (Agencias Universales S.A.)
- Corporación América S.A.
- Flughafen Zurich AG
- Fraport / Goldman Sachs
- GAA - Ferrovial/MacquarieGMR and Incheon Airport
- Grupo Aeroportuario del Centro Norte (OMA)
- Highstar Capital / Grupo Aeroportuario de Sureste (“ASUR”)
- Puerto Rico Gateway Group
- TAV Airport Holdings

In deciding the size of the shortlist, the Partnership Committee gave careful consideration to all the responses to the RFQ, in accordance with the right to shortlist qualified Respondents.

RECOMMENDED SHORTLIST

On August 24, 2011, the Partnership Committee evaluated all Respondents strictly by reference to the information provided by each Respondent in the SOQs and published a Shortlist Report on September 23, 2011, which was made available for the review of all Proponents and is included herein as Exhibit B.

Based on a comprehensive review of all of the Respondents’ SOQs, in light of the Evaluation Criteria, the six (6) individual Respondents or Respondent teams that were shortlisted by the Partnership Committee to proceed to the next stage of the RFP process were (in alphabetical order):

- Fraport / Goldman Sachs
- GAA - Ferrovial/Macquarie
- GMR and Incheon Airport

- Highstar Capital / ASUR
- Puerto Rico Gateway Group
- Flughafen Zurich AG

Proponents that were not shortlisted were notified of their right to request Judicial Review of the Partnership Committee's determination, in accordance with Section 20 of the Act.

Non-shortlisted proponents did not request Judicial Review.

Please see the Shortlist Report, attached hereto as Exhibit B, for a detailed description of the shortlist process.

REQUEST FOR PROPOSALS

BACKGROUND

The RFP document was approved by the Partnership Committee and issued to Shortlisted Proponents on October 10, 2011. They were granted access to the data room which contained key documents in relation to the Project (the “Data Room”), including the form of the Partnership Contract. The Shortlisted Proponents were required to sign strict confidentiality agreements prior to obtaining access to the RFP document and access to the Data Room. The following time table illustrates the key milestones during the RFP Process:

TABLE 1: PROCESS TIMELINE

RFP Phase Milestone	Proposed Timeline
Issue RFP and draft Partnership Contract (including schedules)	October 2011
Individual Proponent Briefing Session and Site Visits	November 2011
Comments on draft Partnership Contract and draft Technical Materials	By December 9, 2010
Individual Proponent Conference on comments on draft Partnership Contract and draft Technical Materials	Week beginning December 12 th , 2011
Regulatory Meetings with FAA / TSA	Week beginning January 30 th
Circulation of second draft of Partnership Contract and Technical Materials	February 2012
Comments on second draft of Partnership Contract due and Technical Materials	By February 17 th , 2012
Circulation of revised draft of Partnership Contract and Technical Materials	Week beginning March 5 th , 2012
Indicative Bid Process	March 15, 2012 at 5:00 pm AST
Notification of Final Shortlisted Proponents	Week of March 26 th , 2012
Circulation of Partnership Contract and Technical Materials	Week beginning June 4 th , 2012
Last day for submission of RFCs ¹	June 25 th at 5:00pm AST
Last day for PPPA to issue substantial addendum ² regarding RFP (minor/administrative addenda may still be issued) and responses to RFCs	June 29 th
Circulation of Final Bid Form of Partnership Contract and Technical Matters	July 5 th , 2012
Proposal Submission deadline	July 10, 2012, 5:00PM AST
Best and Final Offer (BAFO) period, if necessary	July 10 th – July 17 th
Partnership Committee evaluation and preparation of report to Governor	July 17 th , 2012
Notification of Preferred Proponent	Week beginning July 23 rd , 2012
Execution of Lease Agreement	Week beginning July 30 th , 2012
Submission of Final FAA Pilot Program Application	Week beginning July 30 th , 2012
FAA Public Comment Period Closes	4Q-2012
Financial Close	4Q-2012

¹ As required by Regulation 4.7.

² As required by Regulation 4.7.

On November 28, 2011, RFP amendment #1 was issued to amend the Proposed Timeline as set out in Section 1.1 of the RFP. This Addendum also amended the relevant dates in section 4.1.1, 4.2, and Appendix 1 of the RFP.

On December 22, 2011, the PPPA disqualified the consortium composed by GMR and Incheon Airport due to their lack of participation and lack of responsiveness during the process. The PPPA informed GMR and Incheon Airport of its right to request judicial review of this decision as provided under Article 20 of the Act, which grants a jurisdictional term of twenty (20) days to file a writ for administrative review before the Puerto Rico Court of Appeals.

On December 29, 2011 an RFP Amendment #02 was approved in order to modify the Proposed Timeline, as amended by Addendum #01.

INDICATIVE BID PROCESS: On November 15, 2011, the Partnership Committee published Addendum #03 to the RFP establishing an Indicative Bidding Process. The Addendum required that Indicative Bids be submitted, based on the draft of the Partnership Agreement in the form identified as “Indicative Proposal Copy” and delivered to the PPPA on March 15, 2012 at 5:00 pm EST at the GDB Building.

Addendum #03 to the RFP added a new Section 4.1.10, which we include in its entirety as follows:

4.1.10 SUBMISSION OF INDICATIVE PROPOSALS

Indicative Proposals

The Sponsors will require that Proponents submit a indicative Proposal that satisfies all of the requirements of this Section 4.1.10 in order to, among other things, provide the Sponsors with an indication of the Leasehold Fee Proponents are willing to pay the Authority based on the current form of the Lease Agreement, Operating Standards and Use Agreement (collectively, the “Transaction Documents”) (the “Indicative Proposal”). Except as otherwise provided in this Section 4.1.10, a Proponent’s Indicative Proposal will not be binding and shall only be used by the Sponsors to shortlist two (2) Proponents.

Submission Deadline

Indicative Proposal submissions are to be received not later than 5pm (AST) on March 15, 2012 at the offices of Government Development Bank for Puerto Rico.

Content of Indicative Proposals

Indicative Proposals must satisfy all of the requirements of Section 4.2 of the RFP and Appendix I thereto, except as otherwise provided below. Indicative Proposals will not have to comply with the provisions of Sections 4.2.2, 4.2.4 and 4.2.5, which shall only be applicable to final and binding Proposals submitted by those Proponents that are shortlisted as a result of the Indicative Proposal process.

Amendments to Criterion are provided below:

Completeness of Proposal – Indicative Proposals must satisfy all the requirements of Criterion 1, except that:

- a. *A Bid LOC is not required for the submittal of an Indicative Proposal. A Bid LOC, however, must accompany the final and binding Proposal;*

- b. *Proponents need to acknowledge that the indicative Leasehold Fee included in the Indicative Proposal is based on the current form of the Transaction Documents (the Transaction Documents will not be deemed final for purposes of the final and binding Proposal and shortlisted Proponents will have an opportunity to comment on the final draft of the Transaction Documents and the Sponsors will take such comments into account prior to the publication of final Transaction Documents); and*
- c. *Proponents must provide a short list of those necessary conditions, if any, that would have to be met prior to submitting a final and binding bid and, with respect to each such condition, Proponents must indicate the information, time, and/or approval required to remove any such condition.*

Financial, Technical and Professional Reputation – Indicative Proposals must satisfy all the requirements of Criterion 2, except that Proponents are not required to submit credit approved offers of debt finance and/or investment committee/board approved equity commitments as described in footnote 9 to the RFP. Indicative Proposals, however, must include highly confident letters from all proposed capital providers agreeing to provide the amount of capital stated therein and summary term sheets from all proposed providers of any proposed debt or debt-like capital.

Financial Plan – Indicative Proposals must satisfy all the requirements of Criterion 3, except that the information provided should relate to the indicative Leasehold Fee and must describe the assumptions used to arrive at such financial information. Proponents are not required to submit credit approved offers of debt finance and/or investment committee/board approved equity commitments as described in footnote 9 to the RFP. Indicative Proposals, however, must include highly confident letters from all proposed capital providers agreeing to provide the amount of capital stated therein and summary term sheets from all proposed providers of any proposed debt or debt-like capital.

Leasehold Fee – Indicative Proposals must indicate the Leasehold Fee the Proponent would pay to the Authority on Financial Close under the current terms and conditions set forth in the Transactions Documents. Proponents are also encouraged, but not required, to indicate the Leasehold Fee they would pay to the Authority on Financial Close under the Transaction Documents as proposed to be amended by the Proponent in order to increase the amount of the Leasehold Fee; provided, that a Proponent that submits this type of indicative Leasehold Fee shall be required to assign a bona fide value by which the Leasehold Fee would increase if each such amendment is included in the Transaction Documents. The indicative Leasehold Fee will not be binding on the Proponent but will be used by the Sponsors to further reduce the number of Proponents that will continue to participate in the RFP process, as described below.

Business Plan – Proponents must submit a Business Plan that complies with all the requirements set forth in Criteria 4 and 5 of Section 4.3 of the RFP. The Business Plan would ultimately be incorporated as a Schedule of the Lease Agreement for the purposes set forth in the draft Lease Agreement. Final shortlisted Proponents will be allowed to submit a revised and final Business Plan in light of changes to Transactions Documents on the date of the final and binding bid Proposals.

Proponents that submit an Indicative Proposal will also be subject to the provisions of Sections 4.7, 4.8 and 4.9 of the RFP.

The documentation submitted by shortlisted Proponents as part of their Indicative Proposals in order to satisfy Criterion 4 and 5 of the RFP Section 4.3 will be final and cannot be resubmitted or amended.

Procedures Following Receipt of Indicative Proposals

The Sponsors will follow the procedures detailed in Section 4.6 of the RFP upon receipt of Indicative Proposals.

Evaluation of Indicative Proposals

Indicative Proposals will be evaluated as provided in Section 4.3 of the RFP, except that each criterion will be evaluated taking into account the modifications set forth in Section 4.1.10 of the RFP. Each Indicative Proposal that achieves a “pass” rating on each of the first five (5) evaluation criteria, as changed above, will be deemed to be a “Compliant Indicative Proposal.” Each Compliant Indicative Proposal will be evaluated in its entirety and ranked based on (a) the amount of the Leasehold Fee, (b) the number and nature of conditions, if any, to which such Leasehold Fee is subject, (c) the PPP Committee’s confidence in the Leasehold Fee resulting in a financial close based on such conditions; and (d) the PPP Committee’s evaluation of the robustness of the Business Plan and confidence on the ability of the Proponent to effectively implement such Business Plan.

Selection of Final Shortlisted Proponents

After the evaluation of each Indicative Proposal, the PPP Committee intends to shortlist two (2) Proponents. The PPP Committee reserves the right to shortlist a larger number of Proponents if it determines that such action is in the best interests of achieving the highest value for the Authority. These shortlisted Proponents will continue with the RFP process until the submission of final and binding Proposals pursuant to the provisions of Sections 4.2, 4.3 and Appendix I of the RFP.

On January 25, 2012, Puerto Rico Gateway Group (“PRGG” or “Proponent”) formally informed the PPPA about the intention of Industry Funds Managements (“IFM”) to join PRGG for the Project. IFM would effectively substitute OPTrust, a formerly qualified member of PRGG, who had decided to withdraw from the process.

On February 7, 2012, GS Global Infrastructure Partners II, L.P. (“GSIP”) called the PPPA to inform that GSIP had decided to officially withdraw from the RFP process.

On March 9, 2012, Fraport also withdrew from the process.

On March 15, 2012, the PPPA received Indicative Bids from all remaining Shortlisted Proponents², except from Puerto Rico Gateway Group. The process was witnessed by a Notary, who prepared a Notarial Certificate (“Acta Notarial”).³ Of the Indicative Bids received by the PPPA, two [2] were generally compliant with the requirements of Section 4.1.10 of the RFP. After careful evaluation of the Indicative Bids, the Partnership Committee decided to continue the RFP process with the teams consisting of ASUR/Highstar Capital and Ferrovial/ Macquarie.

² On the date the Indicative Bids were due, there were four Shortlisted Proponents actively participating in the RFP process. These Shortlisted Proponents were: ASUR and Highstar Capital, Ferrovial and Macquarie, Puerto Rico Gateway Group, and Flughafen Zurich AG.

³ Under Puerto Rico Notary Law, Act No. 75 of July 2, 1987, notaries, at the request of a party or on their own initiative and under their oath, signature, sign, flourish and notarial seal, shall extend and execute certificates which consign facts and circumstances witnessed by them or of which they have personal knowledge and that due to their nature do not constitute a contract or juridical business. The Puerto Rico Notary Law, *supra*, requires that the notarial certificates include the corresponding deed number, the date in which they are executed, the declaratory part and the notary's signature.

Non-shortlisted Proponents were provided with the opportunity to request judicial review regarding the Committee's decision, in accordance with Section 20 of the Act. Non-Shortlisted Bidders did not submit the Committee's decision for judicial review.

On June 1, 2012, the Partnership Committee issued Addendum #04 to the RFP, which (i) amended the Proposed Timeline, as amended by Addenda #01, #02 and #03 of the RFP; (ii) modified the process up to final and binding bid submission, as described in Section 4.1 of the RFP, (iii) modified the proposal content requirements described in Section 4.2 of the RFP, and (iv) modified the Evaluation Criteria described in Section 4.3 of the RFP.

On July 3, 2012, the Partnership Committee issued RFP Addendum #05 which i) modified the proposal content requirements described in Section 4.2 and Appendix I of the RFP, as amended by Addendum #04 to the RFP and (ii) modified the Evaluation Criteria described in Section 4.3 of the RFP, as amended by Addendum #04 of the RFP sent on June 1, 2012.

FINAL PARTNERSHIP CONTRACT

The form of the Partnership Contract was circulated to bidders on November 23rd, 2011 in the form was acceptable to the Partnership Committee. Throughout the procurement process, Proponents submitted detailed comments and suggested changes to the Partnership Contract, which resulted in the final bid Partnership Contract circulated to Proponents on July 5, 2012 (the "Final Form of Lease Agreement"). Both Proponents submitted their proposals on July 10, 2012 based on the Final Form of Lease Agreement, without any conditions. Accordingly, the Final Form of Lease Agreement is the Partnership Contract that the Partnership Committee recommends be entered into by the PRPA and the selected Proponent. The Final Form of Lease Agreement is summarized in Exhibit A, as required by the Act.

PROPOSAL REVIEW PROCEDURES

The Proposal Submission deadline was July 10, 2012 and two Proposals were received by the PPPA. Both (1) GAA Operating, LLC, a partnership between Ferrovial Aeropuertos, S.A. and Macquarie Capital Group Limited; and (2) Aerostar Airport Holdings LLC, a partnership between Grupo Aeropuertuario de Sureste S.A.B. de C.V. (ASUR) and Highstar Capital IV, L.P. (the "Final Proponents") submitted proposals prior to the 5:00 PM deadline established in the RFP. The PPPA conducted a formal process of receipt and opening of proposals that was witnessed by a notary public, who prepared a Notarial Certificate ("Acta Notarial") detailing the entire process, which is included herein as Exhibit C.⁴

The compliant Proposals submitted by the Final Proponents included upfront fees (the "Original Upfront Fees") that were considered a "tie" under Section 4.4 of the RFP. Therefore, on July 11, 2012, Proponents were notified that they had to submit a revised Upfront Fee, higher or equal to the original Upfront Fees, by 4:00PM on July 16, 2012.

On July 16, 2012, the Final Proponents submitted revised Upfront Fees prior to the established 4:00PM deadline. The PPPA conducted a formal process of receipt and opening of proposals that was witnessed by a notary public, who prepared a Notarial Certificate ("Acta Notarial") detailing the entire process, which is included herein as Exhibit D.⁵ Both Proponents submitted higher Revised Upfront Fees.

In accordance with the Act, the Regulation and the RFP, the Partnership Committee reviewed and selected the preferred Proponent on July 17, 2012, based on the criteria described below.

⁴ Under Puerto Rico Notary Law, Act. No. 75 of July 2, 1987, *supra*.

⁵ Under Puerto Rico Notary Law, Act. No. 75 of July 2, 1987, *supra*.

DESCRIPTION OF PROPONENTS (IN ALPHABETICAL ORDER)

1. *Aerostar Airport Holdings, LLC*

- Partnership formed by between Grupo Aeroportuario de Sureste S.A.B. de C.V. (“ASUR”) and Highstar Capital IV.
- ASUR is a New York Stock Exchange-listed Mexican airport management firm operating nine airports across Southeast Mexico, including Cancún International Airport. In 2011 ASUR’s airports served nearly 17.5 million tourist, business and personal travelers.
- ASUR has strong relationships with more than 80 major international airlines as well as a strong track record for route development and non-aeronautical revenue growth.
- Highstar Capital L.P. is a fourth-generation infrastructure investor that has deployed over \$6.8 billion of equity capital to date on behalf of more than 80 global limited partners.
- Highstar and the private equity funds it manages have a long history of working closely and successfully with government entities and regulators across its three areas of investment focus: transportation, energy and environmental services.
- One of Highstar’s private equity funds is an owner and operator of London City Airport, a successful business airport in London, England, where it enjoys strong and deep relationships with several of the world’s leading international airline carriers, including British Airways, Lufthansa, and Air France.

2. *GAA Operating, LLC*

- Partnership formed by Ferrovial Aeropuertos, S.A. and Macquarie Capital Group Limited.
- GAA members are experienced in working alongside governmental partners. GAA members maintain a strong and productive relationships with regulators in six (6) U.S. States.
- Macquarie’s (Macquarie Capital Group Limited, its direct and indirect subsidiaries and funds) 100% parent entity is Macquarie Group Limited, global provider of banking, financial advisory, investment and fund management services.
- Macquarie-managed funds have invested in 22 airports globally, with current investments in 8 airports worldwide (i.e. Copenhagen-Denmark, Bristol-UK, Brussels-Belgium, Hobart-Australia).
- Macquarie Infrastructure and Real Assets is the operating unit that manages direct investments in infrastructure businesses, with \$95 billion invested in 24 countries.
- Ferrovial is a leading investor in transportation infrastructures, with a workforce of approximately 70,000 employees and operations in more than 15 countries.
- Ferrovial is a world class airport operator. In 2012, its portfolio of 5 UK airports, through BAA (Heathrow, Stansted, Glasgow, Aberdeen and Southampton) managed 111 million passengers.

RFP SELECTION CRITERIA

The RFP included the selection criteria, which served as the requirements for Proposal Submissions and on which the Partnership Committee based the Proponent Selection. Below are the set of Criteria explained in detail.

1. COMPLETENESS OF PROPOSAL (PASS/FAIL)

Proponent to confirm each of the following in a written statement:

- The Bid LOC has been included in this Proposal.
- The Proponent has complied with each section of the RFP which requires it to do or not do any act, matter or thing, including (without limitation) sections 8.7 and 8.8.
- The Proponent accepts the final form of the Lease Agreement (as posted in the Data Room as at 11.59pm AST on May 26, 2011), save for immaterial amendments to incorporate party names, details and execution mechanics.
- The Proponent has included with this Proposal an executed Sworn Statement in the form attached as Schedule 1.
- In relation to the Project, the RFQ or the RFP, the Proponent has not, and each of its Proponent Members has not, and their respective directors, officers, employees, consultants, agents, advisors and representatives have not engaged in any form of political or other lobbying whatsoever, and has not, except as expressly contemplated by the RFQ, RFP or as otherwise permitted in writing, attempted to communicate in relation to any of such matters, directly or indirectly, with any representative of the PPP Committee or the Authority, including any Restricted Parties, or any director, officer, employee, agent, advisor, staff member, consultant or representative of any of the foregoing, as applicable, for any purpose whatsoever, including for purposes of:
 - (a) commenting on or attempting to influence views on the merits of the Proponent's Proposal, or in relation to Proposals of other Proponents;
 - (b) influencing, or attempting to influence, the outcome of the RFQ or RFP stage, or of the competitive selection process, including the review, evaluation, and ranking of Proposals, the selection of the Selected Proponent, or any negotiations with the Selected Proponent;
 - (c) promoting the Proponent or its interests in the Project, including in preference to that of other Proponents;
 - (d) commenting on or criticizing aspects of the RFQ, the RFP, the competitive selection process, or the Project including in a manner which may give the Proponent a competitive or other advantage over other Proponents; and
 - (e) criticizing the Proposals of other Proponents.
- Neither the Proponent nor its Proponent Members, nor have their respective directors, officers, employees, consultants, agents, advisors and representatives, discussed or communicated, directly or indirectly, with any other Proponent or any director, officer, employee, consultant, advisor, agent or representative of any other Proponent, including any Proponent Member of such other Proponent regarding the preparation, content or representation of its Proposals. Its Proposal has been submitted without any connection (i.e., arising through an equity interest in or of a Proponent or Proponent Member), knowledge, comparison of information, or arrangement, with any other Proponent or any director, officer, employee, consultant, advisor, agent or representative of any other Proponent, including any Proponent Member of such other Proponent.

2. FINANCIAL, TECHNICAL AND PROFESSIONAL REPUTATION (PASS/FAIL)

Proponents are to provide a commentary (of no more than 8 pages, not including appended offers of debt finance or evidence of investment committee / board approved equity commitments) on their commercial and professional reputation, specifically including:

- Evidence of their current financial strength to undertake this Project and meet the obligations contained in the Lease Agreement.
- Evidence of no current or pending material claims, litigation or equivalent that would materially adversely affect their ability to undertake this Project.
- Evidence of current technical and professional strength to undertake the obligations contained in the Lease Agreement.

3. FINANCING PLAN (PASS/FAIL)

Proponents are to provide:

- A short form financing plan (of no more than 8 pages) that outlines sources and uses of funds and the terms of financing to fund the Leasehold Fee offered in the Proposal. The financing plan must contain enough detail so that an analysis would reveal whether the proposed financing is feasible. The financing plan is to include:
 - A description of the capital structure proposed at financial close, detailing all sources of financing and the amount of each class of debt, equity and any other source of funds, including the proposed holders of that debt and equity at Financial Close;
 - The equity (and equity-like) capital which the Proponent has committed to the Project, its planned payback period and the annual cash yield requirements;
 - The debt (and debt-like) capital which the Proponent has received commitments for in relation to the Project, the cost of that debt, and the ability to expediently carry out its plans to draw on that capital;
 - For equity (and equity-like) and debt (and debt-like) capital, relevant commitment letters, facility arrangements and certain funds letters;
 - A summary, annual breakdown of projected passenger volumes, non-aeronautical revenues, EBITDA, capital expenditures and debt service for the first ten years of the Agreement;
 - The weighted average capital cost of the financing plan to fund the Leasehold Fee offered in the Proposal;
 - An annual breakdown (in a short table) of net income to the Proponent for the term of the Lease;
 - The nominal internal rate of return (post any tax paid at the vehicle level) to the Proponent;
 - The net present value and nominal value to the Sponsor of the Lease, including revenue sharing payments and capital investment, broken down by value category;
 - Timeline for the financing plan from the Proposal Submission Date to Financial Close.

4. OPERATING PLAN (PASS/FAIL)

Proponents are to provide a short form operating plan (of no more than 12 pages) that outlines the management organization and the approach to complying with the operating and maintenance obligations of the Airport. The operating plan is to include:

- A description of the overall management structure and specific identity of the Chief Executive Officer, Chief Financial Officer and Operation Manager (or personnel with responsibilities of such titles) at a minimum.
- Resumes or curriculum vitae for the above referenced Key Personnel's most relevant qualifications to support their selections.
- Any present intention of the Proponent to make offers to and (if accepted) hire PRPA Employees;
- Any present commitment to the Commonwealth in terms of dedicated resources, community investment and involvement of local entities in the performance of the Agreement.⁶
- A description of the proposed operating plan to implement the required improvements to the Airport, as contemplated by the Required Capital Improvements and otherwise under the Agreement, and that that plan can be undertaken by the Proponent and that the Proponent has demonstrated two (2) examples of complying with similar such obligations.

⁶ Section 6.4 of the Regulations establishes that the Authority's Policy is to foster participation of local suppliers, contractors, designers, architects, engineers, advisors and investors as participants in potential PPPs. As part of this criterion, please specify whether the Proponent will foster local participation throughout the Lease term, and to what extent. Also, please specify if the Proponent will dedicate resources, whether as community investment and/or involvement of local entities, and to what extent.

- A summary of a key next steps between signing and closing, including timing for transitioning operations of the Airport from the PRPA to the Proponent between bid award and closing.

5. AIRPORT GROWTH PLAN (PASS / FAIL)

Proponents are to provide a growth plan for the Airport (of no more than 12 pages) that presents the vision and specific approach to facilitating traffic and cargo growth of the Airport. The growth plan is to include:

- A vision statement for the Airport. Description of the value proposition behind such vision for the Airport.
- Description of plan and general strategy for developing a productive relationship with Government entities and airlines. Describe the corporate values that will characterize you as a Prospective Lessee.
- A description of general strategy and plans for enhancing customer service and safety for the travelling public. Describe how you plan to improve the travelling experience for passengers and general public.
- A description of your strategy for facilitating airport growth via route development and marketing, including general vision and specific plans that will facilitate increases in traffic and airport growth.
- A description of the plan to develop and enhance the non-aero, commercial retail offerings at the Airport.
- A general description of the plan to develop the cargo business and groundhandling offering at the Airport.
- A description or summary of any other upside that you include in your analysis that drives the valuation of the Airport. This can include properties that exist at the Airport today or plans to construct new facilities.

6. OFFER OF LEASEHOLD FEE (GRADED CRITERION)

Proponents are to indicate the Leasehold Fee that they are offering to pay to the Authority on Financial Close.

SELECTION OF PROPONENT

The table below breaks down each Proponent's response and corresponding results based on each criterion, described above, as reviewed and approved by the Partnership Committee on a meeting held on July 17, 2012:

TABLE 2:

Criterion	Ferrovial / Macquarie	Highstar Capital / ASUR
Completeness of Proposal	<p>Proponent passed this criterion.</p> <p>Proponent fulfilled the requirements of completeness.</p>	<p>Proponent passed this criterion.</p> <p>Proponent fulfilled the requirements of completeness.</p>
Financial Technical and Professional Reputation	<p>Proponent passed this criterion.</p> <p>Ferrovial and Macquarie previous investments suggest sufficient experience and capacity to pass this criteria.</p> <p>Macquarie and Ferrovial cited that as partners they have invested in Chicago Skyway, Indiana Toll Road, and 407 Toll Route.</p>	<p>Proponent passed this criterion.</p> <p>Highstar Capital and ASUR previous investments that suggest sufficient experience and capacity to pass this criteria.</p> <p>Proponents cited that between the two they have invested over \$1 billion in the airport sector.</p>
Financing Plan	<p>Proponent passed this criterion.</p> <p>Detailed financial plans with committed financing and support from high quality banks.</p>	<p>Proponent passed this criterion.</p> <p>Detailed financial plans with committed financing and support from high quality banks.</p>
Business Plan (Operating and Airport Growth Plans)	<p>Proponent passed this criterion.</p> <p>Presented detailed operating and business plans, commitment to significant amount of capital improvements and presented a specific timeline for such improvements, proposed training and development for employees and tenants. Presented a specific plan for new route development and passenger growth. Commitment to modernize terminals, increase commercial capacity and improve passenger experience. Presented a detailed transition plan and commitment to work with stakeholders, including government, to achieve a world class airport.</p>	<p>Proponent passed this criterion.</p> <p>Presented detailed operating and business plans, commitment to significant amount of capital improvements and presented a specific timeline for such improvements, proposed training and development for employees and tenants. Presented a specific plan for new route development and passenger growth. Commitment to modernize terminals, increase commercial capacity and improve passenger experience. Presented a detailed transition plan and commitment to work with stakeholders, including government, to achieve a world class airport.</p>
Offer of Leasehold Fee (excludes payments and revenue sharing to PRPA and proposed CAPEX)	\$567,000,000	\$615,000,000

IV. CONCLUSION

The Partnership Committee considers that the Public-Private Partnership process carried out by the PPPA, PRPA and the Partnership Committee complied with the requirements of the Act, the Regulation and the RFP, both in form and substance. The process was carried out affording fairness and equality to each Proponent. Ultimately, given that both proposals fully complied with the requirements of the Act, the Regulation and the RFP, the Partnership Committee's selection of the preferred Proponent was based on the Proposal that provided the highest Leasehold Fee. The Proposal with the highest Leasehold Fee was submitted by Aerostar Airport Holdings, LLC, a joint venture formed by Grupo Aeroportuario de Sureste S.A.B. de C.V. and Highstar Capital IV, L.P.

ACCEPTED AND APPROVED ON JULY 17, 2012 BY:

Signed original in PPPA offices

Juan Carlos Batlle
President
Government Development Bank for Puerto Rico
Chairman of the Partnership Committee

Signed original in PPPA offices

Juan Carlos Pavía
Director
Office of Management and Budget

Signed original in PPPA offices

Luis G. Rivera, Esq.
Secretary
Puerto Rico Tourism Company

Signed original in PPPA offices

Jaime López
Chief Development Officer
Department of Economic Development and Commerce

Signed original in PPPA offices

Arnaldo Deleo
Aviation Director and
General Manager of LMM Airport
Puerto Rico Ports Authority

VI. EXHIBITS

EXHIBIT A – SUMMARY OF LMM LEASE AGREEMENT

Summary of LMM Lease Agreement

Issue	Term
Grantor	The Puerto Rico Ports Authority (the “ Authority ”).
Term	<p>40 years from the closing date (the “Closing Date”), subject to extension if the Authority elects to pay Leasehold Compensation to the Lessee by extending the term in lieu of paying Leasehold Compensation in cash.</p> <p>The Closing Date is the date on which financial close occurs and the relevant funds are transferred to the Authority by the Lessee to consummate the granting of the Lease, which will be no earlier than 90 days following the signing of the Lease Agreement and no later than 180 days after the Bid Date (the “Outside Closing Date”).</p>
Purpose	The Lease Agreement awards the right to operate, manage, maintain, develop and rehabilitate the Luis Muñoz Marín International Airport (“ LMM ”) during the Term, subject to the terms and conditions of the Lease Agreement.
Use of Airport	<p>The Lease Agreement states that a primary purpose and essential consideration of the Agreement is to promote, facilitate, aid and enhance commerce, tourism and economic development for Puerto Rico.</p> <p>The Lease Agreement further recognizes the role of LMM as the primary point of access in Puerto Rico with respect to economic activity, tourism and transportation.</p>
Airline and Other Charges	<p>The Use Agreement establishes the maximum level of fees that the Lessee may charge to Airlines at LMM.</p> <p>The Lessee may charge fees to other airport concessionaires, including food and beverage providers, retailers and ground transportation providers.</p>
Lessee Rights	The Lessee will have the right to operate, manage, maintain, develop and rehabilitate LMM and receive revenues from airlines and other airport users.
Leasehold Fee	<p>The Lessee will be required to make an up-front payment (the “Leasehold Fee”) to be awarded the Lease. This Leasehold Fee payment will be due on the Closing Date.</p> <p>Before the Lessee will be required to pay the Leasehold Fee at the closing of the transaction, the Authority will have retired any debt payable from or secured by LMM assets or revenues. In addition, the Authority and the Lessee will each need to satisfy other usual and customary “conditions precedent” before the closing can be accomplished.</p>

Issue	Term
Deposit	On the date of execution of the Lease Agreement, the Lessee will make a deposit of cash or deliver one or more Letters of Credit in an amount equivalent to 5% of the Leasehold Fee to be held by the Authority.
Annual Authority Payment	For the first five full Reporting Years, the Lessee shall make an annual payment to the Authority of \$2,500,000.
Annual Authority Revenue Share	For the sixth full Reporting Year through and including the thirtieth full Reporting Year, the Lessee shall pay to the Authority, in cash, an amount equal to 5% of the gross Airport Revenues earned in such Reporting Year. For the thirty-first full Reporting Year and each succeeding Reporting Year, the Lessee shall pay to the Authority, in cash, an amount equal to 10% of the gross Airport Revenues earned in such Reporting Year.
Police and Fire Services	<p>The Authority will ensure that LMM is serviced adequately by police and fire services consistent with the TSA-approved Airport Security Program. The Lessee will be required to provide, at the Lessee's cost, all other security functions necessary for compliance with the TSA-approved Airport Security Program, including interior auxiliary security and access control functions.</p> <p>The Lessee will reimburse the Authority for the costs of the services provided by the Authority, for which the parties will set an annual budget. The budget for the first year is set in the Lease Agreement as \$2,800,000. If the parties are unable to agree upon a budget in any future year, the budget for that year will equal the prior year's budget adjusted for inflation.</p> <p>The Authority will be required to use its Reasonable Efforts (as defined in the Lease Agreement) to seek available reimbursement for such police, fire and emergency services costs from the TSA or other appropriate Governmental Authorities. The Lessee will be obligated to provide reasonable assistance to the Authority in seeking and administering any such reimbursement programs.</p>
Reimbursement of Monitoring Costs	The Lessee is required to reimburse the Authority for certain costs to monitor the Lessee's compliance with the Agreement, up to \$250,000 per year (subject to annual inflation adjustment).
Capital Improvements	<p>The Lessee is obligated to perform certain identified "General Accelerated Upgrades", the capital improvements required by the Use Agreement (including certain mandated capital improvements at the beginning of the Term) and the capital improvements required in accordance with the Operating Standards.</p> <p>With respect to capital improvements for which the Lessee intended to receive reimbursement (i.e., PFC, AIP or airline</p>

Issue	Term
	<p>charges), but for which the Lessee has not received reimbursement as of the expiration of the Term, the Authority shall pay the Lessee the amount of such reimbursements not yet received by the Lessee. Projects commenced in the final 10 years of the Term must be approved by the Authority to be eligible for reimbursement, unless they are Government-Mandated Capital Projects under the Use Agreement or approved by the Airlines under the Use Agreement. This provision only applies with respect to the expiration of the Term and not any earlier termination of the Agreement.</p>
<p>Modifications</p>	<p>Each of the Lessee and the Authority may request Modifications. A Modification may include: (i) a change in the services, obligations or work to be performed by, or rights of, the Lessee with respect to LMM from those provided for in the Lease Agreement, (ii) changes in the dimensions, character, quantity, quality, description, location or position of any part of the LMM Airport Facility or operations or other changes to the LMM Airport Facility or operations or (iii) the acquisition of additional land or buildings.</p> <p>Regardless of which party requests the Modification, the Lessee must present the scope of work and projected outcome of such Modification. Certain Modifications that do not impose additional obligations on the Authority, require new lands or result in revenues allowed by a change in law, do not require approval by the Authority. Other Modifications require an agreement between the Lessee and the Authority.</p> <p>In the latter case, if the parties cannot agree on the modification, then the Authority will have the right to make such Modification a “Required Modification” and require the Lessee to make such Modification, provided that (i) the Authority has obtained the consent of the GDB, (ii) the Authority has provided to the Lessee evidence reasonably satisfactory to the Lessee of the Authority’s ability to finance such Required Modification and, if the Lessee has requested the Authority to advance funds necessary to implement the Required Modification, the Lessee has received such funds from the Authority, (iii) the Lessee has obtained all authorizations and the Authority has acquired all additional lands required to begin work on the Required Modification and the Lessee has no reason to believe that other required Authorizations that cannot be obtained until a later date will not be obtained when needed and, and (iv) the Authority has agreed with the Lessee to the terms of the Required Modification, including the amount of the Leasehold Compensation payable to the Lessee for delivering the Required Modification.</p>
<p>Operating Standards</p>	<p>The Operating Standards are detailed in the schedules to the Lease Agreement and the Use Agreement and refer to the standards, specifications, policies, procedures and processes that apply to the operation, maintenance and rehabilitation of,</p>

Issue	Term
	<p>and capital improvements to, LMM. The Operating Standards detail the operating requirements set forth by the FAA and the Authority and are expected of the Lessee during the term of the Lease. The Authority may require certain changes to conform with requirements of law and best practices at comparable airports. The Operating Standards also may be modified by the Lessee or the Authority, subject to conditions.</p>
<p>Employees</p>	<p>The Lessee will use its reasonable efforts to interview all Authority Employees (i.e., those who currently work at LMM) who apply to the Lessee for employment and will offer employment to such Authority Employees (to commence following the Closing Date) who meet the Lessee’s stated requirements for employment; provided, however, that the Lessee will have no obligation to offer employment to any such Authority Employee.</p> <p>With respect to any Authority Employee hired by the Lessee who, on the Closing Date, has 10 years or more of accumulated service under the Commonwealth Employee Retirement System such system (each such Authority Employee, a “Qualified Employee”), the Lessee agrees to make the employer contributions that government employers are required to make pursuant to Sections 2-116, 3-105 and 4-113 of Act No. 447, approved by the Legislative Assembly of Puerto Rico on May 15, 1951, as amended, that would become due and payable after the Closing Date for all Qualified Employees hired by the Lessee.</p>
<p>Puerto Rico Air National Guard</p>	<p>As of the Closing, the Puerto Rico Air National Guard facilities are excluded from the transaction. Upon satisfaction of certain conditions, the Lessee will have option/negotiation rights concerning such areas.</p>
<p>Hotel Property and Cargo Facilities</p>	<p>The Authority will remain responsible for the Hotel Property and Cargo Facility and the ongoing litigation, although the properties are included in the Lease. If the litigation is resolved, the Lessee will have option/negotiation rights concerning the use of such areas.</p>
<p>Insurance</p>	<p>The Lessee bears risk of loss during the Term. The Lessee must maintain or cause to be maintained, at its own expense, insurance of the types standard for this type of transaction for the Term of the Lease Agreement, including Commercial General Liability, Business Automobile Liability, Workers Compensation, Professional Liability, Pollution Legal Liability, Builders Risk and Property (including business interruption coverage). The values of the policies must be adjusted for inflation every five years.</p>
<p>Restrictions on Transfer</p>	<p>The Lessee may only transfer ownership and/or permit a Change in Control of the Lease if (i) the Authority, FAA, and TSA have each approved the transfer, (ii) the transferee signs a new agreement with the Authority and assumes the</p>

Issue	Term
	<p>obligations of the Use Agreement, (iii) the Leasehold Mortgagee approves of the transfer and (iv) there is no continuing Lessee Default.</p> <p>Any such approval from the Authority may only be withheld if the sale, transfer or transaction would violate law or is prohibited by law or if the transferee is not deemed capable of performing the obligations and covenants of the Lease Agreement.</p> <p>The transferee's ability to perform such obligations will be based on their financial strength, integrity, experience, background and reputation of the transferee.</p> <p>Transfers include Changes in Control of the Lessee, where control is defined as more than 50% ownership, voting control or economic interest of the Lessee, excluding such transfers as moving ownership/control interests to affiliates or through trusts.</p>
<p>Condition of the Asset</p>	<p>The Authority bears all risk of loss until Closing Date. The Authority covenants that, from the Effective Date until the closing of the transaction, it will cooperate with the Lessee and operate and maintain the LMM Airport Facility, including retaining the appropriate insurance policies.</p>
<p>Termination for Default</p>	<p>The Authority, subject to cure periods, may terminate the Lease Agreement for defaults by the Lessee. Defaults include: (i) failure to perform or observe any material obligation, covenant, term or agreement of the Lease Agreement or any resolution of a dispute, (ii) any persistent failure to comply with the Operating Standards in a prescribed period of time, (iii) transfer of any of the Lessee Interest control or ownership without necessary approvals, (iv) written statement by the Lessee admitting its inability to pay its debts, (v) bankruptcy, (vi) the execution of any lien against the LMM Airport Facility resulting from an Encumbrance and (vii) failure to comply with Operating Standards that creates (a) material danger to safety of LMM operations or (b) impairment to the LMM Airport Facility.</p> <p>The lenders will have the right to cure a Lessee Default for a period of 180 days beyond any cure period given to the Lessee by the Authority. In the event that the Authority terminates the Lease Agreement as a result of Lessee Default, the Authority will agree to enter a New Agreement with the lenders on the same terms as originally provided.</p> <p>The Lessee, subject to cure periods, may terminate the Lease Agreement for defaults by the Authority. Defaults include: (i) failure to perform or observe any material obligation, covenant, term or agreement of the Lease Agreement or any resolution of a dispute, (ii) transfer of any of the Authority interest in the LMM Airport Facility in violation of the Lease Agreement and (iii) the execution of any lien against the LMM</p>

Issue	Term
	<p>Airport Facility resulting from an Encumbrance.</p> <p>If the Lessee elects to terminate the Lease Agreement as a result of Authority Default, the Lessee is entitled to Termination Damages (“AD-Termination Damages”). Such compensation is equal to the sum of the LMM Airport Facility Leasehold Value, any reasonable and documented out-of-pocket costs and expenses incurred as a result of the termination, and Leasehold Compensation for the time running from date of such Authority Default until the Termination Date, <i>less</i> any insurance proceeds received by the Lessee or that would have been payable to the Lessee but for its failure to comply with the relevant insurance policies.</p> <p>“LMM Airport Facility Leasehold Value” is defined as the greater of (i) fair market value of the Lessee Interest as determined by a written appraisal from a third-party independent appraiser (each of the Authority and the Lessee will pay 50% of the costs of the appraisal) or (ii) the Lessee’s outstanding debt and breakage costs. However, with respect to a termination within the first five years for an Authority Default or an Adverse Action or after the first five years for an Authority Default where the Authority has failed to make a payment greater than five times the amount of the most-recent Annual Authority Payment or Annual Authority Revenue Share, the LMM Airport Facility Leasehold Value is equal to the greater of (i) the Lessee’s outstanding debt and breakage costs and (ii) the sum of (A) the Leasehold Fee, (B) all Annual Authority Payments, (C) any amounts paid by the Lessee in respect of the PRANG Facilities, the Hotel or Cargo Facilities and (D) certain capital expenditures made by the Lessee.</p>
<p>Termination for Act No. 458 Crime or Public Integrity Crime</p>	<p>Act No. 458 requires the automatic rescission of a contract if the contracting party or any of the covered natural persons is convicted or enters a guilty plea in respect to any of the crimes listed in Act No. 458 (“Act No. 458 Crime”). Also, Act No. 237 and the Code of Ethics require termination of the Lease Agreement if the Lessee is convicted of a Public Integrity Crime that is not an Act No. 458 Crime. A “Public Integrity Crime” is a crime listed in Act No. 237 or the Code of Ethics.</p> <p>In accordance with the Secretary of Justice Opinion constituting Legal Inquiry No. 11-176-A:</p> <ul style="list-style-type: none"> • The Lease Agreement will automatically be rescinded by operation of Act No. 458 if the Lessee or any subsidiary or <i>alter ego</i> thereof is convicted or enters a guilty plea in respect of any Act No. 458 Crime, or if any other Covered Party is convicted or enters a guilty plea in respect of any Act No. 458 Crime while in the employ of the Lessee. A

Issue	Term
	<p> “Covered Party” includes the Lessee’s president, any of its vice presidents or directors, executive director or member of a board of officials or board of directors (or any person that holds a position with the Lessee equivalent to any of the foregoing). </p> <ul style="list-style-type: none"> The Lease Agreement will terminate as required by Act No. 237 or the Code of Ethics, if the Lessee is convicted of a Public Integrity Crime that is not an Act No. 458 Crime. <p> If the Lease Agreement is rescinded or terminated during the Term for an Act No. 458 Crime or a Public Integrity Crime committed <i>not in connection with the procurement of the Lease Agreement</i>, then the Authority is obligated to pay to the Lessee: </p> <ul style="list-style-type: none"> an amount equal to the lesser of (i) the LMM Airport Facility Leasehold Value and (ii) the Unamortized Leasehold Fee, in each case calculated as of the End Date (the “PIC-Termination Damages”); or if the amount of the PIC-Termination Damages is less than or equal to the sum of the Leasehold Mortgage Debt and any related Breakage Costs as of the End Date, then the Authority will enter into a New Agreement with the Leasehold Mortgagee (or its designee or nominee), and the Authority will be released from any obligation to pay PIC-Termination Damages or any other compensation to the Lessee in connection with such rescission or termination. <p> If, however, the Lease Agreement is rescinded during the Term for an Act No. 458 Crime committed <i>in connection with the procurement of the Lease Agreement</i>, then the Authority will enter into a New Agreement with the Leasehold Mortgagee (or its designee or nominee), and the Lessee will not be entitled to receive any PIC-Termination Damages or other compensation of any form or amount from the Authority in connection with such rescission. </p> <p> In the event the Authority is required to enter into any New Agreement with the Leasehold Mortgagee, the Authority may elect, at its sole option, by notice to the Lessee at any time prior to the execution and delivery of such New Agreement, to pay to the Lessee a sum equal to the Leasehold Mortgage Debt and any related Breakage Costs, and upon such notice the Authority will be: </p> <ul style="list-style-type: none"> released from the obligation to enter into such New

Issue	Term
	<p>Agreement; and</p> <ul style="list-style-type: none"> • obligated to pay such sum to the Lessee in cash. <p>If this Agreement is rescinded or terminated during the Term in relation to Act No. 458, Act No. 237 or the Code of Ethics, then the Authority will recover from the Lessee all of the Authority's out-of-pocket expenses and Financing Costs, if any, arising in connection therewith, together with any Re-Tender Costs relating to any Re-Tender of the LMM Airport Facility following such rescission or termination.</p>
<p>Adverse Action</p>	<p>An Adverse Action will occur if the Authority or any Governmental Authority in Puerto Rico takes any action during the Term (including enacting any legislation or promulgating any law) and the effect of such action is reasonably expected to be principally borne by the Lessee, private operators of Comparable Public Airports or "Contratantes" (as such term is defined under the P3 Act), and to have a material impact on the fair market value of the Lease.</p> <p>The following, however, will not be considered an Adverse Action:</p> <ul style="list-style-type: none"> • any increase in taxes of general application; • the exercise of law enforcement, subpoena or investigatory powers; and • the development, maintenance, modification or construction of any existing mode of transportation, even if such development, maintenance, modification or construction results in the reduction of airport revenues or the number of vehicles using LMM. <p>The Lessee is entitled to receive Leasehold Compensation for any losses and reductions in revenue that result from any Adverse Action. Such compensation is termed "AA-Compensation" and is computed and paid in the same manner as Leasehold Compensation is for Compensation Events that are not Adverse Actions.</p> <p>The Lessee is only permitted to terminate the Lease Agreement as a result of an Adverse Action that constitutes an expropriation, sequestration or requisition of all or a material part of the LMM Airport Facility, the LMM Airport Facility Assets, the LMM Airport Facility Contracts (to the extent assigned to the Lessee or to the extent the Lessee is entitled to receive the benefit thereof in accordance with the Lease Agreement), the Use Agreement, or the Lessee Interest or that materially impedes the Lessee's ability to perform its obligations continuously for at least 90 days. If the</p>

Issue	Term
	<p>Lessee has elected termination, the Authority has the right to remedy the Adverse Action within 180 days following the date of receipt of an Adverse Action Notice from the Lessee or, if an Adverse Action Dispute Notice has been given, within 180 days following the final decision; in either case, within such longer period as may be agreed to by the Lessee. If the Lessee terminates the Agreement for an Adverse Action, then the Lessee will be entitled to receive from the Authority the sum of the LMM Airport Facility Leasehold Value, any reasonable and documented out-of-pocket costs and expenses incurred as a result of the termination, and Leasehold Compensation for the time running from the date of such Adverse Action until the Termination Date, less any insurance proceeds received by the Lessee or that would have been payable to the Lessee but for its failure to comply with the relevant insurance policies. Such compensation is termed “AA-Termination Damages.” Note that after the AA-Termination Damages become payable following the Authority’s 180-day opportunity to cure, the Authority will have up to an additional 120 days to pay the AA-Termination Damages if the Authority reasonably determines that such additional period is necessary to obtain the financing or approvals required for such payment.</p>
<p>Certain Delay Events</p>	<p>If Force Majeure or any other Delay Event occurs that has the effect of:</p> <ul style="list-style-type: none"> • causing physical damage or destruction to the LMM Airport Facility that results in LMM being substantially unavailable; or • the suspension of fee collection at LMM or any material portion thereof, <p>and in either case, such effect continues for a period of longer than 120 days and has a material adverse effect on the fair market value of the Lessee Interest, then such Delay Event will be a Compensation Event. In this event, however, the Lessee will only be entitled to term compensation (as defined below in “Compensation Events”).</p>
<p>Compensation Events</p>	<p>The Authority will provide to the Lessee the compensation needed to restore the Lessee to the same after-tax economic position that the Lessee would have been in had the following events not occurred:</p> <ul style="list-style-type: none"> • material impairment, losses or reduced LMM revenues resulting from the Authority’s entrance on the LMM Airport Facility to design, construct, repair or maintain the LMM Airport Facility or any utilities or to do any other act or thing that the Authority may be obliged to do by law;

Issue	Term
	<ul style="list-style-type: none"> • the Lessee’s compliance with a Required Modification; • the Lessee’s compliance with a change in Operating Standards at the direction of the Authority; • the occurrence of certain other aviation service activities described under the heading “Other Aviation Services” above; • the occurrence of an Adverse Action; and • the certain Delay Events described under the heading “Certain Delay Events” above. <p>Leasehold Compensation is always meant to be net of insurance proceeds that are received or should be received under the required insurance under the Lease Agreement.</p> <p>Compensation Events can be compensated, at the Authority’s election, generally either (i) in cash or (ii) through an extension of the Term.</p> <p>The Authority’s election to extend the Term as compensation will not be permitted, however, if (i) the Authority has previously compensated the Lessee with term extensions cumulatively up to an aggregated \$25 million for the Term of the Lease, up to \$10 million in the first five years of the Lease or up to \$1 million in any year after the fifth year of the Lease (each of the foregoing amounts to be adjusted for inflation) or (ii) the Compensation Event is a Required Modification or a casualty loss that occurs prior to the closing.</p> <p>In addition, without regard to the foregoing limitations, in no event will the Lessee ever be entitled to Leasehold Compensation for a Delay Event in the form of cash, but instead will be required to accept term extensions.</p>
<p>Other Aviation Services</p>	<p>The Lessee will be entitled to Leasehold Compensation to the extent that the Authority or any other Governmental Authority established under the Laws of the Commonwealth or any other Person that is authorized by the Authority or any other Governmental Authority established under the Laws of the Commonwealth (including under any concession, lease or other similar arrangement) obtains an airport operating certificate under 14 C.F.R. Part 139 (or any successor regulation) that would authorize scheduled passenger commercial service at any airport located within the Commonwealth that did not as of the Date of this Agreement have such a 14 C.F.R. Part 139 Certificate (whether or not such airport existed as of the Date of this Agreement) (a) prior to the 20th anniversary of the Date of this Agreement at any airport located within the jurisdiction of the municipality of Ceiba or (b) prior to the 15th anniversary of the Date of this</p>

Issue	Term
	<p>Agreement at any airport located in the Commonwealth outside the jurisdiction of the municipality of Ceiba. Any such Leasehold Compensation shall be provided only to the extent that the Lessee reasonably demonstrates a decrease in net income as a result of such commercial scheduled passenger service subsequent to the issuance of the Part 139 operating certificate. Scheduled passenger commercial service is defined to include services offered or operated by a U.S. or foreign air carrier that constitute a “scheduled operation” or a “public charter” as such terms are defined by 14 C.F.R. Sections 110.2 and 380.2 or in the relevant foreign equivalent regulations. No Leasehold Compensation shall be required in respect of commercial aviation services to the extent that such services (i) represent an expansion of scheduled operations as defined by 14 C.F.R. Section 110.2 at an airport that has a Part 139 certificate as of the date of this Agreement or (ii) consist of cargo aviation services. Any such Leasehold Compensation required shall be paid by the Authority from revenues that do not include revenues from any airport other than the LMM Airport Facility.</p>
<p>Taxes</p>	<p>Per the P3 Act, the following taxes will need to be paid by the Lessee:</p> <ul style="list-style-type: none"> • depending on type of legal vehicle utilized, the Lessee has the option to pay either of the following income tax rates: (i) 20% on net income (applicable only if organized as a special partnership or limited liability company electing partnership treatment under the Internal Revenue Code for a New Puerto Rico) or (ii) 10% on net income and 10% on dividends if the Lessee is organized as a corporation or limited liability company not electing partnership treatment under the Internal Revenue Code for a New Puerto Rico; and • 0.5% Municipal License Tax applied against gross LMM Airport Facility revenues. <p>The Lessee will also be subject to all other taxes duly imposed by the Commonwealth or its municipalities. such as: (i) any real property taxes imposed or measured by the value of the real property owned by the Lessee, (ii) municipal construction excise taxes and (iii) Commonwealth and municipal sales or use taxes with respect to taxable items acquired by the Lessee.</p> <p>The Lessee will not be subject to any real property tax imposed on or measured by the value of the LMM Airport Facility that is imposed by the Authority or any other governmental authority of the Commonwealth or (ii) any personal property tax on personal property owned by the Authority and used by the Lessee exclusively in the LMM</p>

Issue	Term
	Airport Facility or in the operations conducted therein that is imposed by the Authority or any governmental authority of the Commonwealth.
Arbitration	The Parties agree to use certain dispute resolution, consisting of informal discussions, non-binding mediation, binding arbitration, and technical arbitration, to resolve their disputes before filing action in court.
Governing Law	The Lease Agreement is governed by and interpreted in accordance with the laws in force in the Commonwealth of Puerto Rico.

AEROSTAR

AIRPORT HOLDINGS LLC

Varlin Vissepo-Muñoz, Esq.
Chief Legal Officer & Corporate Secretary
varlin.vissepo@aerostarairports.com

RECORDED
APPA
LEGAL
2015 APR 14 AH 10:13

April 7, 2015

VIA CERTIFIED MAIL WITH RETURN RECEIPT:
7012-2920-0001-2267-6766

Ingrid Colberg Rodríguez, Esq.
Executive Director
Puerto Rico Ports Authority
PO Box 362829
San Juan, PR 00936-2829

Re.: Notice of Adverse Action and Compensation Event (AA-Notice/CE-Notice)

Dear Ms. Colberg:

Reference is made to the letter dated March 9, 2015 from Aerostar Airport Holdings, LLC ("Aerostar") to the Puerto Rico Ports Authority ("PRPA") whereby Aerostar notified the PRPA of the Adverse Action and Compensation Event that arose through the enactment of Act No. 206-2014 (AA-Preliminary Notice/CE-Preliminary Notice). Pursuant to the provisions of the Luis Muñoz Marín International Airport Lease Agreement ("Lease Agreement"), this letter shall serve as the second notice (AA-Notice/CE-Notice) of the Adverse Action and Compensation Event, which Aerostar must file in order to comply with the requirements of the Lease Agreement and as part of the ongoing litigation with PRPA.

I. Details of the Adverse Action and Compensation Event

Aerostar was given the right to collect the fee of \$0.02 per gallon of aviation fuel ("fuel flowage fee") by virtue of the Lease Agreement. Sections 2.1 and 7.1 of the Lease Agreement clearly assign to Aerostar the right to collect all fees for the use of the Luis Muñoz Marín Airport facilities or its services, without any carve outs or exceptions. The fuel flowage fee, as explained by the Supreme Court of Puerto Rico, is a fee levied on the use of the facilities and services for the purpose of supplying fuel at the airport. Esso Standard Oil v. P.R.P.A., 95 P.R.R. 754, 767 (1968).

Moreover, through section 2.1(a) of the Lease Agreement, the PRPA also assigned and transferred to Aerostar a number of contracts termed the "Assigned LMM Airport Facility Contracts", which specifically include the Fuel System Agreement and Lease contracts between PRPA and BP Products North America, Inc. ("BP"), and PRPA and Total Petroleum Puerto Rico Corp. ("Total"). Similarly, under the terms of the February 27, 2013 Assignment and Assumption Agreement between PRPA and Aerostar, both of the Fuel System Agreement and Lease contracts between PRPA and BP, and PRPA and Total, are explicitly assigned to Aerostar. These assigned contracts acknowledge the fuel flowage fee and provide for the payment thereof to the Lessor.

Act No. 206-2014, enacted on December 12, 2014, amends Section 3020.06 of the Puerto Rico Internal Revenue Code of 2011. The amendment requires that the fuel flowage fee that was

previously paid by suppliers of aviation fuel at the Airport (namely, BP and Total) now be paid to the PRPA by the importers of aviation fuel before they can take possession of the fuel upon import.

The enactment of Act 206-2014 constitutes an Adverse Action and Compensation Event, as defined in the Lease Agreement, as it attempts to coerce the payees of the fuel flowage fee to pay the fee to the PRPA, rather than to Aerostar. This is contrary to the terms and conditions of the Lease Agreement and the Assignment and Assumption Agreement, as well as any other applicable agreement.

II. Details of the Material Adverse Effect of the Adverse Action and Compensation Event

The failure to collect the fuel flowage fee from BP and Total has a material adverse effect on the fair market value of Aerostar's interest in the Luis Muñoz Marín Airport and its rights and benefits pursuant to the Lease Agreement. The negative impact on the present market value is calculated to amount to \$49,736,000.00. As shown in Exhibit A, this amount is the net present value of the amount shown in Section IV below as AA-Compensation, which must be notified to PRPA as required by Section 14.1(c) of the Lease Agreement.

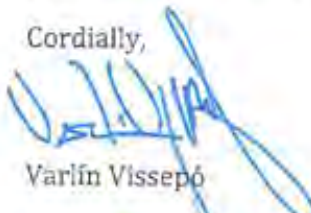
III. Compensation

Pursuant to the Lease Agreement, Aerostar has the right to receive Leasehold Compensation (AA-Compensation).

IV. Amount of AA-Compensation

Pursuant to section 15.1(d) of the Lease Agreement, the amount calculated as AA-Compensation is \$138,611,000.00, as detailed in Exhibit A, attached hereto and hereby incorporated in and made a part of this AA-Notice/CE-Notice by this reference.

Cordially,



Varián Vissepó

c Attention: General Counsel
Puerto Rico Ports Authority
Certified Mail: 7012-2920-0001-2266-6773

Attention: Executive Director
Public-Private Partnerships Authority
c/o Government Development Bank
Certified Mail: 7012-2920-0001-2267-6760
Certified Mail: 7012-2920-0001-2267-6797

Agustín Arellano, Chief Executive Officer
Aerostar Airport Holdings, LLC

EXHIBIT A to AA-Notice/CE-Notice dated April 7, 2015

(in \$000s)

Fuel Flowage Leases

Period		
2014	(2,101)	Actual amount of Fuel Flowage Fee plus estimate of Administrative Overhead
2015	(2,230)	Forecasted and including legal fees of outside counsel, as detailed below.
2016	(2,173)	Forecasted
2017	(2,238)	Forecasted
2018	(2,180)	Forecasted
2019	(2,256)	Forecasted
2020	(2,263)	(A) Uses the average base revenue of previous 5 years (2015-2019) times (1 plus Average Growth Rate).
2021	(2,350)	(B) Uses previous year times (1 plus Average Growth Rate).
2022	(2,419)	(B)
2023	(2,480)	(B)
2024	(2,563)	(B)
2025	(2,639)	(B)
2026	(2,716)	(B)
2027	(2,796)	(B)
2028	(2,878)	(B)
2029	(2,963)	(B)
2030	(3,050)	(B)
2031	(3,140)	(B)
2032	(3,232)	(B)
2033	(3,327)	(B)
2034	(3,426)	(B)
2035	(3,526)	(B)
2036	(3,629)	(B)
2037	(3,736)	(B)
2038	(3,846)	(B)
2039	(3,959)	(B)
2040	(4,075)	(B)
2041	(4,195)	(B)
2042	(4,318)	(B)
2043	(4,445)	(B)
2044	(4,576)	(B)
2045	(4,710)	(B)
2046	(4,849)	(B)
2047	(4,991)	(B)
2048	(5,138)	(B)
2049	(5,289)	(B)
2050	(5,444)	(B)
2051	(5,605)	(B)
2052	(5,770)	(B)
2053	(590)	(B)
Total:	\$	(135,611)

Discount rate (average cost of debt): 5.16%

Average growth for the next 5 years ("Average Growth Rate") 2.94%
(Estimate based on actual 2014 and management estimates for the next 5 years.)

Material adverse effect on fair market value of Aerselar's interest:
(\$49,736)

The material adverse effect on the fair market value is calculated as the net present value which considers the total, discounted at a rate of 5.16% for 36.2 years.

(159.99) Administrative Overhead
(32.66) Legal Costs- Fees of external counsel
(100.00) Legal Costs- Prospective estimated fees of external counsel



ESTADO LIBRE ASOCIADO DE
PUERTO RICO

Autoridad para las Alianzas
Público-Privadas de Puerto Rico

*Ccda. Grace M. Santana Balado
Directora Ejecutiva*

22 de julio de 2014

Adelantada vía correo electrónico (agustin.arellano@aerostarairports.com)

Sr. Agustín Arellano
Principal Oficial Ejecutivo
Aerostar Airport Holdings, LLC
P.O. Box 363507
San Juan, Puerto Rico 00936-3507

RE: Contrato de Arrendamiento Aeropuerto Internacional Luis Muñoz Marín

Estimado Sr. Arellano:

Reciba un saludo cordial de todos los que laboramos en la Autoridad para las Alianzas Público Privadas de Puerto Rico, en lo sucesivo "Autoridad".

Hacemos referencia al Contrato de Arrendamiento del Aeropuerto Internacional Luis Muñoz Marín, fechado el 24 de julio de 2012 (el "Contrato"), entre la Autoridad de los Puertos de Puerto Rico ("Puertos") y Aerostar Airport Holdings, LLC ("Aerostar"), así como a la Ley de Alianzas Público Privadas, Ley Núm. 29-2009, según enmendada, (la "Ley 29"). Como es de su conocimiento, el Contrato le impone a Aerostar una serie de responsabilidades, tales como realizar ciertas reparaciones y mejoras, realizar ciertos pagos y someter una serie de informes a Puertos. Por otro lado, el Artículo 10(d) de la Ley 29 le impone a la Autoridad la responsabilidad de supervisar el desempeño de Aerostar bajo el Contrato y de rendir informes anuales sobre el desarrollo de proyectos y sobre el cumplimiento por los contratantes con los contratos de alianza. Además, la Sección 8.2(a) del Contrato faculta a la Autoridad, como una Entidad Gubernamental de jurisdicción competente, a solicitar información relacionada a la fiscalización del Contrato.

En el descargo de la función que nos ha sido encomendada, cursamos el siguiente requerimiento de información, el cual debe ser respondido acompañado de la evidencia que acredite las respuestas.

A. Pago Anual

La Sección 2.1(b) del Contrato provee que Aerostar debe pagar a Puertos, en o antes del último día de los primeros cinco *Reporting Years*, la cantidad de \$2.5 millones. Aunque

entendemos que Aerostar pagó a Puertos una porción de esta cantidad por adelantado al cierre, le solicitamos que nos confirme la cantidad adeudada, que indique si Aerostar realizó el pago correspondiente por la porción adeudada, y la fecha en que fue realizado el pago.

B. Operación

La Sección 3.3(b) del Contrato requiere que Aerostar opere el Aeropuerto Internacional Luis Muñoz Marín (el "Aeropuerto") de manera consistente con los Estándares Operacionales, el Acuerdo de Uso entre Aerostar, Puertos y las líneas aéreas (el "Acuerdo de Uso") y la ley aplicable, incluyendo el Certificado de Operación bajo la Parte 139, el Manual de Certificación de Aeropuertos bajo la Parte 139 y el Programa de Seguridad de Aeropuertos aprobado por la Administración de Seguridad en la Transportación ("TSA" por sus siglas en inglés). El Artículo 6 del Contrato también requiere que la operación del Aeropuerto se realice de conformidad con los Estándares Operacionales. Favor de confirmar que la operación del Aeropuerto por parte de Aerostar cumple con todos estos requisitos. De no cumplir con todos estos requisitos, agradeceremos nos indique con cuáles requisitos no cumple, la razón por el incumplimiento y el plan de acción para lograr el cumplimiento con dicho requisito. Por ejemplo, entendemos que Aerostar tiene la obligación de preparar varios planes y programas de cumplimiento bajo los Estándares Operacionales y de implantar los mismos una vez sean aprobados por Puertos. Como parte de la contestación a esta solicitud, deben informar si dichos planes y programas se han preparado, si Puertos los ha revisado y si los mismos están en vigor. Agradeceremos nos provean copia de la versión actual de todos los antes referidos documentos.

C. Licencias y Certificaciones

La Sección 3.4(e) del Contrato requiere que Aerostar obtenga, renueve y mantenga en vigor todas las certificaciones, licencias y demás autorizaciones aplicables necesarias para llevar a cabo sus responsabilidades bajo el Contrato. Agradeceremos que nos confirme que Aerostar actualmente posee todas las certificaciones, licencias y demás autorizaciones requeridas. De no poseer alguna certificación, licencia o autorización requerida, favor indicar cuáles no posee, la razón por el incumplimiento y el plan de acción para lograr el cumplimiento con dicho requisito.

D. Reservas bajo el Contrato

La Sección 3.8 del Contrato requiere que Aerostar mantenga ciertas reservas de dinero relacionada a la deuda correspondiente al Aeropuerto y a los gastos operacionales proyectados para el año en curso. Agradeceremos nos informe el dinero en depósito en cada una de estas reservas y confirme que dicha cantidad es igual o mayor a la cantidad requerida bajo la Sección 3.8 del Contrato.

E. Pago de Contribuciones

La Sección 3.11(a) del Contrato provee que Aerostar debe estar al día con todas sus obligaciones contributivas, incluyendo, sin limitación, su responsabilidad por el pago de contribuciones sobre ingresos, contribuciones sobre la propiedad, si alguna, patentes municipales e impuesto sobre ventas y uso (IVU). Agradeceremos confirme que Aerostar está al día con todas estas obligaciones contributivas. De no estar al día, favor detallar la obligación que no está al día, la razón de la misma y los trámites en curso para resolver el asunto.

F. Pagos por Servicios de Rescate Aéreo y Bomberos

La Sección 3.17 del Contrato, según enmendada por el *Transition Services Agreement* otorgado por las partes al cierre del Contrato, provee para ciertos pagos de parte de Aerostar a Puertos por concepto de servicios de rescate aéreo y bomberos. Confirme que todos los pagos requeridos bajo estos acuerdos se han hecho y, de no haberse hecho, la razón y los trámites en curso para resolver la situación.

G. Mejoras Capitales

La Sección 4.2(a) del Contrato y la Sección I del Anejo 13 del Contrato disponen que, en o antes del 27 de agosto de 2014, Aerostar debe haber realizado las siguientes obras en el Aeropuerto, de conformidad con los estándares ahí establecidos: **(i)** mejoras de ornato y paisaje; **(ii)** reparación y reacondicionamiento de los puentes de abordaje; **(iii)** reparación de vías, encintado, aceras y mareas dañadas; **(iv)** sustitución de pisos deteriorados en el interior de los terminales y edificios en el Aeropuerto; **(v)** instalación de conectividad Wi-Fi a través de los terminales; **(vi)** instalación de enchufes para uso de los pasajeros a través de los terminales; **(vii)** mejorar, reparar y sustituir alumbrado deficiente o peligroso; y **(viii)** reparar o sustituir ascensores y escaleras o aceras eléctricas. Agradeceremos que nos confirme cuáles de estas obras han sido completadas conforme a los requisitos establecidos en el Contrato. Además, agradeceremos que nos provean un informe sobre el progreso de cada una de las obras que no han sido completadas, detallando las gestiones que Aerostar ha realizado o está realizando actualmente para cumplir con su responsabilidad de completar las mismas. Finalmente, agradeceremos esta misma información para los proyectos de mejoras capitales detallados en Sección 4.5 y Anejo 17 del Contrato y en la Sección 6.1 y Anejo J del Acuerdo de Uso.

H. Informes

La Sección 8(a) del Contrato también impone a Aerostar la obligación de remitir a Puertos los siguientes informes periódicamente, incluyendo pero sin limitarse: **(i)** manejo de incidentes y notificaciones; **(ii)** manejo de incidentes ambientales y notificaciones; **(iii)** informes financieros; y **(iv)** todos los informes que las líneas aéreas deben entregarle a Aerostar bajo el Acuerdo de Uso. Agradeceremos que nos confirmen que estos informes se han remitido puntualmente y en cumplimiento de los demás requisitos establecidos en el Contrato. Además, solicitamos se nos provea copia de cada informe provisto a Puertos.

I. Cumplimiento con Leyes Aplicables

El Artículo 11 del Contrato dispone para la operación del Aeropuerto por Aerostar conforme con las leyes aplicables, incluyendo las enumeradas en el Artículo 11 del Contrato. Agradeceremos certifique el cumplimiento de Aerostar con este requisito. De Aerostar no poder proveer dicha certificación, agradeceremos explique cualquier incumplimiento y el plan de acción correctivo para lograr cumplir con dicho requisito o ley aplicable.

J. Seguros

La Sección 13.1 del Contrato requiere que Aerostar mantenga un sin número de pólizas de seguro con cubiertas específicas mientras esté operando el Aeropuerto. Por este medio le solicitamos que nos confirme que Aerostar actualmente posee los seguros que requiere el Contrato y que dichos seguros incluyen a Puertos como un asegurado adicional en aquellas pólizas que así lo requiera el Contrato. Además, en la medida en que se hayan radicado reclamaciones bajo cualquiera de dichas pólizas, agradeceremos información con relación al incidente, el trámite correspondiente y el status del caso particular, si aplica.

K. Eventos de Incumplimiento y Transferencia de Interés

Por último, solicitamos nos confirme que, a la fecha de esta carta, Aerostar está cumpliendo cabalmente con sus obligaciones bajo el Contrato y que no existe un incumplimiento de parte de Aerostar según dispone la Sección 16.1(a) del Contrato. También agradeceremos confirmación de que no ha sucedido una transferencia de las mencionadas en el Artículo 17 y, de haber ocurrido, favor proveer copia de toda la información cursada con Puertos como parte del proceso de aprobación de la solicitud de transferencia.

Solicitamos que Aerostar remita a la Autoridad la información, evidencia y los informes aquí solicitados en o antes del 31 de agosto de 2014. Agradecemos la premura con la que pueda ser atendido este asunto.

De tener alguna pregunta no vacile en comunicarse con la suscribiente, a su entera conveniencia.

Atentamente,



Leda Grace M. Santana Balado
Directora Ejecutiva

Agustín Arellano-Rodríguez
President & CEO
agustfn.arellano@aerostarairports.com

27 de agosto de 2014

A LA MANO

Lcda. Grace M. Santaná Balado
Directora Ejecutiva
Autoridad para las Alianzas Público-Privadas de Puerto Rico
PO Box 42001
San Juan, PR 00940-2001

**Ref.: Contrato de Arrendamiento
Aeropuerto Internacional Luis Muñoz Marín**

Estimada licenciada Santana:

Por la presente acuso recibo de su comunicación con fecha del 22 de julio de 2014, en la cual hace referencia al Contrato de Arrendamiento entre Aerostar Airport Holdings, LLC ("Aerostar") y la Autoridad de los Puertos de Puerto Rico ("Autoridad de Puertos") fechado el 24 de julio de 2012 (el "Contrato de Alianza"), así como a la Ley de Alianzas Público-Privadas, Ley Núm. 29-2009 (la "Ley de APP"), relacionado a la operación y administración del Aeropuerto Internacional Luis Muñoz Marín ("AILMM"). En dicha carta nos habla sobre las responsabilidades de Aerostar bajo el Contrato de Alianza, y sobre las responsabilidades de la APP de supervisar el desempeño de Aerostar bajo dicho contrato.

El pasado 7 de julio de 2014, se le entregó A La Mano a la APP carta en la que se evidenció, tanto el cumplimiento de Aerostar de mantener informado en todo momento a la Autoridad de los Puertos, como el cumplimiento de someter toda la información requerida bajo el Contrato de Alianza. Además, se proveyó toda la documentación solicitada y que ya había sido provista a la Autoridad de los Puertos. Sin embargo, en ánimos de continuar nuestro fiel cumplimiento con lo establecido en el Contrato de Alianza, a continuación le proveemos de forma digital (en el CD que se acompaña con la siguiente misiva) la información requerida.

A. Pago Anual

En cumplimiento con la Sección 2.1(b) del Contrato de Alianza sobre el Pago Anual, en febrero 2013, al momento del cierre de la transacción con la Autoridad de los Puertos, Aerostar realizó un pago por adelantado por la cantidad de \$1.0M (\$1,000,000.00). Con este prepago, la obligación remanente de pago por concepto de pago anual era de \$1.5M (\$1,500,000.00). El pago correspondiente por la cantidad adeudada fue realizado el 9 de enero de 2014 como parte del proceso de "settlement" donde se negociaron otros

temas que incluían balances adeudados por la Autoridad de los Puertos por cobros recibidos de líneas aéreas luego de la transacción y el adelanto del pago anual por concepto de ARFF. Se incluye como **Anejo #A1** carta del 9 de enero de 2014, firmada por Agustín Arellano y Víctor Suárez como evidencia de los pagos realizados.

B. Operación

Por la presente confirmamos que Aerostar cumple con todos los requisitos de la operación del Aeropuerto, según requerido por la Sección 3.3(b) y el Artículo 6 del Contrato de Alianza, las leyes aplicables, el Certificado de Operación bajo la Parte 139, el Manual de Certificación de Aeropuertos bajo la Parte 139 aprobados por la Agencia Federal de Aviación ("FAA" por sus siglas en inglés) y el Programa de Seguridad de Aeropuertos aprobado por la Administración de Seguridad en la Transportación ("TSA" por sus siglas en inglés). Se incluye como **Anejo #B1** listado que incluye todos los planes y programas en cumplimiento bajo los Estándares Operacionales y copia de los mismos.

C. Licencias y Certificaciones

Por la presente, y según requerido, confirmamos que Aerostar posee todas las certificaciones, licencias y demás autorizaciones requeridas, según requerido en la Sección 3.4(c) del Contrato de Alianza.

D. Reservas bajo el Contrato

En cumplimiento con la Sección 3.8 del Contrato de Alianza, las reservas están establecidas a través de cartas de crédito. Ambas reservas cumplen con el requerimiento establecido en la Sección 3.8 del Contrato de Alianza, y el detalle de las mismas es el siguiente:

- o Reserva Operacional: \$16,055,800.00
- o Reserva de Deuda: \$23,215,765.00

E. Pago de Contribuciones

En cumplimiento con la Sección 3.11(a) del Contrato de Alianza, por la presente confirmamos, según requerido, que todas las obligaciones contributivas están al día.

F. Pagos por Servicios de Rescate Aéreo y Bomberos

Por la presente confirmamos que los pagos requeridos bajo la Sección 3.17 del Contrato de Alianza, y según enmendada por el *Transition Services Agreement* por concepto de servicios de rescate aéreo y bomberos fueron realizados el pasado 9 de enero de 2014. Favor de referirse al **Anejo #A1** donde se evidencia el pago realizado.

G. Mejoras Capitales

Se acompañan el **Anejo #G1**: "*General Accelerated Upgrades – Status Report (Schedule I3)*" y **Anejo #G2** "*Initial Capital Projects – Status Report (Schedule J)*", los cuales contienen toda la información solicitada, indicando cuáles proyectos han sido completados, cuáles están en proceso y los trabajos realizados hasta el momento.

H. Informes

En cumplimiento con la Sección 8.1 del Contrato de Alianza sobre los *Reportes*, informamos los siguientes:

- i. **Manejo de Incidentes y Notificaciones**
Se acompañan con la presente las Notificaciones de Alerta y Cancelación de Incidentes para el periodo de Agosto a Diciembre 2013, identificadas como **Anejo #H1** y las Notificaciones de Alerta y Cancelación de Incidentes para el periodo de Enero – Junio 2014, identificadas como **Anejo #H2**.
- ii. **Manejo de Incidentes Ambientales y Notificaciones**
Al presente no existen reportes de manejo de incidentes ambientales y/o notificaciones que proveer, ya que no han ocurrido incidentes de cantidades reportables de materiales peligrosos, según establecido en la Sección 8.1(b) del Contrato de Alianza y las leyes ambientales aplicables.
- iii. **Informes Financieros**
Se acompaña como **Anejo #H3**.
- iv. **Informes de las Aerolíneas**
Se acompañan como **Anejo #H4**.

I. Cumplimiento con Leyes Aplicables

Por la presente certificamos, según requerido, que Aerostar está en fiel cumplimiento con todas las leyes aplicables y enumeradas en el Artículo 11 del Contrato de Alianza.

J. Seguros

Por este medio se certifica que Aerostar mantiene en pleno vigor y efecto las cubiertas de seguro según requerido por la Sección 13.1 del Contrato de Alianza. Copia de los certificados de seguros detallando las cubiertas e incluyendo a Autoridad de Puertos como asegurado adicional fueron enviados a éstos vía correo certificado 7012-2920-0001-2267-5912 el pasado 21 de julio de 2014. Se incluye copia de dicha comunicación y se identifica como **Anejo #J1**.

Con relación a las reclamaciones radicadas contra la póliza de responsabilidad pública, favor hacer referencia al **Anejo #J2** donde se detalla la más reciente activad bajo la referida póliza desde su renovación.

K. Eventos de Incumplimiento y Transferencia de Interés

Finalmente, por la presente certificamos, según requerido, que Aerostar está cumpliendo cabalmente con las obligaciones bajo el Contrato de Alianza, según dispone la Sección 16.1(a) y que no existe ningún incumplimiento de nuestra parte. Además, según requerido, confirmamos que no ha sucedido ninguna transferencia de las mencionadas en el Artículo 17 del Contrato de Alianza.

Le agradecemos que en un término de quince (15) días a partir del recibo de esta comunicación, nos indiquen cualquier duda que puedan tener al respecto con la información y/o documentación aquí provista. De no recibir comunicación escrita de su parte dentro del término establecido, entendemos que la APP da por cumplido el requerimiento de información y documentación provista por Aerostar.

Quedamos a su disposición para aclarar cualquier duda que pueda tener al respecto.

Atentamente,


Agustín Arellano Rodríguez

vv/adn

Anejos

• Hon. Ingrid M. Vila Blaggi
Secretaria de la Gobernación
Presidenta Comisión Evaluadora

Lcdo. Víctor A. Suárez Meléndez
Directór Ejecutivo
Autoridad de Puertos de Puerto Rico



ESTADO LIBRE ASOCIADO DE
PUERTO RICO

Autoridad para las Alianzas
Público-Privadas de Puerto Rico

Lcda. Grace M. Santana Balada
Directora Ejecutiva

1 de febrero de 2016

Adelantada vía correo electrónico (agustin.arellano@aerostarairports.com)

Sr. Agustín Arellano Rodríguez
Principal Oficial Ejecutivo
Aerostar Airport Holdings, LLC
P.O. Box 363507
San Juan, Puerto Rico 00936-3507

Re: Contrato de Arrendamiento Aeropuerto Internacional Luis Muñoz Marín

Estimado Sr. Arellano:

Reciba un saludo cordial de todos los que laboramos en la Autoridad para las Alianzas Público Privadas de Puerto Rico, en lo sucesivo la "Autoridad".

Hacemos referencia al Contrato de Arrendamiento del Aeropuerto Internacional Luis Muñoz Marín, fechado el 24 de julio de 2012 (el "Contrato"), entre la Autoridad de los Puertos de Puerto Rico ("Puertos") y Aerostar Airport Holdings, LLC ("Aerostar"), así como a la Ley de Alianzas Público Privadas, Ley Núm. 29-2009, según enmendada, (la "Ley 29"). Como es de su conocimiento, el Contrato le impone a Aerostar una serie de responsabilidades, tales como realizar ciertas reparaciones y mejoras, realizar ciertos pagos y someter una serie de informes a Puertos. Por otro lado, el Artículo 10(d) de la Ley 29 le impone a la Autoridad la responsabilidad de supervisar el desempeño de Aerostar bajo el Contrato y de rendir informes anuales sobre el desarrollo de proyectos y sobre el cumplimiento por los contratantes con los contratos de alianza. Además, la Sección 8.2(a) del Contrato faculta a la Autoridad, como una Entidad Gubernamental de jurisdicción competente, a solicitar información relacionada a la fiscalización del Contrato.

En el descargo de la función que nos ha sido encomendada, cursamos el siguiente requerimiento de información, el cual debe ser respondido acompañado de la evidencia que acredite las respuestas, para los años 2014 y 2015.

A. Pago Anual

La Sección 2.1(b) del Contrato provee que Aerostar debe pagar a Puertos, en o antes del último día de los primeros cinco *Reporting Years*, la cantidad de \$2.5 millones. Aunque entendemos que Aerostar pagó a Puertos una porción de esta cantidad por adelantado al cierre, le solicitamos que nos confirme la cantidad adelantada, que indique si Aerostar realizó el pago correspondiente por la porción adelantada, y la fecha en que fue realizado el pago.

B. Operación

La Sección 3.3(b) del Contrato requiere que Aerostar opere el Aeropuerto Internacional Luis Muñoz Marín (el "Aeropuerto") de manera consistente con los Estándares Operacionales, el Acuerdo de Uso entre Aerostar, Puertos y las líneas aéreas (el "Acuerdo de Uso") y la ley aplicable, incluyendo el Certificado de Operación bajo la Parte 139, el Manual de Certificación de Aeropuertos bajo la Parte 139 y el Programa de Seguridad de Aeropuertos aprobado por la Administración de Seguridad en la Transportación ("TSA" por sus siglas en inglés). El Artículo 6 del Contrato también requiere que la operación del Aeropuerto se realice de conformidad con los Estándares Operacionales. Favor de confirmar que la operación del Aeropuerto por parte de Aerostar cumple con todos estos requisitos. De no cumplir con todos estos requisitos, agradeceremos nos indique con cuáles requisitos no cumple, la razón por el incumplimiento y el plan de acción para lograr el cumplimiento con dicho requisito. Por ejemplo, entendemos que Aerostar tiene la obligación de preparar varios planes y programas de cumplimiento bajo los Estándares Operacionales y de implantar los mismos una vez sean aprobados por Puertos. Como parte de la contestación a esta solicitud, deben informar si dichos planes y programas se han preparado, si Puertos los ha revisado y si los mismos están en vigor. Agradeceremos nos provean copia de la versión actual de todos los antes referidos documentos.

C. Licencias y Certificaciones

La Sección 3.4(e) del Contrato requiere que Aerostar obtenga, renueve y mantenga en vigor todas las certificaciones, licencias y demás autorizaciones aplicables necesarias para llevar a cabo sus responsabilidades bajo el Contrato. Agradeceremos que nos confirme que Aerostar actualmente posee todas las certificaciones, licencias y demás autorizaciones requeridas. De no poseer alguna certificación, licencia o autorización requerida, favor indicar cuáles no posee, la razón por el incumplimiento y el plan de acción para lograr el cumplimiento con dicho requisito.

D. Reservas bajo el Contrato

La Sección 3.8 del Contrato requiere que Aerostar mantenga ciertas reservas de dinero relacionada a la deuda correspondiente al Aeropuerto y a los gastos operacionales proyectados para el año en curso. Agradeceremos nos informe el dinero en depósito en cada una de estas reservas y confirme que dicha cantidad es igual o mayor a la cantidad requerida bajo la Sección 3.8 del Contrato.

E. Pago de Contribuciones

La Sección 3.11(a) del Contrato provee que Aerostar debe estar al día con todas sus obligaciones contributivas, incluyendo, sin limitación, su responsabilidad por el pago de contribuciones sobre ingresos, contribuciones sobre la propiedad, si alguna, patentes municipales e impuesto sobre ventas y uso (IVU). Agradeceremos confirme que Aerostar está al día con todas estas obligaciones contributivas. De no estar al día, favor detallar la obligación que no está al día, la razón de la misma y los trámites en curso para resolver el asunto.

F. Pagos por Servicios de Rescate Aéreo y Bomberos

La Sección 3.17 del Contrato, según enmendada por el *Transition Services Agreement* otorgado por las partes al cierre del Contrato, provee para ciertos pagos de parte de Aerostar a Puertos por concepto de servicios de rescate aéreo y bomberos. Confirme que todos los pagos requeridos bajo estos acuerdos se han hecho y, de no haberse hecho, la razón y los trámites en curso para resolver la situación.

G. Mejoras Capitales

La Sección 4.2(a) del Contrato y la Sección 1 del Anejo 13 del Contrato disponen que, en o antes del 27 de agosto de 2014, Aerostar debe haber realizado las siguientes obras en el Aeropuerto, de conformidad con los estándares ahí establecidos: (i) mejoras de ornato y paisaje; (ii) reparación y reacondicionamiento de los puentes de abordaje; (iii) reparación de vías, encintado, aceras y marcas dañadas; (iv) sustitución de pisos deteriorados en el interior de los terminales y edificios en el Aeropuerto; (v) instalación de conectividad Wi-Fi a través de los terminales; (vi) instalación de enchufes para uso de los pasajeros a través de los terminales; (vii) mejorar, reparar y sustituir alumbrado deficiente o peligroso; y (viii) reparar o sustituir ascensores y escaleras o aceras eléctricas. Agradeceremos que nos confirme cuáles de estas obras han sido completadas conforme a los requisitos establecidos en el Contrato. Además, agradeceremos que nos provean un informe sobre el progreso de cada una de las obras que no han sido completadas, detallando las gestiones que Aerostar ha realizado o está realizando actualmente para cumplir con su responsabilidad de completar las mismas. Finalmente, agradeceremos esta misma información para los proyectos de mejoras capitales detallados en Sección 4.5 y Anejo 17 del Contrato y en la Sección 6.1 y Anejo J del Acuerdo de Uso.

H. Informes

La Sección 8(a) del Contrato también impone a Aerostar la obligación de remitir a Puertos los siguientes informes periódicamente, incluyendo, pero sin limitarse: (i) manejo de incidentes y notificaciones; (ii) manejo de incidentes ambientales y notificaciones; (iii) informes financieros; y (iv) todos los informes que las líneas aéreas deben entregarle a Aerostar bajo el Acuerdo de Uso. Agradeceremos que nos confirmen que estos informes se han remitido puntualmente y en cumplimiento de los demás requisitos establecidos en el Contrato. Además, solicitamos se nos provea copia de cada informe provisto a Puertos.

I. Cumplimiento con Leyes Aplicables

El Artículo 11 del Contrato dispone para la operación del Aeropuerto por Aerostar conforme con las leyes aplicables, incluyendo las enumeradas en el Artículo 11 del Contrato. Agradeceremos certifique el cumplimiento de Aerostar con este requisito. De Aerostar no poder proveer dicha certificación, agradeceremos explique cualquier incumplimiento y el plan de acción correctivo para lograr cumplir con dicho requisito o ley aplicable.

J. Seguros

La Sección 13.1 del Contrato requiere que Aerostar mantenga un sin número de pólizas de seguro con cubiertas específicas mientras esté operando el Aeropuerto. Por este medio le solicitamos que nos confirme que Aerostar actualmente posee los seguros que requiere el Contrato y que dichos seguros incluyen a Puertos como un asegurado adicional en aquellas pólizas que así lo requiera el Contrato. Además, en la medida en que se hayan radicado reclamaciones bajo cualquiera de dichas pólizas, agradeceremos información con relación al incidente, el trámite correspondiente y el status del caso particular, si aplica.

K. Eventos de Incumplimiento y Transferencia de Interés

Por último, solicitamos nos confirme que, a la fecha de esta carta, Aerostar está cumpliendo cabalmente con sus obligaciones bajo el Contrato y que no existe un incumplimiento de parte de Aerostar según dispone la Sección 16.1(a) del Contrato. También agradeceremos continuación de que no ha sucedido una transferencia de las mencionadas en el Artículo 17 y, de haber ocurrido, favor proveer copia de toda la información cursada con Puertos como parte del proceso de aprobación de la solicitud de transferencia:

Solicitamos que Aerostar remita a la Autoridad la información, evidencia y los informes aquí solicitados en o antes del 29 de febrero de 2016. Agradecemos la premura con la que pueda ser atendido este asunto.

De tener alguna pregunta no vacile en comunicarse con la suscribiente, a su entera conveniencia.

Atentamente,



Lcdo. William G. Ríos Maldonado
Asesor Legal



ESTADO LIBRE ASOCIADO DE
PUERTO RICO

Autoridad para las Alianzas
Público-Privadas de Puerto Rico

Lcda. Grace M. Santana Balado
Directora Ejecutiva

1 de febrero de 2016

Lcda. Ingrid C. Colberg Rodríguez
Directora Ejecutiva
Autoridad de los Puertos
P.O. Box 362829
San Juan, Puerto Rico 00936-2829

Re: Contrato de Arrendamiento Aeropuerto Internacional Luis Muñoz Marín

Estimada licenciada Colberg:

Hacemos referencia al Contrato de Arrendamiento del Aeropuerto Internacional Luis Muñoz Marín, fechado el 24 de julio de 2012 (el "Contrato"), entre la Autoridad de los Puertos de Puerto Rico ("Puertos") y Aerostar Airport Holdings, LLC ("Aerostar"), así como a la Ley de Alianzas Público Privadas, Ley Núm. 29-2009, según enmendada, (la "Ley 29"). Como es de su conocimiento, el Contrato le impone a Aerostar una serie de responsabilidades, tales como realizar ciertas reparaciones y mejoras, realizar ciertos pagos y someter una serie de informes a Puertos. La Autoridad de los Puertos tiene la responsabilidad primaria de fiscalización y supervisión sobre el cumplimiento del Contrato.

Por otro lado, el Artículo 10(d) de la Ley 29 le impone a la Autoridad para las Alianzas Público Privadas, la responsabilidad de supervisar el desempeño de Aerostar bajo el Contrato y de rendir informes anuales sobre el desarrollo de proyectos y sobre el cumplimiento por los contratantes con los contratos de alianza. Además, la Sección 8.2(a) del Contrato faculta a la Autoridad, como una Entidad Gubernamental de jurisdicción competente, a solicitar información relacionada a la fiscalización del Contrato.

En el descargo de la función que nos ha sido encomendada, cursamos el siguiente requerimiento de información, el cual debe ser respondido acompañado de la evidencia que acredite las respuestas, para los años 2014 y 2015.

A. Pago Anual

La Sección 2.1(b) del Contrato provee que Aerostar debe pagar a Puertos, en o antes del último día de los primeros cinco *Reporting Years*, la cantidad de \$2.5 millones. Aunque

entendemos que Aerostar pagó a Puertos una porción de esta cantidad por adelantado al cierre, le solicitamos que nos confirme la cantidad adeudada, que indique si Aerostar realizó el pago correspondiente por la porción adeudada, y la fecha en que fue realizado el pago.

B. Operación

La Sección 3.3(b) del Contrato requiere que Aerostar opere el Aeropuerto Internacional Luis Muñoz Marín (el "Aeropuerto") de manera consistente con los Estándares Operacionales, el Acuerdo de Uso entre Aerostar, Puertos y las líneas aéreas (el "Acuerdo de Uso") y la ley aplicable, incluyendo el Certificado de Operación bajo la Parte 139, el Manual de Certificación de Aeropuertos bajo la Parte 139 y el Programa de Seguridad de Aeropuertos aprobado por la Administración de Seguridad en la Transportación ("TSA" por sus siglas en inglés). El Artículo 6 del Contrato también requiere que la operación del Aeropuerto se realice de conformidad con los Estándares Operacionales. Favor de confirmar que la operación del Aeropuerto por parte de Aerostar cumple con todos estos requisitos. De no cumplir con todos estos requisitos, agradeceremos nos indique con cuáles requisitos no cumple, la razón por el incumplimiento y el plan de acción para lograr el cumplimiento con dicho requisito. Por ejemplo, entendemos que Aerostar tiene la obligación de preparar varios planes y programas de cumplimiento bajo los Estándares Operacionales y de implantar los mismos una vez sean aprobados por Puertos. Como parte de la contestación a esta solicitud, deben informar si dichos planes y programas se han preparado, si Puertos los ha revisado y si los mismos están en vigor. Agradeceremos nos provean copia de la versión actual de todos los antes referidos documentos.

C. Licencias y Certificaciones

La Sección 3.4(e) del Contrato requiere que Aerostar obtenga, renueve y mantenga en vigor todas las certificaciones, licencias y demás autorizaciones aplicables necesarias para llevar a cabo sus responsabilidades bajo el Contrato. Agradeceremos que nos confirme que Aerostar actualmente posee todas las certificaciones, licencias y demás autorizaciones requeridas. De no poseer alguna certificación, licencia o autorización requerida, favor indicar cuáles no posee, la razón por el incumplimiento y el plan de acción para lograr el cumplimiento con dicho requisito.

D. Reservas bajo el Contrato

La Sección 3.8 del Contrato requiere que Aerostar mantenga ciertas reservas de dinero relacionada a la deuda correspondiente al Aeropuerto y a los gastos operacionales proyectados para el año en curso. Agradeceremos nos informe el dinero en depósito en cada una de estas reservas y confirme que dicha cantidad es igual o mayor a la cantidad requerida bajo la Sección 3.8 del Contrato.

E. Pago de Contribuciones

La Sección 3.11(a) del Contrato provee que Aerostar debe estar al día con todas sus obligaciones contributivas, incluyendo, sin limitación, su responsabilidad por el pago de

contribuciones sobre ingresos, contribuciones sobre la propiedad, si alguna, patentes municipales e impuesto sobre ventas y uso (IVI). Agradeceremos confirme que Aerostar está al día con todas estas obligaciones contributivas. De no estar al día, favor detallar la obligación que no está al día, la razón de la misma y los trámites en curso para resolver el asunto.

F. Pagos por Servicios de Rescate Aéreo y Bomberos

La Sección 3.17 del Contrato, según enmendada por el *Transition Services Agreement* otorgado por las partes al cierre del Contrato, provee para ciertos pagos de parte de Aerostar a Puertos por concepto de servicios de rescate aéreo y bomberos. Confirme que todos los pagos requeridos bajo estos acuerdos se han hecho y, de no haberse hecho, la razón y los trámites en curso para resolver la situación.

G. Mejoras Capitales

La Sección 4.2(a) del Contrato y la Sección 1 del Anejo 13 del Contrato disponen que, en o antes del 27 de agosto de 2014, Aerostar debe haber realizado las siguientes obras en el Aeropuerto, de conformidad con los estándares ahí establecidos: (i) mejoras de ornato y paisaje; (ii) reparación y reacondicionamiento de los puentes de abordaje; (iii) reparación de vías, encintado, aceras y marcas dañadas; (iv) sustitución de pisos deteriorados en el interior de los terminales y edificios en el Aeropuerto; (v) instalación de conectividad Wi Fi a través de los terminales; (vi) instalación de enchufes para uso de los pasajeros a través de los terminales; (vii) mejorar, reparar y sustituir alumbrado deficiente o peligroso; y (viii) reparar o sustituir ascensores y escaleras o aceras eléctricas. Agradeceremos que nos confirme cuáles de estas obras han sido completadas conforme a los requisitos establecidos en el Contrato. Además, agradeceremos que nos provean un informe sobre el progreso de cada una de las obras que no han sido completadas, detallando las gestiones que Aerostar ha realizado o está realizando actualmente para cumplir con su responsabilidad de completar las mismas. Finalmente, agradeceremos esta misma información para los proyectos de mejoras capitales detallarlos en Sección 4.5 y Anejo 17 del Contrato y en la Sección 6.1 y Anejo J del Acuerdo de Uso.

H. Informes

La Sección 8(a) del Contrato también impone a Aerostar la obligación de remitir a Puertos los siguientes informes periódicamente, incluyendo, pero sin limitarse: (i) manejo de incidentes y notificaciones; (ii) manejo de incidentes ambientales y notificaciones; (iii) informes financieros; y (iv) todos los informes que las líneas aéreas deben entregarle a Aerostar bajo el Acuerdo de Uso. Agradeceremos que nos confirmen que estos informes se han remitido puntualmente y en cumplimiento de los demás requisitos establecidos en el Contrato. Además, solicitamos se nos provea copia de cada informe provisto a Puertos.

I. Cumplimiento con Leyes Aplicables

El Artículo II del Contrato dispone para la operación del Aeropuerto por Aerostar conforme con

las leyes aplicables, incluyendo las enumeradas en el Artículo 11 del Contrato. Agradeceremos certifique el cumplimiento de Aerostar con este requisito. De Aerostar no poder proveer dicha certificación, agradeceremos explique cualquier incumplimiento y el plan de acción correctivo para lograr cumplir con dicho requisito o ley aplicable.

J. Seguros

La Sección 13.1 del Contrato requiere que Aerostar mantenga un sin número de pólizas de seguro con cubiertas específicas mientras esté operando el Aeropuerto. Por este medio le solicitamos que nos confirme que Aerostar actualmente posee los seguros que requiere el Contrato y que dichos seguros incluyen a Puertos como un asegurado adicional en aquellas pólizas que así lo requiera el Contrato. Además, en la medida en que se hayan radicado reclamaciones bajo cualquiera de dichas pólizas, agradeceremos información con relación al incidente, el trámite correspondiente y el status del caso particular, si aplica.

K. Eventos de Incumplimiento y Transferencia de Interés

Por último, solicitamos nos confirme que, a la fecha de esta carta, Aerostar está cumpliendo cabalmente con sus obligaciones bajo el Contrato y que no existe un incumplimiento de parte de Aerostar según dispone la Sección 16.1(a) del Contrato. También agradeceremos continuación de que no ha sucedido una transferencia de las mencionadas en el Artículo 17 y, de haber ocurrido, favor proveer copia de toda la información cursada con Puertos como parte del proceso de aprobación de la solicitud de transferencia.

Solicitamos que Aerostar remita a la Autoridad la información, evidencia y los informes aquí solicitados en o antes del 29 de febrero de 2016. Agradecemos la premura con la que pueda ser atendido este asunto.

De tener alguna pregunta no vacile en comunicarse con la suscribiente, a su entera conveniencia.

Atentamente,



Ledo. William G. Rios Maldonado
Asesor Legal



Agustin Arellano-Rodriguez
President & CEO
agustin.arellano@aerostarairports.com

7 de marzo de 2016

A LA MANO Y VÍA CORREO ELECTRÓNICO:

William.G.Rios@bgfpr.com

Lcdo. William G. Ríos Maldonado, Asesor Legal
Autoridad para las Alianzas Público-Privadas de Puerto Rico
PO Box 42001
San Juan, PR 00940-2001

Ref.: Contrato de Arrendamiento Aeropuerto Internacional Luis Muñoz Marín

Estimado licenciado Ríos:

Por la presente acusamos recibo de su comunicación con fecha del 1 de febrero de 2016, en la cual hace referencia al Contrato de Arrendamiento entre Aerostar Airport Holdings, LLC ("Aerostar") y la Autoridad de los Puertos de Puerto Rico ("Autoridad de Puertos") fechado el 24 de julio de 2012 (el "Contrato de Alianza"), así como a la Ley de Alianzas Público-Privadas, Ley Núm. 29-2009 (la "Ley de APP"), relacionado a la operación y administración del Aeropuerto Internacional Luis Muñoz Marín ("AILMM"). En dicha carta nos habla sobre las responsabilidades de Aerostar bajo el Contrato de Alianza, y sobre las responsabilidades de la APP de supervisar el desempeño de Aerostar bajo dicho contrato. De igual forma, nos cursa un requerimiento de información para los años 2014 y 2015, el cual debe estar acompañado de evidencia que acredite las respuestas brindadas.

Continuando nuestro fiel cumplimiento con lo establecido en el Contrato de Alianza, a continuación le proveemos la información requerida, junto a un CD que contiene toda la documentación para sostener la misma.

A. Pago Anual

En cumplimiento con la Sección 2.1(b) del Contrato de Alianza sobre el Pago Anual, en febrero 2013, al momento del cierre de la transacción con la Autoridad de los Puertos, Aerostar realizó un pago por adelantado por la cantidad de \$1.0M (\$1,000,000.00). Con este prepago, la obligación remanente de pago por concepto de pago anual era de \$1.5M (\$1,500,000.00). El pago correspondiente a los \$1.5M fue realizado el 9 de enero de 2014 como parte del proceso de "settlement" donde se negociaron otros temas que incluían balances adeudados por la Autoridad de los Puertos por cobros recibidos de líneas aéreas luego de la transacción y el adelanto del pago anual por concepto de ARFF.

Se incluye como **Anejo #A1** carta del 9 de enero de 2014, firmada por Agustín Arellano y Víctor Suárez como evidencia de los pagos realizados (la misma ya había sido provista en nuestra misiva dirigida a la licenciada Grace M. Santana Balado el 27 de agosto de 2014). Se incluye además como **Anejo #A2** carta del 22 de diciembre de 2015, firmada por Agustín Arellano y dirigida a Ingrid C. Colberg en relación al Pago Anual correspondiente al año 2014 con copia del cheque número 000007184 con fecha del 15 de diciembre de 2015 a favor de la Autoridad de los Puertos por la cantidad de Dos Millones Quinientos Mil Dólares (\$2,500,000.00)

B. Operación

Por la presente confirmamos que Aerostar cumple con todos los requisitos de la operación del Aeropuerto, según requerido por la Sección 3.3(b) y el Artículo 6 del Contrato de Alianza, las leyes aplicables, el Certificado de Operación bajo la Parte 139, el Manual de Certificación de Aeropuertos bajo la Parte 139 aprobados por la Agencia Federal de Aviación (“FAA” por sus siglas en inglés) y el Programa de Seguridad de Aeropuertos aprobado por la Administración de Seguridad en la Transportación (“TSA” por sus siglas en inglés).

Los manuales, planes, políticas y programas en cumplimiento bajo los Estándares Operaciones son los siguientes:

1. Carta con fecha del 8 de enero de 2015, dirigida a Ingrid C. Colberg, Directora Ejecutiva de la Autoridad de los Puertos haciéndole entrega del “Operations Plan”.
2. Copia del Operations Plan
3. Facilities Standards Plan (“FSP”) (Rvvd 2016)
4. Airfield Operating Standards Plan (“AOSP”) (Rvvd 2016)
5. Environmental Sustainability Plan – August 2013
6. Safety and Safety Management Systems Plan (“SMS Plan”) (August 2013)
7. Safety Management System Manual (“SMS Manual”) (April 2015)
8. SJU Wildlife Hazard Management Plan (FAA Approved 2013)
9. Airport Emergency Plan (“AEP”) (with changes approved by the FAA)
 - a. FAA Letter of Approval – July 29, 2015
 - b. FAA Letter of Approval – October 21, 2015
10. Airport Certification Manual (with changes approved by the FAA)
 - a. FAA Letter of Approval – August 7, 2014
 - i. Letter of Acknowledgment from Aerostar
 - b. FAA Letter of Approval – July 29, 2015
 - c. FAA Letter of Approval – October 21, 2015
 - d. SJU Signage and Markings 06-30-2014
11. Spill Response Plan: Standard Operating Procedure (04/30/14)
12. Safety Policy (2013)
13. Lessee Annual Report 2014 (Operational Performance Report)
 - a. Carta de Trámite del 25 de septiembre de 2015 a la Lcda. Ingrid C. Colberg
14. Lessee Annual Report 2015 vs. 2014 Year Comparison
 - a. Carta de Trámite del 29 de febrero de 2016 a la Lcda. Ingrid C. Colberg.

15. Facilities Conditions Assessment (“FCA”) (2014). El FCA correspondiente al año 2015 se estará proveyendo en o antes del 31 de marzo de 2016.
- a. Carta de Trámite del 23 de diciembre de 2014 a la Lcda. Ingrid C. Colberg.

El Customer Service Plan (“CSP”) se encuentra en desarrollo. Tan pronto se culmine el mismo, se les estará proveyendo copia.

Se incluye como **Anejo #B1** copia de todos los planes y programas antes mencionados.

Como requerido, el AILMM posee un “Airport Security Program”(“ASP”) que cumple con las regulaciones de la “Transportation Security Administration”, y fue aprobado por ésta. El ASP es un documento que contiene información sensitiva de seguridad. Una copia controlada revisada del ASP fue provista a Puertos el 2 de marzo de 2016. Se incluye como **Anejo B#2** copia del acuse de recibo.

C. Licencias y Certificaciones

Por la presente, y según requerido, confirmamos que Aerostar posee todas las certificaciones, licencias y demás autorizaciones requeridas, según requerido en la Sección 3.4(c) del Contrato de Alianza. Se incluye copia de las siguientes, identificadas como **Anejo #C1**:

1. Permiso de Uso;
2. Licencia Sanitaria;
3. Certificación de Patente Municipal;
4. Registro de Comerciante; y
5. Certificación del Cuerpo de Bomberos de Puerto Rico (“CBPR”).

D. Reservas bajo el Contrato

En cumplimiento con la Sección 3.8 del Contrato de Alianza, las reservas están establecidas a través de cartas de crédito. Ambas reservas cumplen con el requerimiento establecido en la Sección 3.8 del Contrato de Alianza, y el detalle de las mismas es el siguiente:

	2015	2014
Reserva Operacional:	\$16,773,552.00	\$16,055,799.60
Reserva de Deuda:	\$24,305,100.00	\$23,215,765.50

Se incluye como **Anejo #D1** copia de los “Officer’s Certificate” para el año 2014 y como **Anejo #D2** los correspondientes al año 2015, según requerido en la Sección 3.8 del Contrato de Alianza.

E. Pago de Contribuciones

En cumplimiento con la Sección 3.11(a) del Contrato de Alianza, por la presente confirmamos, según requerido, que todas las obligaciones contributivas están al día. Se incluye como **Anejo #E1** copia de las siguientes:

1. Certificación de Deuda
2. Certificación de Radicación de Planillas de Contribución sobre Ingresos del Departamento de Hacienda
3. Certificación de Deuda del Centro de Recaudación de Ingresos Municipales
4. Certificación de Radicación de Planillas sobre la Propiedad Mueble
5. Certificación de Deuda y Radicación de Planillas de Impuesto sobre Ventas y Uso del Departamento de Hacienda
6. Certificado de Cumplimiento (“Good Standing”) del Departamento de Estado

F. Pagos por Servicios de Rescate Aéreo y Bomberos

Por la presente confirmamos que los pagos requeridos bajo la Sección 3.17 del Contrato de Alianza, y según enmendada por el *Transition Services Agreement* por concepto de servicios de rescate aéreo y bomberos fueron realizados. El pago correspondiente al año 2014 fue realizado el 27 de febrero de 2015; se incluye como **Anejo #F1** evidencia del pago realizado.

Según acordado entre la Autoridad de los Puertos y Aerostar, el pasado 3 de octubre de 2015, Aerostar se responsabilizó del manejo de los servicios de rescate aéreo y bomberos provistos en el AILMM (“Servicios de Rescate”). Como parte de dicho acuerdo la Autoridad de los Puertos y Aerostar firmaron un “Transition Agreement” (“ARFF Agreement”) en el cual se detalla el proceso de transición de responsabilidad de proveer los Servicios de Rescates de la Autoridad de los Puertos a Aerostar. Por lo tanto, debido a dicho arreglo, los pagos establecidos en la sección 3.17 del contrato quedaron eliminados. Se incluye como **Anejo #F2** copia del ARFF Agreement.

Sin embargo, la Sección 2 y Sección 3 del ARFF Agreement estipula ciertos pagos por parte de Aerostar hacia la Autoridad de los Puertos por el periodo de transición estipulado en dicho contrato. Se incluye evidencia de los pagos realizados, los cuales están identificados de la siguiente manera:

1. **Anejo #F3** – Pago por la cantidad de \$2,000,000.00 con la firma del acuerdo, en cumplimiento con la Sección 2 del ARFF Agreement; y
2. **Anejo #F4** – Pago por la cantidad de \$700,000.00, en cumplimiento con la Sección 3 del ARFF Agreement.

G. Mejoras Capitales

En cumplimiento con la Sección 4.2(a) del Contrato de Alianza y la Sección 1 del Anejo 13, certificamos que todas las obras allí detalladas fueron completadas en o antes del

27 de agosto de 2014. Favor de referirse al **Anejo #G1**: “*General Accelerated Upgrades – Status Report (Schedule 13)*” donde se detallan las obras y la fecha en que se culminaron las mismas.

En relación a los proyectos de mejoras capitales detallados en la Sección 4.5, Anejo 17 del Contrato de Alianza, Sección 6.1 y Anejo J del Acuerdo de Uso, se incluye el **Anejo #G2** “*Initial Capital Projects – Status Report (Schedule J)*”, el cual contiene todos los proyectos indicando cuáles han sido completados y cuáles están en proceso.

H. Informes

En cumplimiento con la Sección 8.1 del Contrato de Alianza sobre los *Reportes*, informamos los siguientes:

- i. Manejo de Incidentes y Notificaciones
Se acompañan con la presente las Notificaciones de Alerta y Cancelación de Incidentes para año 2014, identificadas como **Anejo #H1** y las Notificaciones de Alerta y Cancelación de Incidentes para el año 2015, identificadas como **Anejo #H2**.
- ii. Manejo de Incidentes Ambientales y Notificaciones
Al presente no existen reportes de manejo de incidentes ambientales y/o notificaciones que proveer, ya que no han ocurrido incidentes de cantidades reportables de materiales peligrosos para los años 2014 y 2015, según establecido en la Sección 8.1(b) del Contrato de Alianza y las leyes ambientales aplicables.
- iii. Informes Financieros
Se acompaña carta de trámite e Informe Financiero Auditados para el año 2014, identificado como **Anejo #H3**, y carta de trámite e Informe Financiero No Auditado para el año 2015, identificado como **Anejo #H4**.
- iv. Informes de las Aerolíneas
Se acompañan como **Anejo #H5** los informes correspondientes a los años 2014 y 2015.

I. Cumplimiento con Leyes Aplicables

Por la presente certificamos, según requerido, que Aerostar está en fiel cumplimiento con todas las leyes aplicables y enumeradas en el Artículo 11 del Contrato de Alianza.

J. Seguros

Por este medio se certifica que Aerostar mantiene en pleno vigor y efecto las cubiertas de seguro según requerido por la Sección 13.1 del Contrato de Alianza. Copia de los certificados de seguros detallando las cubiertas e incluyendo a Autoridad de Puertos como asegurado adicional fueron enviados a éstos de la siguiente manera:

1. 2014-2015 Insurance Program - vía correo certificado 7012-2920-0001-2267-5912 el 21 de julio de 2014. Se incluye copia de dicha comunicación y se identifica como **Anejo #J1**;
2. 2015-2016 Insurance Program - vía correo certificado el 24 de abril de 2015. Se incluye copia de dicha comunicación y se identifica como **Anejo #J2**; y
3. 2016-2017 Insurance Program - vía correo certificado 7015-0640-0002-6932-3165 el 7 de marzo de 2016. Se incluye copia de dicha comunicación y se identifica como **Anejo #J3**.

Con relación a las reclamaciones radicadas contra la póliza de responsabilidad pública, favor hacer referencia al **Anejo #J4** donde se detalla la más reciente activad bajo la referida póliza desde su renovación.

K. Eventos de Incumplimiento y Transferencia de Interés

Finalmente, por la presente certificamos, según requerido, que Aerostar está cumpliendo cabalmente con las obligaciones bajo el Contrato de Alianza, según dispone la Sección 16.1(a) y que no existe ningún incumplimiento de nuestra parte. Además, según requerido, confirmamos que no ha sucedido ninguna transferencia de las mencionadas en el Artículo 17 del Contrato de Alianza.

Le agradecemos que en un término de quince (15) días a partir del recibo de esta comunicación, nos indiquen cualquier duda que puedan tener al respecto con la información y/o documentación aquí provista. De no recibir comunicación escrita de su parte dentro del término establecido, entendemos que la APP da por cumplido el requerimiento de información y documentación provista por Aerostar.

Quedamos a su disposición para aclarar cualquier duda que pueda tener al respecto.

Atentamente,



Agustín Arellano Rodríguez

zdn

Anejos

cc Leda. Ingrid C. Colberg, Directora Ejecutiva
Autoridad de Puertos de Puerto Rico



29 de febrero de 2016

Lcdo. William G. Ríos Maldonado
Asesor Legal
Autoridad para las Alianzas
Público-Privadas de Puerto Rico
P O Box 42001
San Juan, PR 00940-2001

Estimado licenciado Ríos Maldonado:

Reciba un cordial saludo. Por este medio atendemos la comunicación fechada el 1 de febrero de 2016, solicitando confirmación de la Autoridad de los Puertos (Puertos) a la información y documentación brindada por Aerostar a la Autoridad para las Alianzas Público-Privadas relacionadas con la supervisión del contrato de Alianza para la Concesión del Aeropuerto Internacional Luis Muñoz Marín.

Cumpliendo con las responsabilidades establecidas y gestiones pertinentes, analizamos la información brindada y comentamos lo siguiente:

A. Pagos Anuales

1. Sujeto a la sección 3.17 del *Lease Agreement*, la cantidad pagada a Puertos por Aerostar de \$ 2.8 millones por los costos de los servicios relacionados con los empleados y equipos de Rescate Aéreo (ARFF). Para el segundo año del término, se acordó entre Puertos y Aerostar que se pagará la cantidad de \$2.8 con el aumento de % CPI.
2. Sujeto a la Sección 2.1 del *Lease Agreement* Aerostar deberá pagar a Puertos un pago anual \$2,500,000.00 en o antes del último día de cada uno de los primeros 5 *Reporting Years* (31 de diciembre de cada año). El pago del *Reporting Year* 2013 que menciona en su comunicación fue confirmado a la Lcda. Grace Santana el 9 de diciembre de 2014. Los pagos de *Reporting Year* 2014 y 2015 fueron recibidos también.
3. De acuerdo a la Sección 8.5 del *Lease Agreement*, Aerostar reembolsará cada Auditor Autorizado por costos y gastos incurridos en la supervisión de las operaciones de LMM y el cumplimiento del *Lease Agreement* hasta \$250,000

por año calendario (ajustado por inflación). Aerostar ha estado reembolsando a Puertos según facturas certificadas enviadas.

Pagos de Aerostar a Puertos 2014-2016		
Concept	Fecha	Cantidad
Annual Leasehold 2014 (2.1.b)	23-12-14	\$2,500,000.00
Annual Leasehold 2015 (2.1.b)	22-12-15	\$2,500,000.00
ARFF cost and Expenses Services 2014 (3.17)	27-2-15	\$2,799,153.78
ARFF cost and Expenses Services 2015 (3.17)	14-10-15 & 17-2-16	\$2,700,000.00
Monitoring Services of AILMM 2014 (8.5)	4-3-16	\$93,911.18
Monitoring Services of AILMM 2015 (8.5)	24-2-16	\$132,185.00
Total		\$10,725,249.96

B. Operación

Conforme al *Lease Agreement*, Aerostar brindó a Puertos copia del *Airport Security Program (ASP)* pero el 29 de mayo de 2015 lo solicitó para hacer cambios. Al día de hoy el ASP no ha sido devuelto a Puertos lo cual ya fue notificado a TSA. Además, para confirmar el cumplimiento con la Sección 3.3 (b) del *Lease Agreement* y Sección 3.4 del *Use Agreement*, Puertos solicitó a Aerostar copias de documentos relacionados con (a) (i) (iii) (iv) (v) (vi) (vii) (viii). En lo que respecta a la seguridad Puertos también solicitó copia de los informes de comentarios durante las inspecciones PART 139. Para la fecha de este escrito Aerostar no ha notificado a Puertos advertencias ni multas por parte de FAA pero si nos envió listado de notificaciones de TSA.

Conforme a las secciones 8.1 (a) y (b) del *Lease Agreement*, Aerostar tiene la obligación de proveer a Puertos avisos o comunicaciones relacionadas con emergencias Aeropuertos e incidentes operacionales o ambientales que suceden en AILMM.

El Plan Operacional fue entregado en noviembre del 2014 con la aprobación de Puertos y las líneas aéreas. No obstante, Puertos envió el 10 de febrero de 2016 los comentarios al mismo relacionados con el manejo de combustible. Semanalmente y/o mensualmente se monitorea el cumplimiento de los Planes Operacionales por empleados de Puertos y auditores externos.

C. Licencias y Certificaciones

Aerostar ha evidenciado que mantiene la certificación PART 139.

D. Reservas bajo el Contrato

Aerostar ha evidenciado cada trimestre por medio de un *Officer's Certificate* su cumplimiento con los requisitos de la sección 3.8 del *Lease Agreement*.

E. Mejoras Capitales

El Plan de Mejoras Capitales para el AILMM - *San Juan Capacity Enhancement Program* (SJU CEP) es un proyecto integral de construcción con un impacto de gran escala en las terminales A, B, C y D, siendo la Terminal B, el punto de control Central y el sistema de reclamo de equipajes los proyectos más grandes en términos de tamaño y la inversión de capital.

En nuestro informe a la APP de diciembre de 2014 informamos que las mejoras capitales comenzaron en septiembre de 2013. Desde entonces, el SJU CEP establecido principalmente en el *Lease Agreement* y *Use Agreement* se ha llevado a cabo según el calendario establecido.

	COMPLETE	IN PROCESS	NOT STARTED
SCHEDULE 13			
Elevator, escalator and stairwell repair	✓		
Flooring replacement	✓		
Jet Bridges Repair & Refurbishment	✓		
Terminal - wide landscaping	✓		
Lighting upgrade, enhancement and repair	✓		
Airport roadway improvements	✓		
Electric Outlet Installation	✓		
Wi-Fi Installation	✓		
SCHEDULE J			
Construction of South GA Access Road and Utilities	✓		
Relocation of Terminal D USDA Baggage Inspection Facility	✓		
Parking Garage Stairs Refurbishment	✓		
Repair of Taxiway N Concrete Surfaces		✓	
Reconstruction of Taxiway Sierra	✓		
Improvement of Terminal and Roadway Signage	✓		
Repair of All Terminal Roof Leaks	✓		
Repair of Authority Maintenance Division and Motor Pool Building	✓		
Relocation of Terminal A USDA Baggage Inspection	✓		
Repair Curbside Water Leaks	✓		
Construction of Pedestrian Walkway from Garage to Terminal A		✓	
Provision of Oversized Bag Drop	✓		
Implementation of Airport Security Plan, Including Airport Perimeter Security System		✓	
Repair existing Ramp, Apron and Taxiway concrete surfaces		✓	
Modification of Passenger Circulation from Terminal C to Baggage Claim of Terminal B		✓	
Provision of Ground Power, PC Air and Potable Water at Terminal B and C Gates		✓	
Refurbishment of Air Conditioning		✓	
Terminal Bathroom Remodeling	✓		
Terminal A FIS Capability		✓	
Expanded Curbside in Terminal A			✓
Functional Public Address System	✓		
Inline Baggage System Study BHS	✓		

F. Informes

Mensualmente Aerostar ha cumplido con la entrega de los informes de aerolíneas según dispone la Sección 8.1 (d) del Use Agreement.

Además, Aerostar ha estado proveyendo a Puertos informes y reporte trimestrales relacionados a los estándares operacionales del Use Agreement.

En cumplimiento con la Sección 2.4.6 Aerostar envió dos *Operational Performance Reports* correspondiente al año 2014 y 2015. El mismo no se realizó comparativo contra el 2013, debido a que, como habíamos dialogado, ese año fue el que Aerostar comenzó operaciones, y muchos de los procesos estaban siendo creados y/o modificados. El *Lease Agreement* y el *Airport Use Agreement* indican que el informe debe contener toda la información correspondiente al año natural (enero a diciembre). Por lo tanto Puertos y Aerostar acordamos que el primer informe comparativo sería el correspondiente a los años 2015 v. 2014 (siendo el 2014 el "first full year") para que así sea una comparación válida y real. Este informe comparativo aún no ha sido entregado.

G. Seguros


Según la Sección 13, Aerostar debe proveer evidencia a la Autoridad de los Puertos de los seguros requeridos que se detallan abajo y mantener los mismos de conformidad con la Sección 13.2 de las cubiertas de seguros, asegurando las instalaciones y operaciones del Aeropuerto Internacional LMM. Aerostar ha cumplido brindando copias de todas las cubiertas requeridas para el periodo de febrero 2015/16.

1. Responsabilidad en Prácticas de Empleo de no menos de \$5,000,000 por incidente.
2. Seguro de Compensación a los Trabajadores con la Corporación del Fondo del Seguro del Estado.
3. Responsabilidad Comercial General (Primario y Exceso) con límites no menores de \$200,000,000 por incidente y \$400,000,000 global por lesiones corporales (incluyendo muerte) y responsabilidad por daño a la propiedad.
4. Responsabilidad Automóvil (Primario y Exceso) con límites no menores de \$1,000,000 por incidente y \$5,000,000 global por lesiones corporales y daño a la propiedad por cualquier vehículo de motor o auto adquirido, no adquirido o alquilado. La Autoridad de los Puertos debe ser nombrada como un asegurado adicional en una base primaria, no-contribuyente.
5. Riesgo de Constructor cada vez que Aerostar lleve a cabo cualquier construcción, mantenimiento o reparación a las instalaciones del Aeropuerto Internacional LMM, incluyendo mejoras de conformidad con el Contrato de Arrendamiento. El seguro de riesgo de construcción también deberá cubrir costos de reposición de materiales, suministros, equipo, maquinaria y accesorios que son o serán parte de las instalaciones del Aeropuerto Internacional LMM.

6. Responsabilidad Profesional para cuando cualquier arquitecto, ingeniero, gerentes de Proyecto, gerentes de construcción, o cualquier otro consultor profesional realice un trabajo relacionado al Contrato de Arrendamiento, cubriendo actos, errores u omisiones, debe tener límites no menores a \$5,000,000 por incidente y \$5,000,000 global. Una póliza de reclamos que no es renovada o reemplazada debe tener un periodo de reporte o informe extendido a dos años.
7. Cubierta de Costos de Seguro a la Propiedad en una base de reemplazo completa (no puede incluir cláusulas de margen), cubriendo toda pérdida, daño o destrucción a las instalaciones del Aeropuerto Internacional LMM, incluyendo mejoras. La Autoridad de los Puertos debe ser nombrada como un asegurado adicional en todas las pólizas de seguro a la propiedad.
8. Seguro de Responsabilidad Legal de Contaminación debe cubrir todos los daños corporales a terceros, daños a la propiedad y otras pérdidas causadas por incidentes de contaminación durante el término con límites no menores de \$5,000,000 por incidente y \$25,000,000 global. La Autoridad de los Puertos debe ser nombrada como un asegurado adicional
9. Seguro de Interrupción de Negocio contra la interrupción o pérdida de ingresos proyectados por hasta seis meses del incidente de riesgo, resultando en daño físico al Aeropuerto. La Autoridad y cada Negocio Dependiente deben ser nombrados como asegurados adicionales bajo este seguro.
10. Seguro de Responsabilidad Civil de Contratistas Propietarios o una cubierta equivalente con un límite no menor de \$2,000,000 por incidente.
11. Seguro de Calderas y Maquinaria o cubierta de averías de equipo para estructuras completadas que contienen aparatos a presión, maquinaria, equipo o sistemas eléctricos con un valor total de reemplazo de \$25,000 o más.
12. Responsabilidad Fiduciaria con un límite no menor de \$3,000,000 por incidente.

Esperamos que esta información sea satisfactoria. Cualquier información adicional puede comunicarse con esta servidora.

Cordialmente,



Ingrid C. Colberg Rodríguez
Directora Ejecutiva

Eng. Agustín Arellano-Rodríguez
President & CEO
agustin.arella@aerostarairports.com

January 9, 2014

Víctor Suárez Meléndez, Esq.
Executive Director
Puerto Rico Ports Authority
P.O. Box 362829
San Juan, PR 00936-2829

Re: Payments

Dear Mr. Suárez:

Reference is made to the Lease Agreement, dated as of July 24, 2012 (the "Lease Agreement"), by and between the Puerto Rico Ports Authority (the "PRPA") and Aerostar Airport Holdings, LLC (the "Aerostar"). Capitalized terms used herein and not defined shall have the meanings set forth in the Lease Agreement.

The Parties have agreed to settle payments mutually due to each other, as well as prepay certain amounts due under Section 3.17(c) of the Lease Agreement. Therefore, Aerostar has paid the PRPA \$2,547,392.33 (the "Payment") which includes the following:

1. Aerostar's payment of \$1,500,000.00 to the PRPA corresponding to the remainder of the Annual Authority Payment for the Reporting Year ending December 31, 2013 in accordance with section 2.1(b) of the Lease Agreement, after deducting the prepayment of \$1,000,000 made by Aerostar on February 27, 2013;
2. A payment of \$1,752,607.67¹ owed by the PRPA to Aerostar, as established in Exhibit A, in regards to (1) Aerostar revenue collected by the PRPA; (2) payments corresponding to the PRPA relating to construction projects which were made by Aerostar and (3) any other amount agreed to by the Parties; and
3. A prepayment of \$2,800,000.00 in regards to the air rescue and firefighting as established in Section 3.17(c) of the Lease Agreement (the "ARFF Payment") for the Term Year ending February 28, 2014.

¹ This amount does not include any revenue and/or amount owed by the PRPA to Aerostar in regards to the Security Office (badges, tow fees, etc.) at the LJM Airport Facility and/or any other amount which are still pending and owed by the PRPA to Aerostar.

The PRPA agrees that the Payment fully complies with the requirements of Sections 2.1(b) and 3.17(c) of the Lease Agreement and that the Annual Authority Payment for the Reporting Year ending December 31, 2013 and the ARFF Payment for the Term Year ending February 28, 2014 are both considered paid in full. The PRPA further agrees that there are still amount outstanding that the PRPA owes to Aerostar, and that Aerostar may deduct any amounts owed by the PRPA to Aerostar, after said amounts have been reconciled and agreed by the parties, that are not included in Exhibit A, from future Annual Authority Payments and/or Annual Authority Revenue Share payments, and said payments shall be considered to fully comply with Section 2.1(b) and (c) of the Lease Agreement.

Exhibit A, attached hereto, contains a detailed description of the computation used to reach the Payment amount agreed to by the Parties.

Cordially,


Agustín Arellano-Rodríguez

ggd/zdn

Attachments

Acknowledge and accepted by:

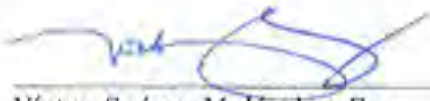

Víctor Suárez Meléndez, Esq.
Executive Director
Puerto Rico Ports Authority

Exhibit A
to Letter dated January 9, 2013
from Aerostar to PRPA

AEROSTAR AIRPORT HOLDINGS, LLC

DUE TO / FROM PRPA

1 Amounts due from Aerostar to PRPA

ARFF (TERM YEAR 2/27/13 - 2/28/14)	2,800,000.00	¹
Fixed Annual Payment (Partial Year 2013)	2,500,000.00	
Less: Prepaid Portion of Fixed Annual Payment	<u>(1,000,000.00)</u>	
Total amount due from Aerostar to PRPA	<u>4,300,000.00</u>	<u>4,300,000.00</u>

2 Amounts due from PRPA to Aerostar

Various (Aeronautical, Parking, Concessions, Etc.)	1,391,221.44	²
PRPA Invoices related to projects (paid by Aerostar)	<u>361,386.23</u>	
Amount due from PRPA to Aerostar	<u>1,752,607.67</u>	<u>1,752,607.67</u>

3 Net amount due from Aerostar to PRPA

2,547,392.33

¹ This prepayment is based on a TERM YEAR, as defined. Due on 2/28/14.

² Does not include revenues related to the security office (badges, tow fees, etc.) or any other amounts owed by PRPA to Aerostar.

air
2/28/14

AEROSTAR

AIRPORT HOLDINGS LLC

FEDWIRE APPROVAL FORM

Date 12/12/14

Disbursement Date: 12/12/14

Purpose: 12/01/2014

ACH Amount	\$ 2,500,000.00
Intermediary Bank (if applicable)	
ABA Number	021502011
SWIFT	
Receiving Bank	BPPR
Receiving Bank Account Number (if applicable)	
Beneficiary Account	018430201
Beneficiary Name	PUERTO RICO PORTS AUTHORITY



Threshold	Required Number of Signatures	Approved Signatures
\$0.01 to \$9,999.99	1 signature	Any of the authorized signatures (AA, JH, EB)
\$10,000.00 to \$99,999.99	2 signatures	Any of the authorized signatures (AA, JH, EB)
\$100,000.00 to \$999,999.99	2 signatures (JH plus EB or AA)	AA, EB & JH



AEROSTAR AIRPORTS HOLDINGS
CORRIDA DE PAGO 12-12-2014

PR PORTS AUTHORITY

Bill

12/1/2014

\$ 2,500,000.00


Total PR PORTS AUTHORITY

\$ 2,500,000.00

AEROSTAR

AIRPORT HOLDINGS LLC

DISBURSAL REQUEST

Vendor Number (SS o FID) :	1840
Vendor Name :	PUERTO RICO PORTS AUTHORITY
Invoice Number :	12/01/2014
Invoice Date :	01-DEC-14
Payable Entity :	AEROSTAR AIRPORT HOLDINGS LLC
Transaction Type :	STANDARD - Status: NOT REQUIRED
Disbursal Type :	EFT
Terms (Due Date) :	NET 30
PO Description / Invoice Description: / ANNUAL AUTHORITY PAYMENT-2014	
Total Amount	AP Account
\$2,500,000.00	01-21105-0001-000-0000 (AP - TRADE-BALANCE SHEET-N/A-N/A)
Created By: VALERIE.COLON	Approved By: 
Requested By: COLON, VALERIE	Approved Date: 12/12/14
Withholding:	

Please Attach original invoice / one per request.
Invoices with multiple general ledger accounts please detail below, total must agree with amount noted above.

Amount	Distribution Account
\$2,500,000.00	01-21915-0001-000-0000 (FIXED PAYMENT TO PRPA-BALANCE SHEET-N/A-N/A) / MATCHED

Contract: Yes No _____

Special Instructions:

- Send by mail
- Give to _____
- Reception
- Other

Below this line is for accounting use only:

Notes:

Payment D35642291779 Details

Preformat Code	PRPA
Debit Account Number	0101811026
Account Currency	USD
Account Name	AEROSTAR AIRPORT HOLDINGS, LLC
Payment Currency	USD
Payment Amount	2,500,000.00
Payment Method	ACH Credit/GIRO
Payment Type	ACH Credit
Transaction Reference Number	D35642291779
Confidential	No
Pre-Note	No
Pre-Note First Available Date	
Transaction Type	CCD
Processing Date	12/22/2014
Value Date	12/23/2014
Beneficiary Account Number	018430201
Beneficiary Account Type	Checking
Beneficiary Name	PUERTO RICO PORTS AUTHORITY
Beneficiary Bank Routing Code	021502011
Intra-Company	No
Beneficiary Bank Name	BANCO POPULAR
Entry Description	DISBURSMNT
Individual Company ID	
Company ID	9660787776
Company Name	AEROSTAR
Sub-Form Details	N/A
Addenda Information	
Memo Details	
Submitted By	AUREA BERIO-NEVAREZ
Submission Date/Time	12/22/2014 11:56:33
Citibank Reference	00000003879
Status	CB Pending
Sub-Status	Waiting for Payment Date

AEROSTAR

AIRPORT HOLDINGS LLC

Agustín E. Arellano-Rodríguez
President & CEO
agustin.arelano@aerostarairports.com

December 22, 2015

HAND DELIVERY

Ingrid C. Colberg, Esq.
Executive Director
Puerto Rico Ports Authority
PO Box 362829
San Juan, PR 00936-2829

Re.: Annual Authority Payment

Dear Ms. Colberg:

In compliance with Section 2.1(b) of the Luis Muñoz Marín International Airport ("LMMIA") Lease Agreement dated as of July 24, 2012 by and between The Puerto Rico Ports Authority ("PRPA") and Aerostar Airport Holdings, LLC ("Aerostar"), attached you will find Check No. 0000007184, dated December 15, 2015, to Pay to the Order of Puerto Rico Ports Authority, for the amount of Two Million Five Hundred Thousand Dollars (\$2,500,000.00).

Regards,



Agustín Arellano

zdn

Attachment

AEROSTAR AIRPORT HOLDINGS LLC

CHECK NO. 0000007184

TO THE ORDER OF: PUERTO RICO PORTS AUTHORITY *****

REFERENCE: 4950VYVD58

DATE: DECEMBER/15/2015

CHECK AMOUNT: \$2,500,000.00

REFERENCE DETAIL:

Faint watermark text, possibly "Play"



0059786

THIS CHEQUE PAPER CONTAINS A CHAIN WATERMARK AND COLORED BACKGROUND — DO NOT ACCEPT WITHOUT EITHER — HOLD TO LIGHT TO VERIFY WATERMARK

AEROSTAR AIRPORT HOLDINGS LLC
P.O. BOX 39085
SAN JUAN, PR 00937

CITIBANK, N.A.
PUERTO RICO

101-204/215
0-101811-026

REFERENCE: 4950VYVD58

DATE
DECEMBER/15/2015

CHECK NO.
0000007184

PAY: TWO MILLION FIVE HUNDRED THOUSAND WITH 00/100 *****
TO THE

CHECK AMOUNT
\$2,500,000.00

ORDER OF: PUERTO RICO PORTS AUTHORITY *****
PO BOX 362829
SAN JUAN PR 00936

NO SIGNATURE REQUIRED

AUTHORIZED SIGNATURE

⑈0000007184⑈ ⑆021502040⑆ 0101811026⑈



OPERATIONS PLAN

AEROSTAR
AIRPORT HOLDINGS, LLC

November 2014

Record of Change

Change #	Description	Date of Change	Date of Entry	Approved By:

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GLOSSARY: **Definitions**

AEROSTAR
AIRPORT HOLDINGS, LLC

Definitions

1. **“Aeronautical Service Operator” (Operator)** shall mean an Entity that engages in any activity or service for compensation, exchange, trading, buying, selling, or hire or any other revenue producing activity whether or not a profit is derived covered in this Minimum Standards, which makes possible, or is required for the operation of an aircraft, or contributes to or is required for, the safety of such operations. Aviation activities include, but are not limited to: Sale of aviation petroleum products, aircraft ground support services, charter operations as defined by the FAA, specialized Aeronautical Services, charter brokerage, aircraft hangar leasing, pilot training, aircraft rental and sight-seeing, aerial photography, agricultural spraying or dusting, fire suppression, aerial advertising and surveying, aircraft sales and leasing, aircraft management, repair and maintenance of aircraft, sale and repair of aircraft parts, avionics sales and repair, hangar and tie-down rental and leasing, aircraft stripping/painting/refinishing, aircraft interior refinishing, aircraft salvage, and any other activities which because of their relationship to the operation of aircraft can appropriately be regarded as an aeronautical activity.
2. **“Air Operation Areas” (AOA)** shall mean the Airport areas used or intended to be used for landing, take-off or movement of aircraft; passenger boarding lounges; fuel-storage and fueling facilities; air traffic control dependencies; communication facilities; radio aids and other services to air navigation; fire fighting and rescue station; and any area restricted to the general public within the airport terrestrial boundaries or on property owned by or under the custody and/or control of the Authority.
3. **“Aircraft”** shall mean any vehicle or device that is used or is intended to be used for air navigation.
4. **“Airline”** shall mean a Person actively engaged in an Air Transportation Business at the Airport.
5. **“Airport”** shall mean the Luis Muñoz Marín International Airport.
6. **“Airport Directives”** shall mean, collectively, any rules, regulations, or requirements made by Aerostar, and other written directives; or, in the event of an emergency, oral instructions followed by a written directive, issued or authorized by the Chief Executive Officer.
7. **“Airport Security Program”** shall mean those procedures, programs, and rules that are established, implemented, and maintained for security purposes of the Airport pursuant to rules and regulations of the TSA, FAA, and Airport Directives, including, without limitation, 49 CFR Parts 1520, 1542, 1544, and 1546, 14 CFR Part 139, and the Airport’s Security Program approved by TSA. The Airport Security Program is a program separate from these Rules and Regulations; however, violations of the Airport Security Program are enforceable by Aerostar pursuant to these Rules and Regulations, as described below in Section 2.2, and Articles 10 and 11.

8. **“Airport Use Agreement”** (Use Agreement) shall mean the Agreement between the Puerto Rico Port Authority, Aerostar Airport Holdings, LLC and an Airline.
9. **“Annual Report”** shall mean the Report required by the Lease Agreement as described in Schedule A, Appendix D to be completed by Aerostar on a calendar year basis.
10. **“Aviation Operator”** shall mean any person engaged in a business of an aviation nature not within the scope of a Fixed-Base Operator, as defined herein, who is authorized to conduct such business by virtue of a contract with the Authority.
11. **“Aviation Security Manager”** shall mean the person designated from time to time by the Chief Executive Officer to hold such position at the Airport.
12. **“Chief Executive Officer (CEO)”** shall mean the Chief Executive Officer of Aerostar Airport Holdings, LLC.
13. **“Chief Operations Officer (COO)”** shall mean the person designated as the Chief Operations Officer of Aerostar and acting under the direction of the CEO, or his or her designee.
14. **“Commercial”** shall mean that which relates to the exchange, trading, buying, hiring, advertising, solicitation, promotion, or selling of commodities, goods, services, information, or tangible or intangible property of any kind, or any revenue-producing activity at the Airport.
15. **“Commercial Aviation Operators”** shall mean all operators of Aircraft for Commercial purposes at the Airport.
16. **“Control Tower”** shall mean an Air Traffic Control Facility located at the Airport and operated by or on behalf of the FAA.
17. **“DHS”** shall mean the United States Department of Homeland Security.
18. **“Emergency Plan”** shall mean the directives elaborated by the Authority which contain the procedures to be followed in attending to all emergency situations related to air operations at the Airport.
19. **“Emergency Vehicles”** shall mean any vehicle responding to an official emergency call, including vehicles from the Police or Fire Department, ambulances of the Commonwealth of Puerto Rico, its executive departments and agencies or municipalities, as well as of the United States Government, its executive departments and agencies, or the United States Armed Forces and Puerto Rico National Guard.
20. **“Environmental Laws”** shall mean all applicable Laws regulating or imposing liability or standards of conduct concerning or relating to the protection of human health, the

Environment or the use, generation, disposal, discharge release, transportation, storage or management of Hazardous Substances.

21. **“FAA”** shall mean the United States Department of Transportation, Federal Aviation Administration, and any federal agency succeeding to its duties and powers.
22. **“Federal Regulation”** shall mean rules and regulations of the United States Federal Aviation Administration promulgated by said administrative body, as currently amended.
23. **“Fixed Base Operator” (FBO)** shall mean an Entity with written Agreement with the Airport who engages in the following at a minimum: Delivering, dispensing, providing, or selling Aviation Fuel and Lubricants, Hangar Storage facilities, Ramp Parking and Tie-down facilities, Customs & Immigrations coordination, Airframe and Power Plant Repair, and Ancillary Aircraft Ground Support Services.
24. **“Fuel Service Provider”** shall mean an entity with written agreement with the Airport who engages in the sale and supply of aviation fuel to the airlines operating at the Airport.
25. **“Law Enforcement Officer”** shall mean any officer of the Puerto Rico Police Department authorized by applicable law with jurisdiction and authority to enforce applicable laws and these Rules and Regulations on the Airport.
26. **“Lease Agreement”** shall mean the Agreement between the Puerto Rico Ports Authority and Aerostar Airport Holdings, LLC whereby Aerostar Airport Holdings, LLC was granted the right to operate Luis Muñoz Marín International Airport, effective July 24, 2012.
27. **“Manager on Duty”** shall mean the person employed by the Port and so designated from time to time by the CEO or COO.
28. **“Minimum Standards”** shall mean these Minimum Standards for Commercial Aeronautical Service Providers adopted by Aerostar, as amended from time to time.
29. **“Motor Vehicle”** shall mean a self-propelled device in, upon, or by which a person or property may be transported, carried, or otherwise moved from point to point, except Aircraft or devices moved exclusively upon stationary rails or tracks.
30. **“Movement Area”** shall mean the runways, taxiways, and other areas of the Airport which are used for taxiing or hover taxiing, air taxiing, takeoff, and landing of Aircraft and controlled by the Control Tower, exclusive of Ramps and Aircraft parking areas.
31. **“National Fire Protection Association (NFPA)”** shall mean a United States trade association which creates and maintains codes and standards for fire protection.

32. **“Non-Movement Area”** shall mean all portions of the AOA, which do not constitute Movement Areas.
33. **“Non-Signatory Airline”** shall mean any Airline using the Airport which is not a Signatory Airline.
34. **“Notice to Airman (NOTAM)”** shall mean a notice which is filed with the Federal Aviation Administration (FAA) to alert pilots of any hazards en route or at a specific location. The FAA in turn provides a means of disseminating the NOTAMS to pilots.
35. **“Operating Standards”** shall mean the specific and defined standards, specifications, policies, procedures, and processes specified in the Lease Agreement that apply to the operation, maintenance, construction, and rehabilitation of and capital improvements to the LMM Airport Facility by Aerostar Airport Holdings, LLC.
36. **“Park” or “Parked”** shall mean to put, leave, or let a Vehicle or Aircraft stand or stop in any location whether the operator thereof leaves or remains in such Vehicle or Aircraft when such standing or stopping is not required by traffic controls or conditions beyond the control of the operator.
37. **“Passenger”** shall mean any Person at the airport terminal in possession of an airline ticket with the intention of boarding an airplane bound for another place within a reasonable period of time. Within the purview of this regulation, such Person ceases to be an air passenger upon arriving at his airport of destination, claiming his baggage, and leaving the Terminal Building.
38. **“Person”** shall mean any individual, firm, partnership, corporation, company, Limited Liability Company, limited liability partnership, association, joint stock association, governmental entity or other body politic; and includes any trustee, receiver, committee, assignee, or other representative or employee thereof.
39. **“Public Areas”** shall mean all of the areas normally accessible to the general public and which include the portions of all ticketing and terminal buildings open to the public; public parking lots or automobile parking areas; airport public access and unit roadways; and portions open to the public of all buildings possessed or operated at all airports under the ownership, direction, and/or control of the Authority.
40. **“Ramp”** shall mean those areas of the Airport within the AOA designated for the loading, unloading, servicing, or parking of Aircraft.
41. **“Ramp Permit”** shall mean a permit issued by the CEO or COO granting permission to operate or be operated within the AOA, or a designated portion thereof, subject to the requirements of these Rules and Regulations.
42. **“Recyclable Materials”** shall mean material that may be either (a) reused “as-is” or after repairs have been completed, and/or (b) salvaged from the value of their mineral or other content after treatment and processing.

43. **“Representative”** shall mean the right and responsibility of an Aerostar employee or employees, who, by virtue of their position and/or operational responsibility, have the duty of representing the CEO in matters related to compliance with the Rules and Regulations of the Aviation Department.
44. **“Secured Areas”** shall mean any area of the Airport as identified in the Airport Security Program requiring security access procedures consistent with regulations promulgated by the FAA or TSA, and all other applicable regulations.
45. **“Security Access Gates”** shall mean those gates identified by numbers giving access to air operation areas and located within the Airport, duly identified by the Chief Executive Officer or his representative.
46. **“Security Enforcement Program”** shall mean the Security Enforcement Program included with the Airport Security Program and approved by the CEO or the COO with respect to the Airport, as amended from time to time, and as administered by the Aviation Security Manager.
47. **“Security Identification Display Area (SIDA)”** shall mean an Airport area designated by the airport operator and approved by the Transportation Security Administration in which a personnel identification badge must be displayed.
48. **“Security Screening”** shall mean the prescribed security screening of passengers, Airport employees, and other persons, luggage, goods, cargo, and such other prescribed items pursuant to Rules and Regulations, orders, security directives, or such other directives as may be duly issued and in effect from time to time of the TSA and/or DHS.
49. **“Signatory Airline”** shall mean any Airline actively engaged in an Air Transportation business at the Airport who is a party to an Airport Use Agreement.
50. **“Smoking”** shall mean inhaling, exhaling, burning, or carrying any lighted cigar, cigarette, controlled substance, or other combustible substance.
51. **“Storm Water Pollution Prevention Plan (SWPPP)”** shall mean a Federally required plan to reduce pollution.
52. **“Taxiway”** shall mean that part of the Airport used for the takeoff and landing of aircraft and for the taxiing thereof, excluding platforms.
53. **“Terminal Complex”** shall mean all buildings and structures (including but not limited to Building located within the Airport and open to the public for the purpose of flight ticket purchase, passenger enplanement and deplanement, including Sterile Areas and adjoining Ramps, roadways, public lobby waiting, baggage check-in and pick up, and those other services related to public passenger air travel.

54. **“The Authority”** shall mean the Puerto Rico Ports Authority.
55. **“The Operator”** shall mean Aerostar Airport Holdings, LLC, the company currently operating the Luis Muñoz Marín International Airport under a 40-year lease.
56. **“Trash”** shall mean material that has no salvage or recyclable value.
57. **“TSA”** shall mean the United States Transportation Security Administration within DHS, and any federal agency succeeding to its duties and powers.
58. **“Vehicles”** shall mean any motorized device used or intended to be used for ground transportation, irrespective of its type or nature.



Section 1: Introduction

AEROSTAR
AIRPORT HOLDINGS, LLC

Section 1: Introduction

1.1 Introduction

The Lease Agreement between the Puerto Rico Ports Authority and Aerostar Airport Holdings, LLC mandated adopting Operating Standards for the operation and maintenance of the Luis Muñoz Marín International Airport. The Operating Standards, Schedule A of the Lease Agreement, outlined nine functional areas for the attention of Airport Management. In each functional area, the Standards specify topics and issues which should be addressed as well as a series of qualitative and quantitative measurements to be developed and met.

The Agreement requires an Operational Plan be developed to describe the policies, procedures, and resources put into place to satisfy the Operating Standards. The Operational Plan is further complimented by the Airport Certification Manual, the Airport Emergency Plan, and the Airport Security Plan.

The interpretation of the Operating Standards and Aerostar's compliance with the Operating Standards shall be subject to the provisions set forth in Section 6.1 of the Lease Agreement and Section 3.4 and 8.5 of the Airport Use Agreement. Furthermore, if any term or provision of the Operations Plan conflicts with either the Lease Agreement or the Airport Use Agreement, then the Lease Agreement and/or the Airport Use Agreement shall govern and supersede the Operating Plan.

The Operating Standards proscribed the format of the Operational Plan.

The Operational Plan, at a minimum, is subject to modifications caused by FAA, TSA, or other Governmental Policy changes. Further, the Plan is subject to an annual review based on performance and a best practice review which could prompt additional changes.



Section 2: Facility Standards Plan

AEROSTAR
AIRPORT HOLDINGS, LLC

Section 2: Facility Standards Plan (FSP)

2.1 Objective

The objective of this section is to establish policies and procedures to ensure the organized, efficient, continuous, and safe operation of all Airport facilities and associated systems.

2.2 Essential Staff

Exhibit A on the following page depicts the organizational chart for maintenance key staff. All applicable Aerostar departments are staffed to accommodate a 24 hour/day, 365 days/year.

2.2.1 Contact numbers

Operations:

(787) 253-0979

Maintenance:

(787) 791-1017

(787) 791-1511

(787) 791-1528

Email:

maintenance.control@aerostarairports.com

control.mantenimiento@aerostarairports.com

2.3 Stakeholders

Stakeholders include the FAA, TSA, CBP, Local Law Enforcement Departments, Airlines, general aviation tenants, tenants (including subtenants), others conducting business at the Airport, and other Aerostar Departments/Divisions.

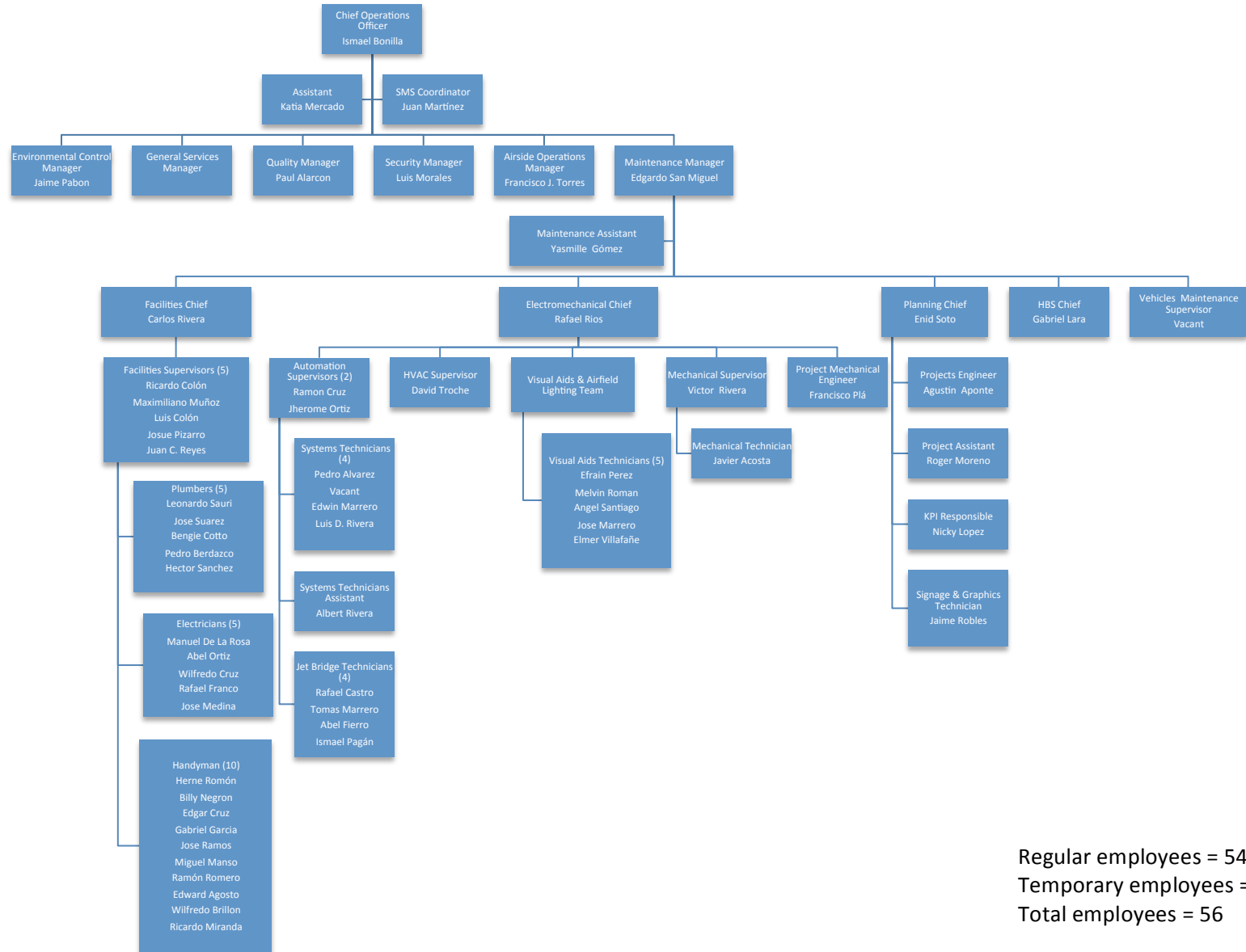
2.4 Scope of Plan

General areas of responsibilities include:

The facilities that are addressed within the Plan include the following primary Airport functional areas:

- Access roadway system, terminal curb front, and all on-Airport roadways
- Vehicle parking facilities
- Transportation parking and storage facilities
- Passenger terminals and concourses
- Other on-Airport facilities (e.g., cargo buildings and facilities, maintenance buildings, central utility plant, law enforcement facilities, fueling facilities, and other on-Airport buildings)

Exhibit 2A. Operations (Maintenance)



Regular employees = 54
 Temporary employees = 2
 Total employees = 56

Organization of Airport Maintenance

Maintenance programs will be developed from experience with the current needs, manufacturer's recommendations, law regulations, and the best engineering practices. Each technician who is responsible for a task will work in accordance with a systematic work program that will achieve maximum efficiency.

This manual will be revised annually. Updating the manual will allow:

- Appropriate staffing
 - To maintain a 24 hours a day operation at an airport, a sufficient number of technicians, both Aerostar and contractors, will be available to insure that any urgent deficiencies can be addressed immediately
 - Specifically, the departments of Security, Operations, Maintenance, and Fire will be staffed for 24/7 operations
- Compliance with the recorded maintenance needs
- Flexibility when unexpected events affect the planned work schedule

For routine operational and maintenance activities there may be temporary or permanent closures of roadways, doorways, and other areas at the Airport including within the passenger terminals. Unless urgent action is needed, the Signatory Airlines will be consulted with regard to any closure in order to minimize the disruption of any services.

2.4.1 Inspections and Response (General)

Visual inspections of buildings and roadways will be conducted daily by Airport Operations. Airport Maintenance will inspect specific systems as part of a Preventative Maintenance (PM) Program. The following are generic PM practices and not an all inclusive guidance. Frequency of PM action is based on the manufacturer's recommendation, facility experience, best engineering practices, and the environment the facility and equipment are subjected to.

Building Interior

- Check the condition of floors, ceilings, and walls for evidence of deterioration.
- Check for visible signs of leaks.
- Check for hazards (electrical, mechanical, structural, physical, tripping, etc.).
- Check the condition and operation of faucets, toilets, and showers.
- Check smoke detectors and CO detectors.
- Check the fire alarm system.
- Check the firefighting equipment.
- Check all doors for proper operation; ensure that exits are not obstructed.
- Check for accumulation of trash in storage areas.
- Check for evidence of insect infestation.

Building Exterior (Envelope)

- Check the condition of the paint and walls.
- Check for broken windows and doors.

- Check the condition of all railings.
- Check for plants growing on the building or its foundation.
- Clean the roof.
 - Use care when working in high places; employ adequate fall protection.
- Clean roof drains and gutters.
 - Test drains and downspouts by flushing them with water.
- Inspect the condition of the roof.
- Inspect gutters for adequate anchoring and tighten, if necessary.
- Inspect the stack and all roof penetrations.
- Remove any plant life growing on the roof.
- Clean up any debris found.

Public Areas/Airfield Operating Area Grounds

- Check the grounds for broken glass and debris.
- Check the condition of the sidewalk.
- Check the condition of the driveway and parking area.
- Check the storm water drains.
- Check the condition of the plants and lawns.
- Check the condition of the trees; verify that no branches are about to fall.
- Check for cleanliness around the dumpsters.
- Check the condition of any fencing.
- Check the mailbox area.

Interior/Exterior Lighting and Electrical

- Replace any burned out lamps and clean reflectors, refractors, and globes.
- Check the gaskets for proper seating.
- Check the condition of lamp standards and mountings.
- Check the operation of automatic and manual switches.
- Check electrical connections and boxes for signs of deterioration or overheating.
- Check outlets for proper operation.
- Test GFCI outlets/brackets for proper operation.

HVAC

- Clean the air intake and change the air filter.
- Check the blower motor in operation for excessive noise or vibration.
- Clean the motor and ductwork.
- Check the condensate drain pan for proper drainage.
- Check the flexible duct connectors.
- Secure any loose guards and panels.
- Check the condition of all electrical hardware and connections.
- Check the safety controls and equipment.
- Check for proper operation of the interior unit.
- During the cooling season, check the condenser motor bearings for excessive noise or vibration.
- During the cooling season, check the condenser air intake, discharge, and coil as required.
- During the cooling season, check the condition of all refrigerant piping and insulation.

- During the cooling season, secure any loose guards or access panels.
- During the cooling season, check the operation of the exterior unit.

2.4.2 Terminal

General Inspection

Please see Section 10, Customer Service Plan.

2.4.2.1 General Maintenance

The following components of the terminal building will be maintained:

- Lighting system for the passenger terminal building, associated landside forecourt, and the car parking area
- Passenger flight information system
- Air conditioning system (HVAC)
- Mechanical (i.e., automatic) doors
- Baggage conveyor belts
- Baggage delivery equipment in claim areas
- Boarding bridges
- Elevators
- Escalators
- People movers
- Fixed fire protection installations
- Emergency exits

2.4.2.1.2 Lighting and Electric Equipment

The complete lighting system of the terminal will be checked daily for overall operation. Any deficiencies that affect the safety of passenger orientation or handling will be corrected immediately. Other reported deficiencies will be scheduled for maintenance.

The same system applies for lighting systems for roadways and parking lots.

Refer to NFPA 70B.

2.4.2.1.3 Air Conditioning System (HVAC)

The operational condition of the system will to be monitored constantly so that any failures can be detected early and corrected.

2.4.2.1.4 Passenger Boarding Bridges

Aerostar's maintenance responsibility is limited to observing the elevators' function and to cleaning. All other maintenance work, regular inspection, certification (federal and local regulation), replacement of parts needed, will be accomplished by the manufacturer or the manufacturer's authorized agent.

2.4.2.1.5 Fixed Fire Protection Installations

Refer to NFPA 25.

2.4.2.1.6 Hold Baggage Screening

The Hold Baggage Screening (HBS) division of the Maintenance Department, also known as the Baggage Handling System (BHS) division, is responsible for the operation and maintenance of the baggage conveyor belt systems throughout the airport. These systems are of high importance to airport operations as they serve to transport inbound and outbound bags, and in most cases also screen them. On the operational side, this division has the responsibility of monitoring the Baggage Systems operation including the detection and notification of faults in the systems through a Control Room Operator or CRO. BHS also incorporate a Manual Encoder Operator, which has the task of routing misread bags to their proper destination piers. The operation of these systems is carried out through a third party private contractor under the direct supervision of the BHS Division Chief.

Within the maintenance side, BHS also has the responsibility of performing preventive and scheduled maintenance as well as repairs required to have the automated baggage systems operating in a reliable and secure way. The maintenance and repair of these systems is carried out through a third party private contractor under the direct supervision of the BHS Division Chief.

2.4.2.1.7 Elevators

The operator's maintenance responsibility is limited to observing the elevators function and to cleaning. All other maintenance work, regular inspection, certification (federal and local regulation), and replacement of parts needed, will be accomplished by the manufacturer.

2.4.2.1.8 Escalators (People Movers)

Maintenance responsibility of the operator's maintenance responsibility is limited to observing the elevators' function and to cleaning. All other maintenance work, regular inspection, certification (federal and local regulation), and replacement of parts needed, is the responsibility of the manufacturer.

The BHS division is also responsible for the operation and maintenance of the following systems:

- Elevators
- Escalators
- Moving walkways
- Fire extinguishers

Third party private contractors under the direct supervision of the BHS Division Chief carry out the operation, maintenance, and repair of these systems.

The following tables, below and on the following page, represent the manufacturer's preventive maintenance recommendations.

Table 2-1. Maintenance Tasks for Hydraulic Elevators

Task Description	ASME A17.1 Code Reference	Performance Interval
Visual check pump unit operation/component	8.6.5.9 8.6.5.5.1 8.6.5.6	Semi Annual
Check oil level	8.6.5.4 8.6.5.7 8.6.5.1.2	Semi Annual
Visual check controller operation/components/motor starter	8.6.1.6.3	Semi Annual
Check/tighten controller connections	8.6.1.6.3	Annual
Visual check overall machine room space/area	8.6.4.8 8.6.1.6.5	Semi Annual
Clean machine room	8.6.4.8	Semi Annual
Check anti-creep	8.6.5.12	
Ride unit/check ride quality	8.6.5.12 8.6.4.16	Semi Annual
Visual check cab interior/components/fixtures	8.6.4.15	Semi Annual
Check emergency lighting/alarm bell	8.6.4.15	Semi Annual
Visual check guide rails & brackets/lube as applicable	8.6.4.3	Semi Annual
Check, lube all hoistway safety/terminal switches	8.6.4.14	Semi Annual
Check, clean, lube car door & door operator hardware	8.6.1.6.2 8.6.4.13.1	Semi Annual
Check, clean, lube landing door hardware	8.6.1.6.2 8.6.4.13.1	Semi Annual
Clean car top	8.6.4.9	Semi Annual
Visual check pit/pit equipment	8.6.5.11 8.6.5.5.1 8.6.5.5.2	Semi Annual
Check, lube, pit safety switches	8.6.1.6.2	Semi Annual
Clean pit	8.6.4.7.1	Semi Annual
Confirm sign & data plates	8.6.1.6.7	Annual

Table 2-2. Maintenance Tasks for Geared Elevators

Task Description	ASME A17.1 Code Reference	Performance Interval
Visual check hoist machine/motor/brake/MG operation/condition	8.6.4.6.1 8.6.4.17 8.6.4.6	Semi Annual
Visual check controller operation/condition	8.6.1.6.3	Semi Annual
Check/tighten controller connections	8.6.1.6.3	Annual
Visual check overall machine room space/area	8.6.4.8 8.6.1.6.5	Semi Annual
Visual check governor operation/condition	8.6.4.2 8.6.4.12	
Lube MG, hoist motor, governor bearings	8.6.1.6.2	

2.4.2.9 Custodial Services

Specifications

- The provision of the service will be carried out with suitable materials and equipment.
- Cleaning will be carried out continuously so that at all times the sanitary facilities of the Airport are clean, always reflecting a uniformly high degree of cleanliness and professionalism in the provision of the services.
- All areas specified in the contract are to be serviced.
- The cleaning of sanitary facilities should be continuous throughout the day, to give a positive image of the Airport.
- The sanitary facilities shall never be closed during the day, except in exceptional situations. Since deep cleaning will take place only at night, daytime maintenance cleaning routines will be strictly observed.
- A bactericide will be applied on a regular basis to maintain the sanitation of the toilet bowls and urinals.
- A discreet scent deodorant will be dispensed regularly.
- The waste bins, paper towel dispensers, and toilet soap dispensers will always be operational and in good working order. It is the responsibility of the contractor to monitor these facilities and ensure sufficient sanitary supplies are always available.
- All members of the service provider company must carry ID issued by the Airport in a visible manner.

Quality Standards

The Airport is required to provide first class services to its users and will work with its vendors and suppliers in order to achieve these levels. Therefore the cleaning services contractor shall be required to meet or exceed contractual standards of quality and service and those standards outlined in Appendix A: Form of Operational Performance Metrics Report. Aerostar personnel will conduct individual or group inspections of its facilities in order to ensure high levels of service throughout the Airport. If deficiencies are found in any service provided, the Airport will notify the responsible cleaning company for immediate corrective action. If three (3) or more lapses occur in any 30-day period, the Airport may apply a penalty of up to 1% of the total amount of the contracted service.

Sanitary Supervision And Reports

The best available and practical technology will be utilized for the information transmission. Currently, a control sheet is placed at the back of the entrance door or on the door of the restroom, in which each assigned cleaning operator will record the time of the beginning and end of the cleaning. These forms must be reviewed by supervisors of the company and the Airport to verify that the service was performed.

Current Cleaning Program

First and Second Shifts:

All restrooms will be cleaned daily and as many times as necessary with a minimum frequency of every 30 minutes. They will be cleaned with brush, soap, flannel, or suitable material, depending on the surface in question and according to the specifications of the manufacturers. Trash collection will take place during each shift.

All basins, urinals, toilets, mirrors, floors, cubicle dividers, dispensers of soap and paper, doors, and walls will be cleaned. Bathrooms will not be closed for cleaning, except for extraordinary situations that require coordination with supervisors and/or maintenance.

Provide (according to the vendor contract technical specifications) paper towels, liquid soap and toilet paper in all modules. These items will be available at all times. Trashcans will not be permitted to contain trash exceeding 50% of their capacity. During the cleaning, the efficient operation of the plumbing and electrical works, including illumination, contacts, hand dryers, soap and paper dispensers, urinals, and toilets will be verified. Any anomaly will be reported to the maintenance department for immediate correction.

The use of hydrochloric, muriatic acid, or chlorine in industrial grade is strictly prohibited.

Third shift:

Deep cleaning procedures will be established which will include cleaning of all the components of the restroom in an intensive manner; closing the module for as long as the deep cleaning lasts. There must NOT be two adjacent modules closed at the same time.

Given the presence of some passengers and Airport employees, albeit at a reduced level, during the third shift, routine tasks in the restroom will not be neglected. The restroom should be CHECKED REGULARLY and the various consumables in the dispensers correctly supplied.

See examples of forms on the following pages.

Form Example: English

Bathroom ID#	Gender	Level	Terminal	Benchmark (Location)	Area
BA-101	Men	1	A	Baggage Claim, between baggage belts 3 and 4	Sterile
BA-102	Women	1	A	Baggage Claim, between baggage belts 3 and 4	Sterile
BA-103	Women	1	A	Baggage Claim, between baggage belts 1 and 2	Sterile
BA-104	Men	1	A	Baggage Claim, between baggage belts 1 and 2	Sterile
BA-201	Men	2	A	In front of gate doors 5 and 6	Sterile
BA-202	Women	2	A	In front of gate doors 5 and 6	Sterile
BA-203	Women	2	A	In front of gate doors 3 and 4	Sterile
BA-204	Men	2	A	In front of gate doors 3 and 4	Sterile
BA-205	Women	2	A	Terminal A entry through B	Public
BA-206	Men	2	A	Terminal A entry through B	Public
BA-207	Men	2	A	In front of gate doors 1 and 2	Sterile
BA-208	Women	2	A	In front of gate doors 1 and 2	Sterile
BA-105	Women	1	B	Beside baggage claim exit	Public
BA-106	Men	1	B	Beside baggage claim exit	Public
BA-107	Women	1	B	Baggage Claim Area	Sterile
BA-108	Men	1	B	Baggage Claim Area	Sterile
BA-109	Women	1	B	Waiting Area, Gate 31A Exit (Commuters)	Sterile
BA-110	Men	2	B	Waiting Area, Gate 31A Exit (Commuters)	Sterile
BA-209	Women	2	B	Beside TSA Check Point	Public
BA-210	Men	2	B	Beside TSA Check Point	Public
BA-211	Women	2	B	In front of gate door 32	Sterile
BA-212	Men	2	B	In front of gate door 32	Sterile
BA-213	Women	2	B	Between Gates Doors 33 and 35	Sterile
BA-214	Men	2	B	Between Gates Doors 33 and 35	Sterile
BA-111	Women	1	C	Outside Baggage Claim Area	Public
BA-112	Men	1	C	Outside Baggage Claim Area	Public
BA-215	Women	2	C	In front of restaruants	Public
BA-216	Men	2	C	In front of restaruants	Public
BA-217	Women	2	C	Going through TSA Check Point at the right side	Sterile
BA-218	Men	2	C	Going through TSA Check Point at the right side	Sterile
BA-219	Men	2	C	Between Gates Doors 23 and 24	Sterile
BA-220	Women	2	C	Between Gates Doors 23 and 25	Sterile
BA-221	Men	2	D	(Remodeling) Front of AA Counters	Public
BA-222	Women	2	D	(Remodeling) Front of AA Counters	Public
BA-223	Men	2	D	In front of AA Counters, terminal entry	Public
BA-224	Women	2	D	In front of AA Counters, terminal entry	Public
BA-225	Men	2	D	Beside Gate Door 8	Sterile
BA-226	Women	2	D	Beside Gate Door 8	Sterile
BA-227	Women	2	D	Beside Gate Door 17	Sterile
BA-228	Men	2	D	Beside Gate Door 17	Sterile
BA-113	Men	1	E	Arrivals Hallway	Sterile
BA-114	Women	1	E	Arrivals Hallway	Sterile
BA-115	Men	1	E	In front of baggage belts A	Sterile
BA-116	Women	1	E	In front of baggage belts A	Sterile
BA-117	Women	1	E	Beside exit door at the baggage claim area	Public
BA-118	Men	1	E	Beside exit door at the baggage claim area	Public
BA-229	Men	2	E	Beside Gate Door 6	Sterile
BA-230	Women	2	E	Beside Gate Door 6	Sterile
BA-231	Men	2	E	Closed, Beside Gate Door 3	Sterile
BA-232	Women	2	E	Closed, Beside Gate Door 3	Sterile

Form Example: Spanish

NUMERO DE ID	GENERO	NIVEL	TERMINAL	PUNTO DE REFERENCIA	AREA
BA-101	CABALLEROS	1	A	Recogido equipaje, entre correas 3 y 4	Estéril
BA-102	DAMAS	1	A	Recogido equipaje, entre correas 3 y 4	Estéril
BA-103	DAMAS	1	A	Recogido equipaje, entre correas 1 y 2	Estéril
BA-104	CABALLEROS	1	A	Recogido equipaje, entre correas 1 y 2	Estéril
BA-201	CABALLEROS	2	A	Frente puertas abordaje #5 y #6	Estéril
BA-202	DAMAS	2	A	Frente puertas abordaje #5 y #6	Estéril
BA-203	DAMAS	2	A	Frente puertas abordaje #3 y #4	Estéril
BA-204	CABALLEROS	2	A	Frente Puertas abordaje #3 y #4	Estéril
BA-205	DAMAS	2	A	Entrada al terminal "A" desde el "B"	Publica
BA-206	CABALLEROS	2	A	Entrada al terminal "A" desde el "B"	Publica
BA-207	CABALLEROS	2	A	Frente puertas abordaje #1 y #2	Estéril
BA-208	DAMAS	2	A	Frente puertas abordaje #1 y #2	Estéril
BA-105	DAMAS	1	B	Al lado de salida area equipajes	Publico
BA-106	CABALLEROS	1	B	Al lado de salida area equipajes	Publico
BA-107	DAMAS	1	B	Area recojido de equipajes	Esteril
BA-108	CABALLEROS	1	B	Area recojido de equipajes	Esteril
BA-109	DAMAS	1	B	Area espera, salidas Gate 31A (Commuters)	Esteril
BA-110	CABALLEROS	1	B	Area espera, salidas Gate 31A (Commuters)	Esteril
BA-209	DAMAS	2	B	Lado Punto de cotejo de TSA	Publico
BA-210	CABALLEROS	2	B	Lado Punto de cotejo de TSA	Publico
BA-211	DAMAS	2	B	Frente a puerta de abordaje 32	Esteril
BA-212	CABALLEROS	2	B	Frente a puerta de abordaje 32	Esteril
BA-213	DAMAS	2	B	Entre Puertas de Abordaje 33 y 35	Esteril
BA-214	CABALLEROS	2	B	Entre Puertas de Abordaje 33 y 35	Esteril
BA-111	DAMAS	1	C	Area exterior recogido equipajes	Publica
BA-112	CABALLEROS	1	C	Area exterior recogido equipajes	Publica
BA-215	DAMAS	2	C	Frente a establecimientos de comida	Publica
BA-216	CABALLEROS	2	C	Frente a establecimientos de comida	Publica
BA-217	DAMAS	2	C	Pasando Checkpoint TSA lado derecho	Esteril
BA-218	CABALLEROS	2	C	Pasando Checkpoint TSA lado derecho	Esteril
BA-219	CABALLEROS	2	C	Entre puertas de abordaje 23 y 24	Esteril
BA-220	DAMAS	2	C	Entre puertas de abordaje 23 y 24	Esteril
BA-221	CABALLEROS	2	D	(Remodelacion) frente Counters AA	Publica
BA-222	DAMAS	2	D	(Remodelacion) frente Counters AA	Publica
BA223	CABALLEROS	2	D	Frente Counters AA, entrada al terminal	Publica
BA-224	DAMAS	2	D	Frente Counters AA, entrada al terminal	Publica
BA-225	CABALLEROS	2	D	Lado de Puerta Abordaje 8	Esteril
BA-226	DAMAS	2	D	Lado de Puerta Abordaje 8	Esteril
BA-227	DAMAS	2	D	Lado de Puerta Abordaje 17	Esteril
BA228	CABALLEROS	2	D	Lado de Puerta Abordaje 17	Esteril
BA-113	CABALLEROS	1	E	Pasillo de Llegadas	Esteril
BA-114	DAMAS	1	E	Pasillo de Llegadas	Esteril
BA-115	CABALLEROS	1	E	Frente a correas equipaje A	Esteril
BA-116	DAMAS	1	E	Frente a correas equipaje A	Esteril
BA-117	DAMAS	1	E	Lado, puerta salida recogio de equipaje	Publico
BA-118	CABALLEROS	1	E	Lado, puerta salida recogio de equipaje	Publico
BA-229	CABALLEROS	2	E	Lado, puerta de abordaje 6	Esteril
BA-230	DAMAS	2	E	Lado, puerta de abordaje 6	Esteril
BA-231	CABALLEROS	2	E	Clausurado, Puerta de Abordaje 3	Esteril
BA-232	DAMAS	2	E	Clausurado, Puerta de Abordaje 3	Esteril

Identification and listing of public baths response



The Director of Operations is responsible for the cleaning service to be provided according to the Airport’s established guidelines and its regulations.

The Manager of Ground Services is responsible for establishing and overseeing the agreement with a cleaning company which is qualified to provide cleaning services.

Other requirements

The cleaning service provider shall provide an insurance policy current with coverage in accordance with the needs of the Airport’s administration, and with endorsement to Aerostar Airports Holdings.

Report Format: English

RESTROOM CLEANING: _____

RESPONSIBLE FOR MONITORING: _____ **TEL:** _____

VISUAL INSPECTION IN 6 RESTROOMS LOCATED AT THE EXT AND ARRIVAL AREAS OF TERMINALS A, B, C, AND D.

RESTROOM CLEANING NOT TO EXCEED A 30 MINUTE PERIOD

FREQUENCY: EVERY DAY **DATE:** _____

NAME OF THE INSPECTOR: _____

90% OF RESTROOMS INSPECTED HAVE BEEN RECENTLY CLEANED

RESTROOM	WC	MIN	LAV	SHAR	ESP	SHURD	PSC	SHAM	PTA	PJC	DESP	TOA
WOMEN												
MEN												

RESTROOM	WC	MIN	LAV	SHAR	ESP	SHURD	PSC	SHAM	PTA	PJC	DESP	TOA
WOMEN												
MEN												



RESTROOM	WC	MIN	LAV	SHAR	ESP	SHURD	PSC	SHAM	PTA	PJC	DESP	TOA
WOMEN												
MEN												

RESTROOM	WC	MIN	LAV	SHAR	ESP	SHURD	PSC	SHAM	PTA	PJC	DESP	TOA
WOMEN												
MEN												

RESTROOM	WC	MIN	LAV	SHAR	ESP	SHURD	PSC	SHAM	PTA	PJC	DESP	TOA
WOMEN												
MEN												

TIME: _____

Report Format: Spanish

LIMPIEZA DE BAÑO: _____

RESPONSIBLE DE SEGUIMIENTO: _____ **TEL:** _____

INSPECCIÓN VISUAL EN 6 BAÑOS UBICADOS EN SALIDA Y LLEGADA DE TERMINAL A, TERMINAL B, TERMINAL C Y TERMINAL D.

LIMPIEZA DE BAÑOS EN UN PERIODO NO MAYOR A 30 MINUTOS

FRECUENCIA: TODOS LOS DÍAS **FECHA:** _____

NOMBRE DEL EVALUADOR: _____

EL 90% DE LAS INSPECCIONES LOS BAÑOS DEBEN HABER SIDO LIMPIADOS RECIENTEMENTE

BANO	WC	MIN	LAV	MAR	ESP	MURO	PISO	MAM	PTA	FUD	DESP	TOA
DAM.												
CAS.												

BANO	WC	MIN	LAV	MAR	ESP	MURO	PISO	MAM	PTA	FUD	DESP	TOA
DAM.												
CAS.												

BANO	WC	MIN	LAV	MAR	ESP	MURO	PISO	MAM	PTA	FUD	DESP	TOA
DAM.												
CAS.												

BANO	WC	MIN	LAV	MAR	ESP	MURO	PISO	MAM	PTA	FUD	DESP	TOA
DAM.												
CAS.												

BANO	WC	MIN	LAV	MAR	ESP	MURO	PISO	MAM	PTA	FUD	DESP	TOA
DAM.												
CAS.												

BANO	WC	MIN	LAV	MAR	ESP	MURO	PISO	MAM	PTA	FUD	DESP	TOA
DAM.												
CAS.												

HORA: _____

Responsibility for the update of this chapter

The Manager of Ground Services will be responsible for updating this chapter and its Appendix in coordination with the Maintenance Manager.

2.4.2.10 Pest Control

The objective for this service is the extermination of pests in the Airport through regular fumigation and other specialized services.

Specifications and Procedures

The provision of this service will be held by a professional extermination company, which will use suitable equipment and products approved by the Environmental Protection Agency (EPA) for the extermination of pests.

Areas include:

- Terminals A, B, C, and D; common areas; restrooms; and boarding bridges.
- All facilities and offices of Aerostar including aircraft rescue, safety, warehouse supplies, administrative offices, airport operations, and any respective workshops.
- Parking lots (all areas including office).

List of products (or similar substitutes) to be used:

- Product and EPA number
 - Termidor SC -7969-210
 - Phantom - 241-392
 - End All Weather Blox - 12455-89
 - Demand CS - 100-1066
 - Maxforce FC - 432-1257
 - Terro-PCO-149-8-64405
 - Masterline Bifenthrin 7.9 - 73748-7
 - Distrac All Weather Blox - 12455-80
 - Tempo SC Ultra - 432-1363
 - Maxforce Granular Insect Bait - 432-1255
 - ULD BP-100-499-452
 - Nisus DSV Fungicide - 10324-80-64405
 - Protecta Sidekick Bait Stations - 4500 SK
 - Meshes in Polyethylene Twine, barbed with fittings in stainless steel for control of pigeons
- All members of the service company must carry ID issued by the Airport in a visible manner. Each member of the service provider shall conform with the ID procedure corresponding to the Security Management of Aerostar.

Reports

The best available and practical technology will be utilized for the information transmission. The service provider shall keep a record of inspections and visits to the Airport. The goal is to achieve eradication of pests in the most efficient manner possible.

Report Example

Date of visit	Work area	Observation	Status
June 1, 2014	Terminal C	Rodent Insp.	None Found

2.4.4 Coordination with Airline Operators and Other Stakeholders

Aerostar will schedule monthly coordination meetings with the airline operators and other appropriate stakeholders.

2.4.5 Parking Facilities

The parking lot is composed of the following: a multistory building, a parking embankment, a Cell Phone Parking Area (limited to 45 minutes), a parking lot opposite Terminal A and a lot for law enforcement in the vicinity of Terminal E.

The multistory building operates 24 hours, 7 days a week. It offers six levels of parking. Currently, Levels 1 and 2 are assigned for car rentals; Levels 3 and 4 are for visitors, and Levels 5 and 6 are designated for tenants.

The building consists of the following: six elevators in a block of six (Terminal B) and two in a block of two (Terminal D); including two access ramps for entry and two exit ramps. It has two entrances for tenants, two main entrances for visitors, and an alternate entrance that provides access from the second floor of the Terminals to the third floor of the multistory garage. There are four visitor exit gates, two exit gates for tenants, and nine emergency stairways. The Airport is in the process of acquisition of state-of-the-art, fully automatic generation equipment.

Parking embankment has 648 spaces, including six designated for disabled persons.

The Cell Phone Parking (waiting area) has 20 spaces and a maximum wait-time of 45 minutes. The lot is free and there is no access control. The owner of the vehicle must be in or near the vehicle at all times.

The parking area opposite the terminal used by Jet Blue has a capacity of 22 spaces.

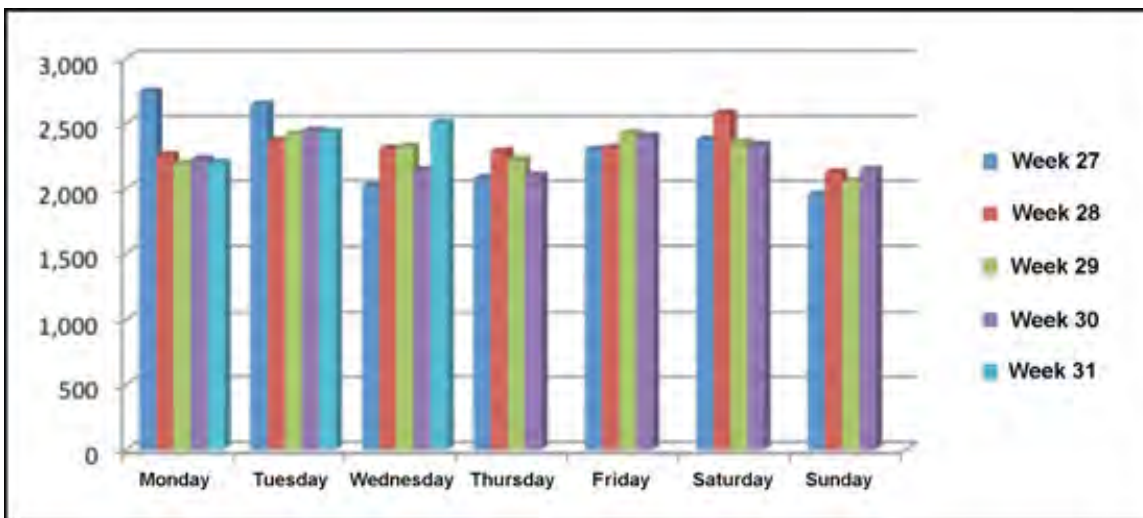
Reports

A monthly report will be presented detailing the number of hourly, daily, weekly, and monthly vehicle movements to establish trends of parking lot usage and to identify peak periods.

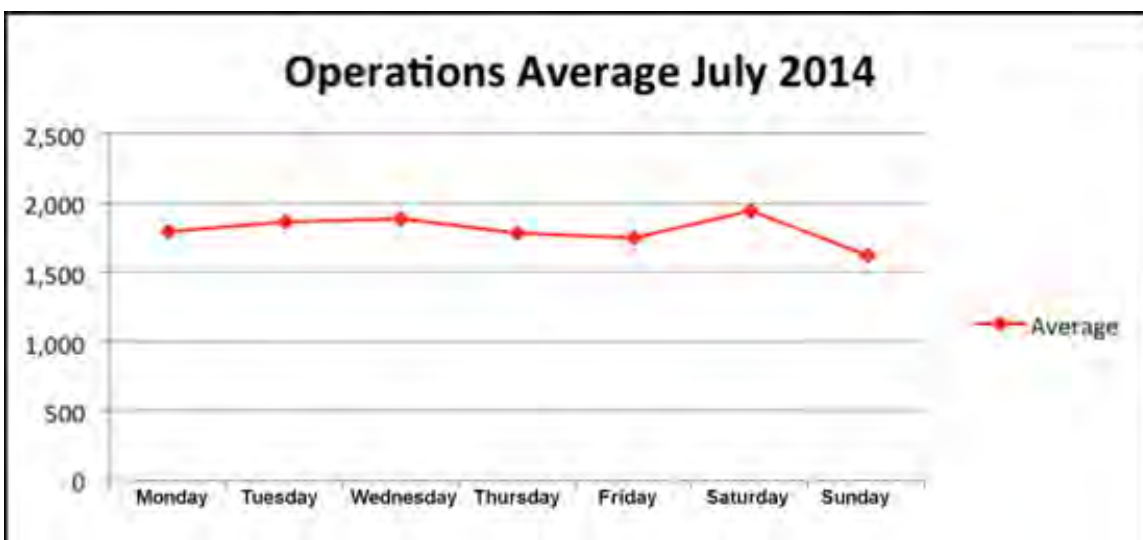
Report Example

July 2014	Monday	Tuesday	Wednesday	Thursday	Friday	Saturdays	Sunday
Week 27							
Week 28							
Week 29							
Week 30							
Week 31							
Average							

Average Parking Operations



Operations Average Per Weekday



2.4.6 Maintenance of Equipment and Vehicles

All vehicles require preventive maintenance work in accordance with the manufacturer's recommended maintenance schedule.

Organization of Vehicle Maintenance

Airport vehicle maintenance can be provided by:

- Airport personnel on its own workshop
- Contractors in workshop located at the Airport
- Contractors outside the Airport

Schedule of Vehicle Maintenance

The schedule for maintenance will be based on the manufacturer's recommended maintenance schedule. In the absence of any recommendation, the schedule should be based on the Maintenance Department's determination.

Operating personnel will be advised to check essential components (e.g., breaks, lights, tires, etc.) on a daily basis. If deficiencies are discovered, the Maintenance Department will be advised.

2.4.7 Landscaping

Aerostar will prepare a Landscaping and Aesthetic Plan for the Airport. The Plan will indicate areas for future improvements, including public entrances to the Airport and other areas of high visibility. The Plan will address specific objectives, one of which will be to improve the overall aesthetics of the Airport from its current condition. Specifically, the Plan will provide details including minimum standards for the landscaping of all facilities, landscaping maintenance plans for existing and proposed facilities, materials to be used, erosion control measures, and landscape buffers, etc.

The Plan shall also require that all future facilities include a plan or description of landscaping to reflect aesthetic values consistent with the objectives set forth in the Plan. In addition, any facility that undergoes redevelopment or rehabilitation shall be subject to the Plan's minimum standards.

In contracting any landscaping service, the contract scope will:

- Require erosion control.
- Require a log of all materials utilized and the rate of application be kept.
- Require any underground structure or utility be located so as not to damage the identified infrastructure.
- Require response procedures in the event any inadvertent damage to any underground structure or utility occurs.

Additional Landscaping Procedures

- The landscaping personnel must request three days in advance to the Aerostar Operations Department permit for each passenger vehicle to drive inside the facility.
- Prior to the execution of the work, the vehicle and equipment shall be inspected by Aerostar Operations Department.
- Aerostar Operations Department must escort the landscaping personnel to the work area inside the airfield.
- All workers must comply with the Aerostar Security Department Rules and Regulation for the Airport Identification Credentials.
- All vehicles must be identified with the company logo.
- All equipment to be used must be in full compliance with the most current revision of the American National Standards Institute Standard Z-133.1-2000 and A300-1995, or as amended.
- The Bidder must comply with Administrative Order Number 2006-28 of the Puerto Rico Department of Environmental and Natural Resources according to the Puerto Rico Forest Law (Law #133 of the 1st of July of 1973).
- Adequate barricades, flag person(s), sign and/or warning devices during the performance of the work must be used to protect motorists and pedestrians. All placements of cones, signs, and barricades must conform to the American Traffic Safety Standards.
- As a minimum, the crew supervisor(s) must be a current International Society of Arboriculture (ISA) Certified Arborist or Qualified Tree Professional.
- Landscaping in the Airfield (e.g., taxiways, runways, etc.) should be in full compliance with FAA Advisory Circular 150/5370 2E (Operational Safety on Airports during Construction) and FAA Advisory Circular 150/5190-4A (A Model Zoning Ordinance to Limit Height of Objects around Airports).
- Perimeter fence clearance distances range from 10 to 30 feet, within which there should be no climbable objects, or trees abutting the fence line. Landscaping within the clear zone should be minimized or eliminated to reduce the potential hidden locations for persons, objects, fence damage, and vandalism.
 - Guideline: Transportation Security Administration (TSA) Recommended Security Guidelines for Airport Planning, Design and Construction.
- Landscaping must take in consideration all local and federal regulations about Wildlife and Environmental protection; see Appendix.
- Mulch-mow grass; sweep and dispose of any grass clipping on paved surfaces.
- Do not dispose of green waste or clippings in waterways, ditches, or storm-water detention basins.
- Sweep areas around landscape beds regularly and after applying new mulch to keep wood products from entering the storm drain system.

Fertilizer, Herbicide, and Pesticide Application

- Application must be done under supervisory licensed by the Puerto Rico Department of Agriculture Regulation 7769, which governs the application of restricted use herbicides and pesticides.

- Manufacturer's recommendations for mixing, application, and disposal should always be followed.

2.4.8 Approved Aerostar Contractor List

Please see Exhibit 2-1 on page 2-20.

Note: This list can be expected to be modified, as circumstances require. For the most current list, please contact the Maintenance Manager.

2.4.9 Aerostar Vendor List

Please see Exhibit 2-2 on page 2-21.

Note: This list can be expected to be modified, as circumstances require. For the most current list, please contact the Maintenance Manager.

2.5 Performance Schedule

From time to time, the Facility Standards Plan will be revised by Aerostar to reflect a good faith effort to update the Facility Standards Plan as appropriate, and to maintain an accurate assessment of current Airport facilities.

2.6 Reporting Requirements

Aerostar will report on the performance of various facilities on an annual basis in the form of an Operational Performance Report as described in Appendix A.

For the purposes of reporting the Target Level of Services, Aerostar will utilize the International Air Transport Association definition of service as outlined in their Airport Development Reference Manual, 9th Edition, dated January 2004.

Exhibit 2-1 . Approved Aerostar Contractors (as of June 2014)

Contractor	Division	Description
Gramas Lindas	Planning	Landscaping
JF Fences	Planning	Fencing
Gvelop	Planning	Energy Consulting
Vander Lande	BHS	
Schindler	BHS	
Cooperativa De Servicios De Equipaje	BHS	
Best Fire	BHS	
LCS	Facilities	
Doormen	Facilities	
Empresas Ortiz Santana	Facilities	
QC Coating Professional	Facilities	
Restauraciones Liste	Facilities	
Power Engineering		
Electric Services		
Chem Tech		

Exhibit 2-2. Approved Aerostar Vendors (as of June 2014)

Vendor	Division	Description
Adolfo Pagan	Electromechanic	
Camfill AHU Filters	Electromechanic	
Chemtex	Electromechanic	
Cortes Industrial	Electromechanic	
Garriga	Electromechanic	
Industrial Specialties	Electromechanic	
Electric Services	Electromechanic	
Fastenal	Electromechanic	
Graybar	Electromechanic	
Grainger	Electromechanic	
Industrial Sealings	Electromechanic	
Martino Industrial	Electromechanic	
Portosan	Electromechanic	
Power Engineering	Electromechanic	
Rafeal Benitez Carrillo	Electromechanic	
Refricentro	Electromechanic	
Sprinklers Contractors	Electromechanic	
R&R Electric Motor Corp.	Electromechanic	
Technical Electronic Solutions	Electromechanic	
Technolite	Electromechanic	
Today Plumbing	Electromechanic	
Trane	Electromechanic	
Vibranalysis	Electromechanic	
Caribbean Sign Supply	Planning	Signage & Graphics Materials
Sabic	Planning	Signage & Graphics Materials



Section 3: **Airfield Operating Standards Plan**

AEROSTAR
AIRPORT HOLDINGS, LLC

Section 3: Airfield Operating Standards Plan (AOSP)

3.1 Objective of the AOSP

The objective of the AOSP is to ensure that the Airport Operator establishes and implements processes and procedures necessary to sustain the safe and continuous operation of the airfield and associated facilities at the Airport.

3.2 Essential Staff

Exhibit A on the following page depicts the organizational chart of the key staff for general airport services.

3.2.1 Training

All involved personnel receive FAA required training in the following: vehicle operation on the airfield, communication protocol on the airfield, emergency response responsibilities, and specific training in specific duty tasks, including Airport inspection, aircraft rescue and firefighting, airfield maintenance, and terminal operation.

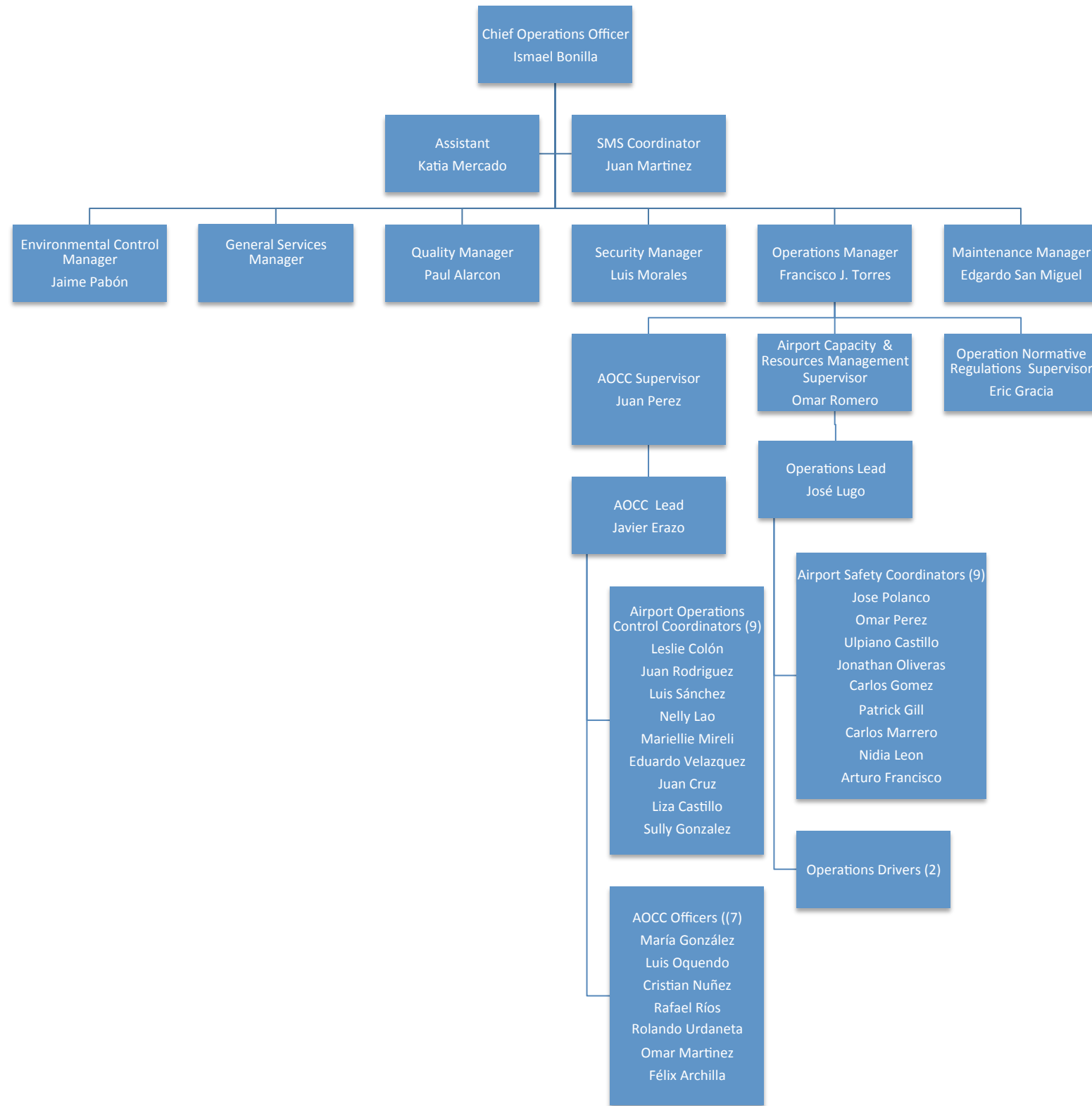
3.2.2 24-Hour Operations

Appropriate staff is on duty to accommodate a 24-hour operation.

3.3 Stakeholders

Stakeholders include FAA, TSA, ASC, Puerto Rico Police Department, Puerto Rico Air National Guard, Airline tenants, general aviation tenants, local utility companies, others that operate at the Airport, and all appropriate Aerostar departments.

Exhibit 3A. Operations (General Airport Services)



3.4 Scope of the Plan

3.4.1 Airfield Operations

Airport Operations personnel will conduct an aeronautical inspection including pavement, lighting, markings, signage, NAVAIDs (not controlled by the FAA) and safety areas every eight-hour shift (at a minimum). Apron areas and visual inspections of facilities, including the cargo area, are conducted daily. Additional inspections will be scheduled for adverse weather conditions, special events, or incidents. All Operational activity will be conducted to meet the requirements of FAR Part 139.

Discrepancies will be recorded. Based on the type of discrepancy, Operations will notify the appropriate Aerostar department for corrective action. Further, any affected stakeholder will be notified of the condition. Discrepancies will be disseminated to the airlines and other stakeholders via NOTAM, email, telephone, fax, and/or runner.

If a Part 139 standard is involved, a NOTAM will be issued until the specific standard is met. Any operational or system closure (needed to complete repair) will be coordinated with the FAA, airlines, and any other affected stakeholder.

3.4.2 Airport Maintenance

3.4.2.1 Visual Aids

All visual aid systems will be serviced and maintained to meet the requirements of FAR Part 139.

Personnel

The task of maintaining lighting aids will be performed by licensed electricians who will be available for a 24/7 operation.

Equipment in Stock

Adequate stock of spare parts will be available. The parts inventory will reflect the item's availability, manufacturer's recommendations, and FAA regulations.

AS-BUILT Drawings

A set of as-built drawings will be kept readily available. The drawings will be kept up-to-date and any changes at site will be reflected on these drawings. The completeness and the accuracy of the systems drawings will be checked annually.

3.4.2.2 Light Maintenance

Light maintenance will be conducted per the recommendations of equipment manufacturers and the requirements of FAR Part 139. Maintenance will be performed by a licensed electrician. All maintenance service will be recorded with information regarding observation, measurements, and the name(s) of the personnel performing the service.

Light Maintenance Procedures

The maintenance procedure mainly consists of two steps:

- Removal of defective lights and their immediate replacement by new or repaired ones.
- Servicing and overhaul of deficient lights in the workshop with required tools and equipment.

Maintenance of lights will be conducted at the site or in the workshop if weather conditions require. An adequate inventory of spare parts will be maintained.

Cleaning Procedure for Lights

Light cleaning will be conducted per the manufacture's recommended procedures and FAA requirements. For cleaning the light fittings onsite, maintenance vehicles equipped with air compressors, vacuum cleaners, and solvent tanks should be used.

Personnel involved in these tasks will receive the appropriate training. The maintenance vehicles involved will be properly equipped for onsite operation.

Light Measurement

Light measurements will be conducted regularly to ensure proper operation. Appropriate equipment for measurements of light output must be available.

Lamp Replacement

The life span of lights (i.e., their hours of operation) may vary.

Lamp replacement will be organized in two different manners:

- Lamp replacement will be conducted based on failure or reduced light output.
- Sectional replacement of lights may be conducted based on manufacturer's recommended procedures and Airport experience.

3.4.2.3 Signs

The design and construction of signs varies, but the general recommended maintenance is as follows:

Daily:

- Replace burnt-out lamps.
- Replace panels if damaged or impaired.

Annually:

- Inspect all sign components, including mounting for proper operation and repair, if necessary.

Unscheduled:

- After severe storms, inspect and complete any required repair.

All sign maintenance will be conducted per current FAA requirements.

3.4.2.4 Markings

All markings on paved areas will be inspected at least semi-annually. Local conditions will determine when to inspect. Markings which are faded or discolored will be repainted. After rubber deposits have been removed from the pavement all defaced markings will be restored.

All marking maintenance will be conducted per current FAA requirements. Input on ramp markings from Airlines will be reviewed by Aerostar. The airport marking plan will be available to the Airlines upon request.

3.4.2.5 Airport Electrical and Mechanical Systems

General

Regular maintenance work is required for Airport equipment and installations which distribute primary and secondary power.

The following outlines guidance on the maintenance programs for the individual elements of the power supply systems, such as power cables, control cables, transformers, regulators, relay and switch cabinets, and secondary power supply equipment.

Personnel

Properly licensed technicians will conduct maintenance work on Airport electrical systems. All appropriate safety procedures and equipment will be utilized.

The maintenance personnel will be onsite or on-call 24 hours per day.

Schedule of Maintenance

Schedules of routine maintenance of the individual components of the Airport electrical system will be based on the manufacturer's recommendations and the Airport's experience. A record of maintenance work conducted will be maintained.

Refer to NFPA 70B and NFPA 70.

3.4.2.6 Pavement Maintenance

Surface Repair

The AOA surfaces will be maintained to prevent the occurrence of irregularities or defects which would be a hazard to aircraft operation. This standard requires the continuous monitoring of pavement conditions, and repair when necessary. A Preventive Maintenance Program is importance to meet this standard.

Portland Cement Concrete Pavements

The pavement will be inspected on a regular basis.

Where the surface has been found to be too porous, but no other pavement quality deficiencies have been observed, pores can be filled by sealing or coating.

Where concrete surface material is more severely damaged with deep cracks, the damaged material will be ground off until sound concrete material is reached. After grinding, the surface will be fully refilled.

All work will be conducted to meet current FAA standards.

3.4.2.7 Drainage

The Drainage System of the airport area is necessary to do the following:

- Maintain sufficient bearing strength of the soil for the operation of vehicles and/or aircraft at any time during the year.
- Minimize the attraction of birds and other animals representing a potential hazard to the aircraft.

Surface drainage is required to eliminate standing water on movement areas and to prevent or minimize the formation of ponds or puddles in unpaved areas.

Layout

Aerostar will comply with all rules and regulations concerning water treatment issued by Federal and local authorities responsible for water conservation, water supply, and environmental protection.

Cleaning of Slot Drains

Cleaning of the slot drains will be carried out primarily by flushing the sections with high pressure water. The cleaning intervals will be determined by conditions and Airport experience. However, at least one annual cleaning will be conducted. Regular inspections will be conducted to detect the need for additional cleaning. Moreover, after sandstorms or heavy rain showers, the slot drain will be inspected for proper operation.

Water Hydrants

All valves and flaps in the pipeline network will undergo functional testing once a year. Additional monitoring will be conducted to detect any undiscovered leakage.

All fire hydrants, including those at buildings, will be checked regularly. Any subsurface hydrants will be kept clean of soil or mud.

Refer to NFPA 25.

3.4.2.8. Unpaved Areas Maintenance

General

The proper maintenance of unpaved areas at the Airport is essential for the following major reasons:

- Safety area compliance,
- Obstruction clearance, and
- Bird hazard reduction.

The maintenance of unpaved areas will be conducted by Airport staff or approved contractors.

Maintenance of Green Areas within Strips

Maintenance is required to retain specified surface conditions such as bearing capacity, consistency, and appearance. To protect the surface against blast erosion, sound matting of grass may be necessary.

Grass in the strips should not exceed 10 cm in height. Regular mowing will be necessary to keep the grass below this standard. The cut material should be removed. Where applicable, growth retardant can be used (if Federal or local laws permit).

Mowing attracts birds, as the freshly mowed areas are rich in bird food. To minimize the risk of bird strikes, mowing should take place preferably during low air traffic activity.

Maintenance of Green Areas Outside Strips

Maintenance of the outside green areas of the Airport is necessary to reduce wildlife hazards and maintain appearance.

When trees penetrate an obstacle limitation surface, they must be shortened or removed. To discourage birds, trees with seeds should be eliminated from the Airport.

Treatment of Cut Grass

All grass clippings will be removed and disposed of in an appropriate manner.

Please see Section 2, Facility Standards Plan for additional landscaping information.

3.4.2.9. Construction

Airport Operations will attend any preconstruction meeting. The contractor will be advised of general Airport issues, security protocols, access procedures, and safety concerns including foreign object debris prevention. Airport stakeholders who may be impacted by the project will be advised by AeroStar of the project and any meeting schedule.

Operations will coordinate security approvals (if necessary), access coordination, and site inspections. Operations will be responsible to constantly advise the affected stakeholders including the FAA, TSA, airlines, tenants, and the police.

The Maintenance Department will confirm that the construction area is properly marked and illuminated to reduce potential hazards to aircraft operations. All necessary precautions must be taken to avoid interruption or failure of utilities and/or NAVAIDs.

The location of buried electrical and other utilities will be highlighted at the preconstruction meeting. The contractor will be required to follow specific routing orders to avoid crossing or disrupting any buried utility.

3.4.3 Ground Handling Service

Requirements for the Provision of Dispatch Service Include:

- Letter of request or signed contract with the Airlines.
- Copy of the certificate of incorporation of the company, which shall contain the social objective and the services requested.
- Name of the person who will sign the contract.
- Features of the uniform their employees will wear in the performance of services with the company, and a color photograph of their logo.
- Testimony of the experience of the company for the services that will be provided.

- Commitment letter requiring the company to maintain high standards of cleanliness and safety in areas that are designated for their activities and safe keeping of their equipment.
- Submit a copy of the company's operations manual.
- Public liability insurance policy specifying the preferred beneficiary as AEROSTAR AIRPORT HOLDINGS, LLC. The amount of the warranty coverage will be determined by the Airport's administrators.
- Proof of courses and training programs for their staff who will provide the requested services.
- Provide a training program for staff.
- Frequency radio air-to-surface duly authorized.
- Certification of no debt with Department of Hacienda (P.R. Internal Revenue).
- Tax filing certification for the past five years.
- Financial records (indicating company has sufficient liquidity) certification with CRIM.
- Policy and certification of financial health with the Department of Labor.
- Accident insurance.
- Unemployment and disability compensation.
- Certificate of compliance of the State Department.
- State Insurance Fund Policy (Corporación del Fondo del Seguro del Estado).

Requirements for the Provision of the Service of Traffic or Processing of Flights (Passenger Service):

- Letter of request or signed contract with the Airlines.
- Copy of the certificate of incorporation of the company, which shall contain the objective of the services requested.
- Name of the person who will sign the contract.
- Features of the uniform their employees will wear in the performance of services with the company, and a color photograph of their logo.
- Testimony of the experience of the company for the services that will be provided.
- Commitment letter assuring that the company will adhere to the highest standards of cleanliness and safety in areas that are designated for their activities and safe keeping of their equipment.
- Submit a copy of the company's operations manual.
- Public liability insurance policy specifying preferred beneficiary as AEROSTAR AIRPORT HOLDINGS, LLC. The amount of the warranty coverage will be determined by the Airport's administrators.
- Testimony of courses and training programs of their staff who will provide the requested services.
- Provide a training program for staff.
- Proof of no previous debts with Aerostar Airport Holdings, LLC which would affect the conclusion of the agreement.
- Certification of no debt with the Department of Hacienda (P.R. Internal Revenue).
- Tax filing certification for the past five years.
- No debt certification with CRIM.

- Policy and certification of no debt with the Department of Labor.
- Accident insurance.
- Unemployment and disability compensation.
- Certificate of compliance of the State Department.
- State Insurance Fund Policy (Corporación del Fondo Del Seguro del Estado).

Requirements for the Provision of the Service of Fixed Base Operator Include:

- Letter of request or signed contract with the Airlines.
- Copy of the certificate of incorporation of the company, which shall contain the nature of the services requested.
- Name of the person who will sign the contract.
- Features of the uniform that employees will wear in the performance of services with the company, and a color photograph of their logo.
- Testimony of the experience of the company for the services that will be provided.
- Commitment letter assuring that the company will adhere to the highest standards of cleanliness and safety in areas that are designated for their activities and safe keeping of their equipment.
- Submit a copy of the company's operations manual.
- Provide a training program for staff.
- List of all courses and training programs of their staff.
- Certification by the local Fire and Rescue for the fulfillment of the established regulations in accordance with the FAA, Part 14 CFR 139.321 for the procedure of refueling aircraft.
- Certification of compliance with regulation 14 CFR of the FAA for the management of and storage of material and hazardous substances.
- Submit its team to inspection every three months and keep records of inspection.
- Comply with Airside Operations Rules and Regulations for Aerostar.
- Comply with the Fire and Rescue Department of the Puerto Rican Fire Department.
- Keep at least one trained Supervisor in fuel fire management.
- There shall not be debts with Aerostar Airport Holdings, LLC that would affect the conclusion of the agreement.
- Provide written and photographic documentation of the equipment provided to deliver the authorized services which includes: brand, model, and type. The equipment must be appropriate for the fleet of aircraft they will service and it must have: serial number, economic number, company logo, and the airport ID letters stamped on them. None of the equipment may be older than 10 years, except for major equipment (e.g., towing tractor for aircraft, cargo loader, starter and power generating plant). Exceptions to the 10 year limitation can be permitted with the approval of the COO. The FBO must submit a program of preventive maintenance of the equipment.
- Adhere to program of oils disposal.
- Certification of no debt with the Department of Hacienda (P.R. Internal Revenue Office).
- Tax filing certification for the past five years.
- No debt certification with CRIM.
- Policy and certification of no debt with the Department of Labor.

- Accident insurance.
- Unemployment and disability compensation.
- Public liability insurance policy specifying preferred beneficiary as AEROSTAR AIRPORT HOLDINGS, LLC. The amount of the warranty coverage will be determined by the Airport's administrators.
- Certificate of compliance of the State Department.
- State Insurance Fund Policy (Corporación del Fondo del Seguro del Estado).

Requirements for the Provision of Ramp Service Include:

- Letter of request or signed contract with the Airlines.
- Copy of the certificate of incorporation of the company, which shall contain a description of the nature of the services requested.
- Name of the person who will sign the contract.
- Physical and postal address, phone number, and email.
- Features of the uniform their employees will wear in the performance of services with the company, and a color photograph of their logo.
- Testimony of the experience of the company for the services that will be provided.
- Commitment letter binding the company to maintain the highest standards of cleanliness and safety in areas that are designated for their activities and safe keeping of their equipment.
- Submit a copy of the company's operations manual.
- Provision of a training program for staff.
- Testimony of courses and training programs of their staff to provide the requested services.
- There must not be debts with Aerostar Airport Holdings, LLC which would affect the conclusion of the agreement.
- Provide written and photographic documentation of the equipment the Ramp Service possesses to provide the authorized services which includes: brand, model, and type. The equipment must be appropriate to provide service to the fleet of aircraft the Ramp Service intends to maintain and must have: serial number, economic number, company logo, and the Airport ID letters stamped on them. The Ramp Service must indicate which equipment is their property and which ones are leased. None of the equipment may be older than 10 years, except for major equipment (e.g., towing tractor for aircraft, cargo loader, starter and power generating plant). There must be a program of preventive maintenance of the equipment in place.
- Program of oils disposal.
- Public liability insurance policy specifying preferred beneficiary as AEROSTAR AIRPORT HOLDINGS, LLC. The amount of the warranty coverage will be determined by the Airport's administrators.

Requirements for the Provision of Aircraft Maintenance Service Include:

- Letter of request or signed contract with the Airlines.
- Name of the person who will sign the contract.
- Physical and postal address, phone numbers, and email.

- Features of the uniform their employees will wear in the performance of services with the company, and a color photograph of their logo.
- Testimony of the experience of the company for the services that will be provided.
- Commitment letter binding the company to maintain the highest standards of cleanliness and safety in areas that are designated for their activities and safe keeping of their equipment.
- Submit a copy of the company's operations manual.
- Provision of training programs for staff.
- Testimony of courses and training programs of their staff to provide the requested services.
- There must not be debts with Aerostar Airport Holdings LLC which would affect the conclusion of the agreement.
- Provide a written and photographic documentation of the equipment the company possesses to provide the authorized services which includes: brand, model, and type. The equipment must be appropriate for the fleet of aircraft the company will service and it must have: serial number, economic number, company logo, and the Airport ID letters stamped on them. The company must indicate which equipment is their property and which ones are leased. None of the equipment may be older than 10 years, except for major equipment (e.g., towing tractor for aircraft, cargo loader, starter and power generating plant). The company must assure overhaul to zero hour within the indicated term.
- Program of preventive maintenance of the equipment.
- Program of oils disposal.
- FAA certification.
- Have valid licenses for personnel issued by the FAA.
- Certification no debt with the Department of Hacienda (P.R. Internal Revenue).
- Tax filing certification for the past five years.
- No debt certification with CRIM.
- Policy and certification of no debt with the Department of Labor.
- Accident insurance.
- Unemployment and disability compensation.
- Public liability insurance policy specifying preferred beneficiary as AEROSTAR AIRPORT HOLDINGS, LLC. The amount of the warranty coverage will be determined by the Airport's administrators.

Requirements for the Provision of Ground Support Equipment Maintenance Service Include:

- Letter of request or signed contract with the Airlines.
- Copy of the certificate of incorporation of the company, which shall contain the nature of the services requested.
- Name of the person who will sign the contract.
- Physical and postal address, telephone numbers, and email.
- Features of the uniform their employees will wear in the performance of services with the company, and a color photograph of their logo.
- Testimony of the experience of the company for the services that will be provided.

- Commitment letter stating the company will adhere to the highest standards of cleanliness and safety in areas that are designated for their activities and safe keeping of their equipment.
- Submit a copy of the company's operations manual.
- Provide training programs for staff.
- Testimony of courses and training programs of their staff to provide the requested services.
- There must be no debts with Aerostar Airport Holdings, LLC which would affect the conclusion of the agreement.
- Provide a written and photographic documentation of the equipment the company possesses to provide the authorized services which includes: brand, model, and type. The equipment must be appropriate for the fleet of aircraft the company will service and it must have: serial number, economic number, company logo, and the Airport ID letters stamped on them. The company must indicate which equipment is their property and which ones are leased. None of the equipment may be older than 10 years, except for major equipment (e.g., towing tractor for aircraft, cargo loader, starter and power generating plant). The company must assure overhaul to zero hour within the indicated term period.
- Program of preventive maintenance of the equipment.
- Program for oils disposal.
- Certification no debt with the Department of Hacienda (P.R. Internal Revenue).
- Tax filing certification for the past five years.
- No debt certification with CRIM.
- Policy and certification of no debt with the Department of Labor.
- Accident insurance.
- Unemployment and disability compensation.
- Public liability insurance policy specifying preferred beneficiary as AEROSTAR AIRPORT HOLDINGS, LLC. The amount of the warranty coverage will be determined by the Airport's administrators.

Requirements for the Provision of Cleaning Service Include:

- Letter of request or signed contract with the Airlines, company, or authorities for whom they will provide cleaning service.
- Copy of the certificate of incorporation of the company, which demonstrates competence in the services to be obtained.
- Name of the person who will sign the contract.
- Physical and postal address, phone numbers, and email.
- Features of the uniform their employees will wear in the performance of services with the company, and a color photograph of their logo.
- Testimony of the experience of the company for the services that will be provided.
- Commitment letter stating the company will adhere to the highest standards of cleanliness and safety in areas that are designated for their activities and safe keeping of their equipment.
- Submit a copy of the company's operations manual.
- Provision of training programs for staff.

- Testimony of courses and training programs of their staff to provide the requested services.
- There must be no debts with Aerostar Airport Holdings, LLC which would affect the conclusion of the agreement.
- Certification of no debt with the Department of Hacienda (P.R. Internal Revenue).
- Tax filing certification for the past five years.
- No debt certification with CRIM.
- Policy and certification of no debt with the Department of Labor.
- Accident insurance.
- Unemployment and disability compensation.
- Public liability insurance policy specifying preferred beneficiary as AEROSTAR AIRPORT HOLDINGS, LLC. The amount of the warranty coverage will be determined by the Airport's administrators.

Requirements for the Provision of Cargo Handling and Tow Service Include:

- Letter of request or signed contract with the Airlines.
- Copy of the certificate of incorporation of the company, which shall contain the company's qualifications for the services to be provided.
- Name of the person who will sign the contract.
- Certification of no debt with the Department of Hacienda (P.R. Internal Revenue).
- Physical and postal address, phone number, and email.
- Features of the uniform their employees will wear in the performance of services with the company, and a color photograph of their logo.
- Testimony of the experience of the company for the services that will be provided.
- Commitment letter expressing adherence to the highest standards of cleanliness and safety in areas that are designated for their activities and safe keeping of their equipment.
- Submit a copy of the company's operations manual.
- Public liability insurance policy specifying the preferred beneficiary as AEROSTAR AIRPORT HOLDINGS, LLC. The amount of the warranty coverage will be determined by the Airport's administrators.
- Provision of training programs for staff.
- Testimony of courses and training programs of their staff to provide the requested services.
- There must be no debts with Aerostar Airport Holdings, LLC which would affect the conclusion of the agreement.
- Provide a written and photographic documentation of the equipment the company has to provide the authorized services which includes: brand, model, type, etc. The equipment must be appropriate for the fleet of aircraft the company will service and it must have: serial number, economic number, company logo, and the Airport ID letters stamped on them. The company must indicate which equipment is their property and which ones are leased. None of the equipment may be older than 10 years, except for major equipment (e.g., towing tractor for aircraft, cargo loader, starter and power generating plant). The company must assure overhaul to zero hour within the indicated term period.

- Program of preventive maintenance of the equipment.

Requirements for the Provision of the Service of Delivery of Baggage Include:

- Letter of request or signed contract with the Airlines.
- 3.9.2 Certificate of incorporation.
- Name of the person who will sign the contract.
- Physical and postal address, telephone number, and email.
- Features of the uniform their employees will wear in the performance of services with the company, and a color photograph of the logo.
- Testimony of the experience of the company for the services that will be provided.
- Commitment letter assuring adherence to the highest standards of cleanliness and safety in areas that are designated for their activities and safe keeping of their equipment.
- Submit copy of the company's operations manual.
- Provision of training programs for staff.
- Testimony of courses and training programs of their staff to provide the requested services.
- There must be no debts with Aerostar Airport Holdings, LLC which would affect the conclusion of the agreement.
- Valid driver's license.
- Vehicle license.
- Certification of no debt with the Department of Hacienda (P.R. Internal Revenue).
- Tax filing certification for the past five years.
- No debt certification with CRIM.
- Policy and certification of no debt with the Department of Labor.
- Accident insurance.
- Unemployment and disability compensation.
- Public liability insurance policy specifying the preferred beneficiary as AEROSTAR AIRPORT HOLDINGS, LLC. The amount of the warranty coverage will be determined by the Airport's administrators.

Requirements for the Provision of Wheelchair Handling Services Include:

- Letter of request or signed contract with the Airlines.
- Copy of the certificate of incorporation of the company, which shall contain the qualifications to deliver the services requested.
- Name of the person who will sign the contract.
- Physical and postal address, phone number, and email.
- Features of the uniform their employees will wear in the performance of services with the company, and a color photograph of their logo.
- Testimony of the experience of the company for the services that will be provided.
- Commitment letter to ensure adherence to the highest standards of cleanliness and safety in areas that are designated for their activities and safe keeping of their equipment.

- Submit a copy of the company's operations manual.
- Provision of training programs for staff.
- Testimony of courses and training programs of their staff to provide the requested services.
- There must be no debts with Aerostar Airport Holdings, LLC which would affect the conclusion of the agreement.
- Certification of no debt with the Department of Hacienda (P.R. Internal Revenue).
- Tax filing certification for the past five years.
- No debt certification with CRIM.
- Copy of the certificate of incorporation of the company, which shall contain the social objective of the services requested.
- Policy and certification of no debt with the Department of Labor.
- Accident insurance.
- Unemployment and disability compensation.
- Public liability insurance policy specifying the preferred beneficiary as AEROSTAR AIRPORT HOLDINGS, LLC. The amount of the warranty coverage will be determined by the Airport's administrators.

Requirements for the Provision of Catering Services Include:

- Letter of request or signed contract with the Airlines.
- Copy of the certificate of incorporation of the company, which shall contain the qualifications of the company to deliver the services requested.
- Name of the person who will sign the contract.
- Physical and postal address, telephone number, and email.
- Features of the uniform their employees will wear in the performance of services with the company, and a color photograph of their logo.
- Testimony of the experience of the company for the services that will be provided.
- Submit a copy of the company's operations manual.
- Provision of training programs for staff.
- Testimony of courses and training programs of their staff to provide the requested services.
- There must be no debts with Aerostar Airport Holdings, LLC which would affect the conclusion of the agreement.
- Provide written and photographic documentation of the equipment the company has to provide the authorized services which includes: brand, model, type, etc. The equipment must be in accordance with the group of aircraft they will service and it must have: serial number, economic number, company logo, and the Airport ID letters stamped on them. The company must indicate which equipment is their property and which ones are leased. None of the equipment may be older than 10 years, except for major equipment (e.g., towing tractor for aircraft, cargo loader, starter and power generating plant). The company must assure overhaul to zero hour within the indicated term period.
- Program of preventive maintenance of the equipment.
- Certification of no debt with the Department of Hacienda (P.R. Internal Revenue Office).

- Tax filing certification for the past five years.
- No debt certification with CRIM.
- Policy and certification of no debt with the Department of Labor.
- Accident insurance.
- Unemployment and disability compensation.
- Public liability insurance policy specifying the preferred beneficiary as AEROSTAR AIRPORT HOLDINGS, LLC. The amount of the warranty coverage will be determined by the Airport's administrators.

3.4.3.1 Supervision of Private Aviation Services

Guidelines for the Provision of Supervision of Private Aviation Services Include:

- Copy of the certificate of incorporation of the company, which shall contain the qualifications of the company to deliver the services requested.
- Name of the person who will sign the contract.
- Certification of no debt with the Department of Hacienda (P.R. Internal Revenue Office).
- Physical and postal address, phone number, and email.
- Features of the uniform their employees will wear in the performance of services with the company, and a color photograph of their logo.
- Testimony of the experience of the company for the services that will be provided.
- Commitment letter ensuring adherence to the highest standards of cleanliness and safety in areas that are designated for their activities and safe keeping of their equipment.
- Submit a copy of the company's operations manual.
- Public liability insurance policy specifying the preferred beneficiary as AEROSTAR AIRPORT HOLDINGS, LLC. The amount of the warranty coverage will be determined by the Airport's administrators.
- Provision of training programs for staff.
- Testimony of courses and training programs of their staff to provide the requested services.
- There must be no debts with Aerostar Airport Holdings, LLC which would affect the conclusion of the agreement.

3.4.3.2 Renewal of Contracts

Two months before the expiration of the aeronautical service provider agreement, the service provider will notify Aerostar of its intentions to request the renewal of the agreement and present updated written documentation, as follows:

- Letter of request for renewal of the aeronautical service provider agreement.
- Up-to-date list of customers.
- Up-to-date list of personnel, equipment, and facilities.
- Changes to the Charter.
- Evidence of no debts with AEROSTAR.
- Financial statements.

- Update of guarantees.

3.4.3.3 Reports

Monthly reports of new contracts, or renewal of existing ones when applicable, will be provided identifying the type of service and the service provider which will provide the service.

Report Example

Company	Contract #	Entry into force	Service provided	Customer

There are currently 19 service companies operating at the Airport. The chart below lists these companies along with the services offered.

COMPANY	SERVICE OFFERING
PRIME FLIGHT SERVICES	BAGGAGE HANDLERS/GREETERS/WHEELCHAIRS
	PASSENGER SERVICES (Ticket Counter) /CABIN CLEANER
	ESCORTS
	WHEELCHAIRS/GROUND
GMD	RAMP SERVICES/CARGO HANDLING/SECURITY
	SKY CAPS/SUPPORT/CARGO HANDLING
	SUPPORT SERVICES
	SECURITY SERVICES
	PASSENGER SERVICE
	GROUND EQUIPMENT MAINT. SERVICE
	MECHANICAL GROUND EQUIPMENT
FORTUNE GROUP TRANSPORT	SERVES GENERAL AVIATION IN SALES OF SERVICES AND FUELING PLANES
	MOGAS / DIESEL FUEL SALES
GREAT AIRPORT SUPPORT SRVCS.	COLLECTION AND GARBAGE DISPOSAL
M & N AVIATION	GENERAL AVIATION/MECHANICS FOR AIRCRAFT
	GASOLINE/JET FUEL/AV GAS
	GROUND EQUIPMENT MECHANIC
ROME INTERNATIONAL	WHEELCHAIRS /FLIGHT CLEARANCE
	GROUND HANDLING
PASSENGER SERVICES	CUSTOM BAGGAGE PROCESSING
	PASSENGER IMMIGRATION AND CUSTOM ASSISTANCE
	PASSENGER DOCUMENTATION / PASSENGER BAGGAGE HANDLING
	PASSENGER FLIGHT CONNECTING ASSISTANCE
PAZOS	FBO

COMPANY	SERVICE OFFERING
IMC	WHEELCHAIR
	SECURITY
	CATERING
	BAG PULLER/ACFT SECURITY/GOLF CARTS
	ALL GROUND HANDLING SERVICES REQUESTED
	CUSTOMER SERVICES
	AV GAS/JET FUEL & MOGAS/DIESEL
AIRPORT AVIATION SERVICES (SKY CATERERS)	COLLECTED GARBAGE FOR USDA INSPECTION AND CUSTOMS MANAGEMENT
AIRPORT AVIATION SERVICES	METALLURGY COMPANY AIRCRAFT
	AIR CARGO MANAGEMENT
	MECHANICS OF AIRCRAFT
	DIESEL AND MOGAS
OROCOVIS PETROLEUM	JET FUEL/AV GAS
BRITISH PETROLEUM (BP)	JET FUEL
TOTAL	JET FUEL/AV GAS
MN AVIATION	JET FUEL/AV GAS
JET TECH AVIATION SERVICES, INC.	A & P SERVICES (Line Maintenance)
VORTEX MAINTENANCE SERVICE	A & P SERVICES (Line Maintenance)
T & T CARGO	SERVE MANUFACTURERS AND EXPORT COMPANIES

3.4.3.4 Responsibility

The Operations Manager must ensure that all service companies have an updated contract authorizing the provision of the service to ensure a safe operation, and reducing risks against operational safety.

The Ground Services Manager is responsible for preparing documentation to develop arrangements necessary to access Federal areas for the provision of complementary services and carry out timely finalization and registration procedures. The Grounds Services Manager must keep current records on the validity of contracts, guarantees, insurance, official documents, and all contractual obligations carried out by service providers.

The Ground Services Manager is also responsible for reviewing the documentation issued by the applicant, submitting it to the Operations Director and requesting approval. Once the request is approved, the Legal Department supplies the corresponding contract number. The Ground Services Manager should maintain records which monitor the performance of service providers.

3.4.4 Aircraft Rescue and Firefighting

The Airport is classified as an Index D Category per FAR Part 139.315 for aircraft rescue and firefighting capabilities. The Airport will meet all the necessary requirements including staffing, equipment, operational capability, and facility with an onsite Aircraft Rescue and Firefighting facility. The FAA inspects this department annually for compliance. Currently, Aerostar contracts for this service.

3.4.5 Medical Services

A private company hired by Aerostar will be designated the Medical Services Provider and will provide medical services at the Airport. This company will be audited by Aerostar staff and shall comply with the minimum standards of Aerostar. The Medical Services Provider must be adequately equipped to provide service to passengers, employees, and visitors of the Luis Muñoz Marín International Airport. The company’s performance will be measured according to daily, weekly, and monthly reports.

All members of the Medical Services Provider must carry the ID issued by the Airport in a visible manner; each member of the Medical Services Provider must perform the ID procedure corresponding to the Security Management of Aerostar.

Prior to its incorporation, the company must submit a certificate attesting to its training for the performance of its functions.

Staff and Equipment Needed

- Two ambulances, Category 3 (available 24 hours a day, 7 days a week)
- Two mini-ambulances; type: golf cart (Sterile Area)
- One M.D. specializing in emergency medicine
- 15 paramedics, distributed in shifts in the following manner:

Shifts	Paramedics
6:00 AM - 2:00 PM	4 Sterile area, 2 Non-sterile Area
2:00 AM - 10:00 PM	4 Sterile area, 2 Non-sterile Area
10:00 PM - 6:00 AM	1 Sterile area, 2 Non-sterile Area

Personnel of Sterile Area

The personnel of the sterile area must be assigned to the golf carts and those of the non-sterile area to ambulances. Response time should not exceed five minutes.

Basic Life-Support Equipment

- Equipment for ventilation of respiratory tract
- Monitoring and defibrillation
- Immobilization devices

- Bandages
- Communications equipment
- Obstetrical kit
- Team to control infections (including a quarantine area)
- Miscellaneous, as needed

Advanced Life-Support Equipment

- Ventilation and respiratory equipment
- Vascular access team
- Monitor and battery portable defibrillator
- Transcutaneous pacemaker including pediatric electrodes and cables
- Nebulizer
- Glucometer (i.e., blood glucose meter)
- Thick needle (for decompressed puncture of the chest)
- Medications
- Cardiovascular drugs
- Cardiopulmonary medications
- Dextrose solution
- Analgesic and antiepileptic drugs
- Additional advanced equipment, as necessary

3.4.5.1 Responsibility

The Director of Operations is responsible for the provision of emergency medical services at the Airport pursuant to the Airport's Lease Agreement and its regulations.

The Manager of Ground Services is responsible for establishing and overseeing the agreement with a Medical Services Provider qualified for the provision of emergency medical services at the Airport. It is the responsibility of the Ground Services Manager to check updated reports from the technical personnel who provide these services.

The head of the Medical Services Provider attached to the Airport (i.e., the medical services) is responsible for providing emergency medical care when this is required.

The Operations Manager Airside is responsible, through the Medical Services Provider staff, to assist the Medical Service in the tasks of support and transfer of patients to the hospital. The Operations Manager Airside is responsible for coordinating the emergency care; but governmental authorities, Airlines, and service providers are responsible for cooperating with the service.

Airport Operations and Control Center (AOCC) is responsible for notifying the Medical Service Provider to respond to any emergencies.

3.4.5.2 Health Care Emergency

A medical emergency is a situation that occurs suddenly and unexpectedly and which may threaten the life of the person or people involved. Such a person or people should receive attention at the point of the occurrence of the emergency.

The personnel of the Medical Services Provider must provide medical care to each person who is reported and requires attention, giving priority to cases of the most urgency.

The Medical Services Provider will attend to cases of medical emergency that may arise within the facilities of the Airport and its periphery (e.g., roads, businesses, and access to Airport facilities) and determine if the patient is to be cared for at the Airport facilities or is to be transferred to a hospital. The seriousness of the case determines if the patient is transferred by the Airport emergency support unit or by an external unit as a medical transfer; the staff of the Medical Services Provider shall coordinate this decision with the medical institution.

When there is a report or detection of a situation requiring the attendance of the Medical Services staff, coordination will take place under the procedure established by the AOCC.

When, due to the serious condition of the patient, the Medical Services Provider determines that the patient must be treated as a medical emergency at the Airport, this shall be reported by the Medical Services Provider to the AOCC.

The Medical Services Provider must provide to the AOCC the vital signs data and condition of the patient(s) treated and/or transferred. The condition must be diagnosed by the Medical Services Provider; the Medical Services Provider should complete a report of first aid from the manual of policies and procedures of service providers.

In those instances where medical care for passengers in the custody of the Customs and Border Protection (CBP) or the Puerto Rico Police Department (PRPD) is required, all interventions will be carried out under the procedure established by the authorities. The staff of the Medical Services Provider must adhere to the Airport Emergency Plan.

3.4.5.3 Report

Ground services management will issue a monthly report containing the number of people assisted during the month, how many of these were passengers or employees, and will sort the data by the airline involved (if any, as some medical emergencies can occur independent of any airline interaction).

3.4.6 Aircraft Fueling and Storage

Fire Safety Fuel Standards

The COO establishes and maintains standards authorized by the FAA for protecting against fire and explosions in storing, dispensing, and otherwise handling fuel at the Airport (other than

articles and materials that are, or are intended to be, aircraft cargo). These standards cover facilities, procedures, and personnel training and address the following:

- Each tenant refueling agent is required to take immediate corrective action whenever notified of noncompliance with safety standards.
- A follow-up inspection will be scheduled to confirm compliance.
- If corrective actions are not accomplished within a reasonable time, appropriate action will be taken by the General Director, and the FAA Airport Certification Safety Section will be notified, in addition to other actions that Aerostar may take such as:
 - Bonding
 - Public protection
 - Control of access to storage areas
- Fuel storage areas and refueling facilities will be fenced with gates to restrict entrance, or will be within the perimeter fence of the Airport.
- All fuel storage areas will be illuminated with lights.

Fire Safety in Fuel Farm and Storage Areas

Appropriate fire extinguishers will be located at all fuel storage facilities. Warning signs and fuel identification markings will be prominently displayed in fuel storage areas. Storage areas will be inspected by fire prevention personnel in accordance with FAA standards and procedures. Those areas will be kept clean of debris and vegetation.

Fire Safety in Mobile Fueling, Fueling Pits, and Fueling Cabinets

Appropriate fire extinguishers will be located on all mobile re-fueling operating at the Airport and maintained by the fueling agent. Warning signs and fuel identification markings will be prominently displayed in fuel storage areas. Storage areas will be inspected by fire prevention personnel in accordance with FAA standards and procedures. Those areas will be kept clean of debris and vegetation.

Required Training: Training of Fueling Personnel in Fire Safety

An initial and recurrent training plan is included in this section. Airport tenants will receive annual training and shall ensure that at least one supervisor has completed the fueling safety course. All other personnel shall receive on-the-job training in fire safety under the supervision of a trained supervisor. The fire code of the Puerto Rico Fire Department applies to all Airport operations.

SJU and Aerostar do not act as HAZMAT agents, but require all fueling agents operating on the Airport to comply with the standards established by FAA; furthermore, these agents shall perform reasonable surveillance of all fueling activities at the Airport with respect to those standards.

Fuel training shall include at least the following:

- At least one supervisor with each fueling agent shall have completed an aviation fuel training course in fire safety that is authorized by the FAA. Such an individual shall be trained prior to initial performance of duties, or enrolled in an authorized aviation fuel training course that will be completed within 90 days of initiating duties; furthermore, the individual shall receive recurrent instruction at least every 24 consecutive calendar months.
- All other employees who fuel aircraft, accept fuel shipments, or otherwise handle fuel shall receive at least initial on-the-job training and recurrent instruction in fire safety from the trained supervisor every 24 consecutive calendar months.
- The ARFF Chief will use the “Fueling Agent Line Supervisor” training certification form to document this training in accordance with 14CFR Part 139.321(e) (1), and FFA AC 150/5230-4B Aircraft Fuel Storage, handling, training, and dispensing on airports.
- The COO or designated representative shall obtain a written confirmation once every 12 consecutive calendar months from each Airport tenant fueling agent that the required fuel training has been accomplished. This written confirmation shall be maintained for 12 consecutive calendar months.
- Unless otherwise authorized by the FAA, the COO or designated representative shall require each tenant fueling agent to take immediate corrective action whenever the Airport authorities become aware of noncompliance with a required standard of performance.
- The COO or designated representative shall notify the FAA Regional Airports Division Manager immediately when noncompliance is discovered and corrective action cannot be accomplished within a reasonable period of time.
- All concessionaires functioning as HAZMAT agents must comply with applicable Hazardous and Material Regulations included in 49 CFR Parts 171-180. The FAA Office for Security and Hazardous Materials administers the program.

3.4.6.1 Procedures for Quarterly Inspections

The procedures for quarterly inspections are as follows:

- The ARFF Chief or designated representative will inspect Airport tenant fuel storage areas, mobile fuelers, and fueling cabinets on a quarterly basis. Inspections will be at least once every three consecutive months for compliance with FAA standards and personnel will maintain a record of that inspection for at least 12 consecutive calendar months.
- Inspection forms detailing any problem areas will be filed immediately after each quarterly inspection.
- Corrective actions: Upon completion of the inspection, the inspector and the Airport fueling agent supervisor will discuss the results of the inspection and sign inspection forms.

Fueling Operations Inspection

This practice includes:

- Emphasizing fire and explosion hazards inherent in aircraft refueling.
- Ensuring proper bonding is being used, dead man controls are not blocked, no smoking prohibitions are being observed, and aircraft are not being fueled inside hangars.
- Checking for proper parking of mobile fueling to ensure these vehicles are at least 10 feet apart and 50 feet from buildings.
- Checking for fuel leaks or spills in the fuel storage area and around mobile fuelers.
- Determining if the fuel farm is free of flammable materials, including litter and vegetation.
- Reporting and monitoring any unsafe fueling conditions discussed above and other obvious violations of the local fire code and Airport fuel fire safety procedures.

Fuel Storage Areas, Loading/Unloading Stations Inspections

Regular procedures include:

- Check fuel storage areas for adequate fencing and security to prevent unauthorized access or tampering.
- Check to ensure that “No Smoking” signs are clearly visible.
- Check fuel storage areas for materials such as trash or vegetation that could contribute to the spread of fire. Also check for equipment, functions, or activities that could be ignition sources.
- Check to ensure fueling equipment appears to be in good operating condition and free of fuel leaks.
- Check piping for reasonable protection from damage by vehicles if piping is above ground.
- Check fuel storage areas for at least two accessible and serviceable fire extinguishers, where the open hose discharge capacity of the equipment is more than 200 gallons per minute. At least one wheeled extinguisher with at least 125 lbs. of agent is also required.
- Check for explosion-proof equipment, switches, and wiring that is reasonably protected from heat, abrasion, or impact, which could act as an ignition source.
- Check for piping, filters, tanks, and pumps being electrically bonded together and interconnected to an adequate grounding rod.
- Check for a serviceable bond/ground wire with a clip at each loading/unloading facility for grounding tankers and mobile fueling.
- Check loading stations for dead man control features.
- Assure that a clearly marked emergency cutoff is available and capable of stopping all fuel flow with one physical movement. The emergency cutoff should be located outside the probable fuel spill area near the route that normally is used to leave the spill area or to reach the fire extinguishers.

Mobile Fueling Inspection

This procedure includes:

- Check to ensure that mobile fueling appears to be in good operating condition and is free of fuel leaks.
- Check mobile fueling for parking at least 50 feet from a building and at least 10 feet from each other.
- Check for flammability decals on all sides. Lettering should be at least three inches high. Also check for hazardous materials placards on all sides. The Hazmat number for Jet A trucks should be #1863, and #1203 for AVGAS trucks.
- Check the cab for a “No Smoking” sign and the presence of smoking equipment. Ashtrays and cigarette lighters are not to be provided.
- Check for two fire extinguishers, accessible from each side of the mobile fuelers. Fire extinguishers should be charged, sealed, and tagged from the last fire extinguisher inspection. Check dry chemical extinguishers to ensure they are only B-C rated.
NOTE: ABC rated multi-purpose dry chemical extinguishers are **not** to be used on mobile fuelers as they are highly corrosive to aircraft and can cause significant damage to aircraft engines.
- Check emergency fuel cutoffs to ensure they are clearly marked and operable. There should be an emergency fuel cutoff accessible from each side.
- Check electrical equipment, switches, wiring, and tail light lens covers for explosion-proof construction and reasonable protection from heat, abrasion, or impact which could be an ignition source.
- Check for serviceable bonding wires and clamps.
- Check nozzles for dead man control feature.
- Check the vehicle exhaust system for exhaust leaks and for adequate shielding if it extends under the fuel tank portion of the vehicle.

Additional Methods and Procedures: Regulatory Resources and References

Additional methods are contained in the following:

- The National Fire Prevention Association (NFPA) 407, Standard for Aircraft Fuel Servicing, lists specifications for the design, operation, maintenance, and location of fuel storage areas and aircraft fueling devices. These guides have been adopted by the Puerto Rico Ports Authority.
- The National Air Transportation Association (NATA) publication “Refueling and Quality Control Procedures for Aircraft Service and Support Operations” provides information about fuel safety, types of aviation fuels, fueling vehicle safety, facility inspection procedures, fueling procedures, and methods for handling fuel spills.

3.4.7 Control of Pedestrians and Vehicles in the Movement Areas

The COO has established procedures to control pedestrians and ground vehicles in movement areas and safety areas, as follows:

- Personnel access to the Airport Operational Areas (AOA) are described in the Airport Security Plan.
- A vehicle access/authorization decal will be issued and displayed in the lower left-hand corner of the windshield, driver side, of each vehicle authorized to operate within the Airport operations area. Only drivers with a driving permit operating a vehicle that displays the access decal will be allowed to enter the AOA.
- No vehicle permit shall be required by the following:
 - Suppliers or service companies of Aerostar when operating as directed by the General Director (or designated representative) escorted by a properly-identified Aerostar vehicle.
 - Airline vehicles when escorted by a qualified tenant airline employee, when said airline has obtained prior permission from the Airside Operations Manager or designated representative.
 - Any other vehicle required and necessary for the Airport operations, that is escorted by a properly-identified Aerostar vehicle. Unauthorized vehicles or persons in the Airline Operations Area will be intercepted and escorted out of the Airport premises.
- Access to movement areas and safety areas is restricted only to those pedestrians and ground vehicles necessary for Airport operations under direct escort from Airside Operations Personnel with explicit authorization and communication from the FAA Ground Controller.

Procedures for the safe and orderly access to, and operation in, movement areas and safety areas by pedestrians and ground vehicles—including provisions identifying the consequences of noncompliance with the procedures by an employee, tenant, or contractor—are found in the Airport Operations' Ground Vehicle Driving Program.

Basic procedures are outlined in the subsections below.

3.4.7.1 Requirement for Permit Issuance

Permits shall be issued after drivers applying for permits have attended a driving training class and demonstrate that they possess the necessary knowledge and skills to drive safely within the AOA.

Driving Permit

A driving permit is a privilege and will be issued by the COO, Airside Operations Manager, or a duly authorized representative, after successful completion of a driving training course. When granted, it will be displayed in the Aerostar Airport ID by a vehicle symbol.

The General Director, Airside Operations Manager, Security Manager, or duly authorized representative may, at any time, revoke any permit issued hereunder for failure on the part of the driver to abide by any of the rules and/or regulations relative to operating a vehicle in the AOA.

The driving permit is the sole property of Aerostar and will be surrendered upon demand to the COO.

3.4.7.2 Methods Used to Control Vehicles and Pedestrians

All pedestrians and ground vehicles operating in movement or safety areas will be controlled by one of the following:

- Two-way radio communications between each pedestrian or vehicle and the tower (Ground Controller).
- An escort with two-way radio communications with the tower accompanying any pedestrian or vehicle without a radio.
- Prior to entering movement or safety areas, authorized pedestrians and vehicles will coordinate with the FAA Control Tower (ATCT) regarding the use of signs, signals, or guards when it is not operationally practical to have two-way radio communications between the tower and the pedestrian, vehicle, or escort.

3.4.7.3 Description of Employee, Tenant, and Contractor Training

Employee, tenant, and contractor training will be conducted as follows:

- Prior to operating a ground vehicle, all Airport employees, tenants, or contractors will be trained on ground vehicle procedures, including consequences of noncompliance, in the non-movement areas of the Airport. Training includes recurrent training as required.
- Ground Vehicle Training is offered by the Airside Operations Department. Any person having unescorted access to the non-movement area must undergo training in the following: Airport familiarization; the meaning of signs, markings, and lighting; and the consequences of non-compliance.
- A record, description, and date of training completed by each individual, in compliance with this section, shall be maintained for 24 consecutive months after the termination of an individual's access to movement areas and safety areas.

Description of Training, Records, and Accident/Incidents Record Keeping System

Movement area access

- Unless specifically authorized by the Airside Operations Manager, no vehicles shall have access to the runways, taxiways, or safety areas associated with the runways or taxiways. As a standard policy, only maintenance vehicles operated by Airport staff shall be allowed in these areas under escort of Operations personnel. All vehicles entering these areas shall be equipped with a yellow beacon light or checker flag, and have explicit authorization from and two-way radio communications with the Ground Controller.
- Private air cargo/courier services, air carriers, FBOs, and all other vehicles having authorized access to the Airport shall confine their operations to their areas of business

- as designated by the Airside Operations Manager. Under no circumstances shall their ground vehicles be permitted on the runways or taxiways.
- **Construction Vehicles:** During times when construction vehicles or equipment are required to enter or work within the aircraft movement area, they will be marked with an approved orange and white checkered flag, or a yellow rotating beacon. If a construction vehicle is not in contact with ATCT, it will be escorted by Airside Operations Personnel.
 - **Security Access Gates:** Emergency Exits No. 1 and 2 are designated as main entry gates into the Airport operational areas on authorized official business.
 - All persons entering through these gates shall furnish proper identification, in accordance with SJU Airport Security Plan.
 - Service vehicles required to make deliveries, pick-ups, or repairs in the AOA shall be escorted by authorized employees of the company for which services are rendered or products are being delivered.

Speed Limits

- No person shall drive a vehicle on the Airport premises at a greater speed than is reasonable or prudent consistent with existing conditions, lighting conditions at night, and/or weather conditions; furthermore, under no circumstances shall any vehicle exceed any of the following speed limits:
 - Five (5) miles per hour in any parking or apron area.
 - Twenty (20) miles per hour in service roads.
 - Thirty-five (35) miles per hour in any taxiway or runway, unless directed by the Air Traffic Control Tower.

Driving Restrictions

- The use of cellular phones is prohibited at all times while driving on the AOA.
- **Driving behind aircraft and Aircraft Right of Way:** No vehicle shall be driven behind parked aircraft with engines running. Taxiing aircraft shall have the right of way over all other vehicles except authorized emergency vehicles.
- Driving under an aircraft loading bridge is prohibited at all times.
- **Active runways and/or taxiways:** Under no circumstance, at any time, shall any vehicle or person enter and/or cross any active runway or taxiway, except under the following conditions:
 - Vehicle is equipped with a two-way radio on ATCT Ground Control frequency.
 - Driver has established positive radio contact with ATCT.
 - Driver has been specifically authorized to access, enter, or cross said runway or taxiway.
- Any unauthorized movement into/crossing an active taxiway/runway will be considered a Runway Incursion classified as a Vehicle/Pedestrian Deviation (V/PD) and will be handled and penalized as well.

Vehicles Crossing “November” Taxiway

Vehicles crossing November taxiway shall observe the following:

- Follow painted traffic lanes.
- Obey steady red/green, stop/go traffic lights located at the east side of the taxiway. A security guard operates the lights.
- Conduct FOD surveillance over the path of the vehicle crossing area.
- Observe existing caution signs.

Consequences of Non-Compliance

The following consequences will result from noncompliance with these requirements:

- **Driver’s First Offense:** Driving permit will be suspended for not less than 10 days up to 30 days depending on the severity of the offense (See Runway Incursion). Driver must receive counseling and retraining is mandatory with his/her Supervisor.
- **Driver’s Second Offense:** Driving permit will be suspended for 30 days up to three calendar months depending on the severity of the offense (See Runway Incursion). Driver must receive counseling and retraining is mandatory with his/her Supervisor.
- In both cases mentioned above, a written request by the corporate/company representative must be addressed to the COO, requesting that a suspended ramp driving permit be reinstated. This request should justify as to why the driving privileges should be reinstated. If approved, the holder’s driving record will reflect the violation and may be subject to permanent permit revocation should the driver be involved in any additional accidental or incidental offense.
- **Driver’s Third Offense:** Driving permit will be revoked permanently and the offender will not be allowed to operate any vehicle on the Airport non-movement areas.
- **Multiple Tenant Offenses:** Any tenant involved in two or more driving offenses during a six-month period will have all their drivers recertified and mandatory retraining and testing must be accomplished. Only recertified drivers will be allowed to operate in the AOA.

3.4.7.4 Runway Incursion or Vehicular/Pedestrian Deviations (V/PD)

- Any driver involved in any runway incursion or vehicular/pedestrian deviation (V/PD) will have his driving privileges suspended for not less than 30 days up to revocation depending on the severity of the offense. In addition, the driver will have to comply with the third bullet of the Consequences of Noncompliance Section before considering a reinstatement of driving privileges.
- The FAA Investigates all FAR Part 139 violations.
- Driver faces the possibility of a fine and/or severe penalty.
- If a fine is issued as a result of the FAA investigation, Aerostar holds the tenant who sponsors the driver liable and will collect the same amount of the fine from the tenant/sponsor.

Accident and Incidents in the Operational Area

- Should an incident or accident occur on the Air Operational Area—or in the safety areas between an air carrier aircraft and a vehicle or within two ground vehicles—the Airport Supervisor shall compile an accident report. Reports of all such accidents shall be kept on file and available for inspection by the FAA.
- A record, description, and date of any accidents or incidents in the movement areas and safety areas involving air carrier aircraft, a ground vehicle, or a pedestrian shall be maintained for 12 consecutive calendar months from the date of the accident or incident.

3.4.7.5 Methods and Procedures

Any policy or procedure outlined in this section which addresses an FAA required criteria is addressed in the Airport’s FAA approved Airport Certification Manual.

3.5 Performance Schedule

The AOSP will be reviewed annually for compliance with FAA requirements or best practice improvements.

3.6 Reporting Requirements

Annual (calendar) reporting requirements include:

- Operational Performance Report: Appendix A
- Air Traffic Summary: Appendix A
- Operational Delays (including cause)
- Aircraft Diversions
- Runway Closures (including duration and cause)
- Summary of Major Airfield Maintenance
- Comparison to Past Performance
- Comparison to Established Minimum Standards



Section 4: **Capital Asset** **Management Plan**

AEROSTAR
AIRPORT HOLDINGS, LLC

Section 4: Capital Asset Management Plan (CAMP)

4.1 Objective of the Plan

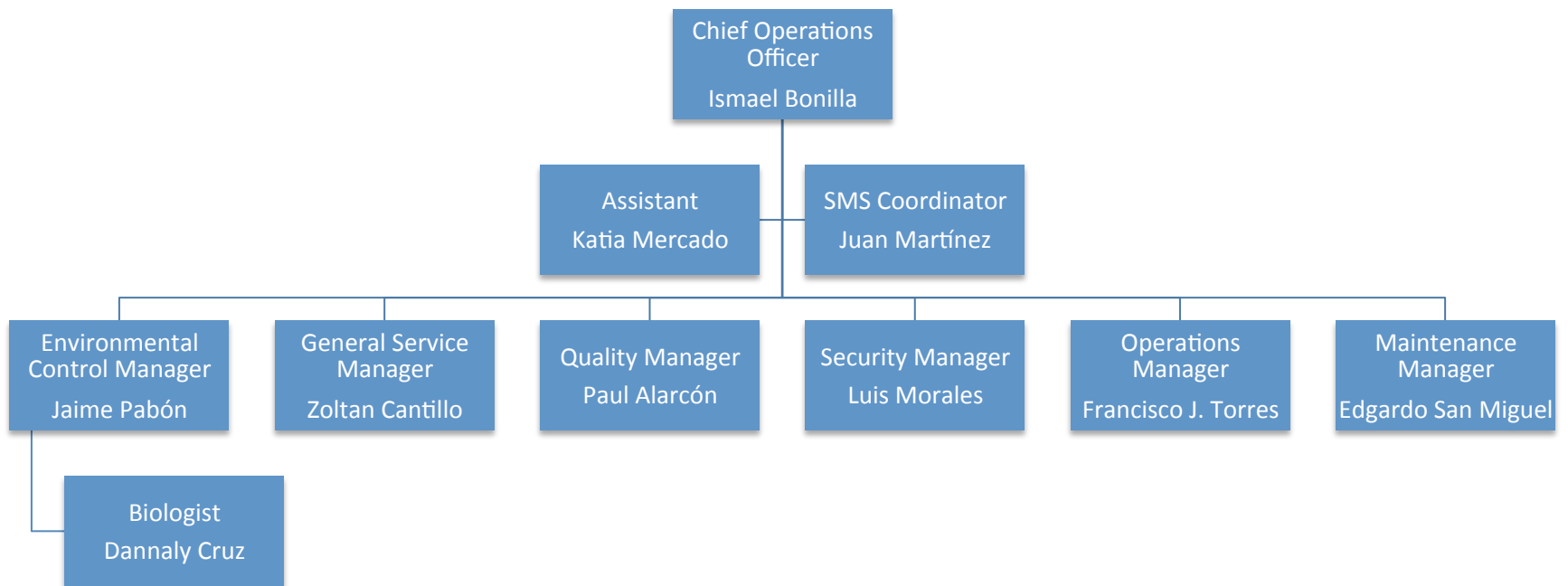
The objective of the Capital Asset Management Plan (“CAMP”) is to preserve and provide for the continuous improvement of all Airport facilities and systems by evaluating their conditions and planning their maintenance, rehabilitation, replacement, and/or modernization. The CAMP shall also provide guidance as to the priority of capital improvement projects and maintenance, with the most critical Airport assets receiving the greatest attention.

4.2 Essential Staff

Exhibit A on the following page depicts the organization chart of the essential staff for administrative operations:

4.3 Stakeholders

The stakeholders for this area include the FAA, TSA, CBP, Airline tenants, general aviation tenants, and all other prime tenants of the Airport.



4.4 Scope

The CAMP shall identify and address all major capital assets of the Airport. The facility assets shall be described for the following primary airport functional areas:

- Airfield
- Passenger terminals and concourses
- Landside and roadway systems
- Other on-airport facilities
- Vehicle Parking facilities

The CAMP shall outline asset management actions that are based on the following: regularly-scheduled conditions assessments; self-inspection routines; preventative and coordinated maintenance; and capital improvements, expansion, modernization, and rehabilitation projects. The CAMP shall define the process for conducting regular condition assessments, reporting of results, and accounting for emerging trends at airports that could affect asset management.

4.4.1 Professional Services

Aerostar shall engage a professional Engineering Firm for the completion of an annual Facilities Condition Assessment (“FCA”).

The scope of the Engineering Services shall include the retention of an independent and Licensed Professional Consulting Engineering Firm—not associated, owned, or partnered with Aerostar—to perform the services associated with the conduct of the FCA.

Aerostar shall engage firms that have experience with the kinds of structures, systems, and conditions consistent with the Airport’s facilities. The Engineering Firm retained by Aerostar shall be registered and licensed with the Commonwealth of Puerto Rico for Professional Engineering, Structural Engineering, and/or Architecture for the appropriate airport facilities.

Aerostar must submit qualifications and experience of the Engineering Firm tasked to the Airport on an annual basis to the Authority. The Authority will retain the right to dismiss firms that do not meet the necessary requirements.

The same Engineering Firm can be retained for a maximum four- year duration, at which time Aerostar must conduct a competitively based selection process to identify an Engineering Firm to be retained for the following term. The purpose of these requirements is to develop a fair, impartial, independent, and objective assessment of the condition of the Airport.

Aerostar and the Engineering Firm collectively shall be responsible for equipment, staffing, traffic control, outside testing services, and supervision for all inspections associated with the conduct of the FCA. All inspection procedures and frequencies shall be in accord with the policies of Aerostar and coordinated with the stakeholders so as to result in the least operational disruption as reasonably possible.

Aerostar and the Engineering Firm shall consistently inspect and regularly assess the current conditions of all Airport structures and systems to ensure the continuous uninterrupted operation of the Airport.

4.4.2 Facilities Condition Assessment (FCA)

All major facilities and systems shall be evaluated in the FCA. The FCA shall include, but not be limited to, the following:

- Review of the prior years FCA's findings.
- Assessment of all on-airport buildings relative to current codes and regulations including those leased to third-party landlords, from a safety and operational perspective; all health and safety issues must be identified for resolution by Aerostar as soon as possible.
- Assessment of all major equipment assets (e.g., tools and vehicles).
- Assessment of every building's mechanical, electrical, communications, and plumbing systems; this work should be carried out by a licensed engineering firm that specializes in building systems.
- Field inspection of critical on-airport utilities, including storm sewers, sanitary sewer, electrical, water, and communication.
- Facility inspection of above- and below-ground storage tanks and maintenance recommendations.
- Field inspections of airfield pavements, including runways, taxiways, aircraft aprons, and vehicle service roads.
- Recommendations to Aerostar in terms of capital improvements that should be carried out immediately due to safety concerns, including, where appropriate, a reference to the applicable regulation(s) regarding such improvements.

- Recommendations for leases in terms of near-, immediate-, and long-term capital improvements.

The FCA shall be governed by a manual to be developed by Aerostar. The manual shall specify the scope of the assessment, safety requirements for execution of the assessment, and reporting standards for the deliverable. The findings of the FCA shall be communicated to the Authority and to airlines that are parties to the Airport Use Agreement.

The FCA shall classify the condition of facilities assessed using the following categories:

Excellent: No operational deficiencies; minimum standards exceeded.

Good: Minor operational deficiencies; minimum standards exceeded or met.

Fair: Minor operational deficiencies; most minimum standards met; some capital improvements or corrective action should be considered; intermediate term improvements should be identified.

Poor: Significant operational deficiencies; facility is failing to meet minimum standards; capital improvements or corrective actions must be taken in near-term.

Critical: Major operational deficiencies; urgent corrective action must be undertaken, and/or safety issues present. This category may also include improvements mandated by laws or regulations.

Aerostar shall use all commercially reasonable efforts to maintain each facility or system in "good" condition or better in the appropriate rating system used for the inspection of the facility or system.

At a minimum, the inspection component of FCA shall include the following categories of all of facilities and their respective major systems and elements as outlined in the table below:

Table 4.1: Functional Areas for Inspection

Functional Area	Major Systems and Elements
Airfield	<ul style="list-style-type: none"> • Electrical systems, including airfield lighting, controls, and other automated systems • Mechanical systems • Utility systems • Communications systems • Security systems • Pavement • Landscaping • Aircraft and vehicle fueling systems and associate storage facilities • Triturators
Terminal and concourses	<ul style="list-style-type: none"> • Architectural elements and systems • Signage • Flooring • Roofing • Landscaping • Environmental systems • Structural systems • Mechanical systems • Electrical systems, including controls and other automated systems • Plumbing systems • Life safety systems: fire protection and other emergency systems • Passenger conveyance systems • Utility systems • Communications systems • Security systems
Cargo facilities	<ul style="list-style-type: none"> • Automobile and truck parking areas • Aircraft parking apron • Buildings
Landside, roadway, and parking facilities	<ul style="list-style-type: none"> • Ground access elements • Utility systems • Pavement • Landscaping • Commercial vehicle staging areas • Cell phone lots • Signage • Communications systems • Bridges and structures • Roadway and parking facility lighting • Vehicle parking lots

4.4.4 Air Traffic Summary (ATS)

The annual results of the Air Traffic Summary (see Section 3) shall be supplied to the Professional Engineering firm and shall be utilized by Aerostar in developing the Capital Improvement Program.

4.4.4 Capital Improvement Program (CIP)

The Facilities Condition Assessment (FCA) and the Air Traffic Summary (ATS) shall form the basis of the Capital Improvement Program (CIP). The CIP shall outline the near-, immediate-, and long-term projects planned to address the findings of the FCA and any other planning studies (i.e., the master plan) conducted by Aerostar. The CIP should prioritize the projects, identify projects that are eligible for FAA funding, and identify environmental requirements necessary for project implementation. The CIP shall be submitted to the Authority on annual basis for their approval.

For all facilities assessed within the FCA as “fair,” “poor,” or “critical,” a corrective action plan must be identified within CIP. The improvements recommended as part of the action plan shall be prioritized using the following categories:

Critical: Capital improvements shall be executed immediately or as soon as practical.

High: Capital improvements shall be executed in the near-term.

Low: Capital improvements may be warranted in the near-term to realize operational efficiencies, but may be elective to some extent.

The CIP shall provide a brief description of the planned capital improvements for the near-term (0-5 years), including the project justification. It shall also include a probable cost estimate for each of the planned capital improvements for all projects in the near- and intermediate-terms (0- 10 years), including the identification of probable funding sources. For the long-term, potential capital improvement projects (as they are identified) shall be listed along with the magnitude cost estimates and ranks in terms of their priority.

The CIP shall include the following:

- Executive summary
- Introduction and background
- Summary of the methodology used to prioritize the capital improvements and identification of the studies or work done to identify the capital improvements

- Recommendations for planned capital improvements for the next five years with the greatest detail regarding projects to be completed in the first year of the CIP

4.5 Performance Schedule

The initial CAMP shall be submitted to the Puerto Rico Ports Authority for approval in accordance with Section 4.1 of the Lease Agreement. Aerostar shall submit revisions to the CAMP annually for approval to the Authority, and any payment for capital improvements by the Airlines shall be subject to Section 6.3 of the Airport Use Agreement.

4.6 Reporting Requirements

The annual CAMP report shall include the Facilities Conditions Assessment (FCA) and the Capital Improvement Program (CIP).

See Appendix A for additional reporting information.



Section 5: **Environmental** **Sustainability Plan**

AEROSTAR
AIRPORT HOLDINGS, LLC

Section 5: Environmental Sustainability Plan

5.1 Objective

The Lease Agreement, as outlined in Section 5 of the Operating Standards, requires Aerostar to develop, implement, and maintain an Environmental Sustainability Plan. According to the Airports Council International of North America, airport sustainability represents a holistic approach to managing an airport to ensure economic viability, operational efficiency, natural resource conservation, and social responsibility. Overall, Aerostar is pursuing such an Airport Sustainability Plan in phases. The purpose of this Environmental Sustainability Plan is to develop measures at the Luis Muñoz Marín International Airport that assures environmental impact avoidance, minimize unavoidable environmental impacts, and properly mitigate all potential issues while assuring Airport safety and effective operational activities. The Airlines are one of several parties identified in a Lease Agreement, as outlined in Section 5 of the Operating Standards, as stakeholders in this effort.

5.2 Existing Environmental Conditions

This chapter provides a general description of the existing social and natural environmental features at SJU.

5.2.1 Land Use and Zoning

SJU is located within the City of Carolina. Adjacent municipalities include San Juan and Loiza. According to the Puerto Rico Planning Board's (PRPB) "Mapa de Zonificación de Carolina y Mapa de Zonas de Interés Turístico del Sector de Isla Verde," the Airport property is zoned "P" for public use. This zoning category includes public airports, public hospitals, police and fire stations, and public parks.

General land uses surrounding SJU include recreational, high density residential, and commercial/residential/tourist zone. The Isla Verde Public Beach is located north of the Airport. The Isla Verde commercial/residential/tourist zone, which consists of hotels, condominiums, and commercial services, is located near the northeastern end of the Airport. The Los Angeles Community area, a high-density urban residential district, is located to the south. The Villa Mar Community area, a high-density residential area, is located northwest of the Airport. The community of Campo Rico is located to the east of the Airport. Wetlands and coastal forests within Los Piñones State Forest/Nature Preserve and the San Jose Lagoon exist to the east and west of the Airport.

The Piñones State Forest/Nature Preserve is located adjacent to the eastern property line of SJU. The State Forest/Preserve consists of approximately 1,540 acres of wetlands, lagoons, and canals. La Torrecilla Lagoon is within the forest boundaries, located adjacent to SJU. Mangroves

are the dominant vegetation throughout the forest. It is part of Puerto Rico's largest mangrove ecosystem. The main uses of the forest are as recreation and as wildlife and waterfowl habitat.

5.2.2 Social Characteristics

SJU provides a substantial job base for the area and the community at large, and serves as a gateway for industrial, commercial, and recreational activities that are fundamental to the economy of the island. Populations of people belonging to a single race, national origin, or low-income bracket do not exist in any known concentrations within the community surrounding the Airport.

5.2.3 Air Quality

The Clean Air Act (CAA) is the primary legislation that establishes guidelines for regulating air quality. National Ambient Air Quality Standards (NAAQS) to protect public health have been established under authority of Section 109 of the CAA.

5.2.4 Water Quality

Several water bodies can be found within and around SJU. These include La Torrecilla Lagoon, the Suarez Canal, and the San Jose Lagoon. La Torrecilla Lagoon has a surface area of approximately 100 square miles with an average depth of 5.5 ft. A natural link at Boca de Cangrejos connects the lagoon with the Atlantic Ocean to the north. The predominant source of freshwater input to the lagoon is Canal Blasina. This canal drains an approximately nine square mile area that is predominantly urbanized. Storm water runoff at the Airport is directed to several drainage ditches that run parallel to both runways. These drainage ditches discharge directly into the San Jose and Torrecilla Lagoons, as well as to the Suarez Canal.

5.2.5 Historic and Cultural Resources

The National Historic Preservation Act of 1966 relates to federal historic preservation measures, and actions affecting properties included in, or eligible for, inclusion in the National Register of Historic Places. The Archaeological and Historic Preservation Act of 1974 provides for the survey, recovery, and preservation of significant scientific, prehistoric, historic, archaeological, or paleontological data when such data may be destroyed or irreparably lost due to a federal, federally funded, or federally licensed project. Reviews of the State Historic Preservation Office (SHPO) files indicate that there are neither archeological or historical sites, nor properties listed or eligible for listing in the National Registry of Historic Places (NRHP) within the Airport property. Most of the areas on SJU or in close proximity have been previously disturbed. No artifacts of notable historic value have been uncovered.

5.2.6 Biotic Communities and Wetlands

The SJU property includes navigable waters, jurisdictional wetlands, and uplands. Executive Order 11990 - Protection of Wetlands, signed in 1977, defines wetlands as "those areas that are inundated by surface or ground water with a frequency sufficient to support and under normal

circumstances does or would support a prevalence of vegetative and aquatic life that requires saturated or seasonally saturated soil conditions for growth and reproduction.”

Wetlands generally include swamps, marshes, bogs, and similar area such as sloughs, potholes, wet meadows, river overflows, mud flats, and natural ponds. Wetland communities in the area include mangrove swamps, herbaceous marshes, drainage canals, and inter-tidal flats. Black mangroves (*Avicennia germinans*), white mangroves (*Laguncularia racemosa*), and red mangroves (*Rhizophora mangle*) are all present within SJU.

Herbaceous wetlands are areas occasionally or regularly inundated by freshwater that have more than 25 percent vegetative cover of herbaceous plants but less than 40 percent cover by woody plants. Vegetation in these wetlands includes paragrass (*Brachiaria aspusa*), spikerush (*Eleocharis mutata*), jointed spikerush (*Eleocharis interstincta*), leather fern (*Acrostichum danaeifolium*), blue daisy (*Commelina elegans*), and cattail (*Typha domingensis*).

The upland areas are those areas where the soil is not hydric, the vegetation is other than hydrophytic and the soil is not inundated or saturated, and are composed mostly of maintained grass.

5.2.7 Endangered and Threatened Species

Endangered and threatened species are regulated by the United States Fish and Wildlife Service (USFWS) and the Puerto Rico Department of Natural and Environmental Resources (DNER). Such species may be found within the Airport’s overall area, which include the brown pelican (*Pelecanus occidentalis*), the green sea turtle (*Chelonia mydas*), and the yellow-shouldered blackbird (*Agelaius xanthomus*).

5.2.8 Floodplains

Floodplain management is addressed in both Executive Order 11988, Floodplain Management, and Department of Transportation (DOT) Order 5650.2, Floodplain Management and Protection. The DOT order defines the natural and beneficial values served by floodplains as including, but not limited to, “natural moderation of floods, water quality maintenance, groundwater recharge, fish and wildlife, plants, open space, natural beauty, scientific study, outdoor recreation, agriculture, aquaculture, and forestry.” The executive order and the DOT order established a policy to avoid impacts within a 100-year floodplain where practicable.

5.2.9 Energy

Energy requirements associated with SJU fall into two general categories.

The first category involves requirements associated with changes in demand for stationary facilities, such as terminal building lighting, airfield lighting/navigation equipment, and terminal building cooling. In this case, the total monthly consumption of electricity at SJU applies to all operations within the Airport property, including those of Aerostar, Puerto Rico Ports Authority

(PRPA), airlines, concessionaries, federal installations, and the Puerto Rico National Guard, among others. The Puerto Rico Electric Power Authority (PREPA) provides electricity to the airport. Emergency generators provide electricity to essential SJU facilities during emergencies, which include runway lights and navigation aids.

The second category includes requirements associated with the movement and fuel consumption of air and ground vehicles. Aviation fuel is delivered to SJU through a pipeline from Puerto Nuevo. Fuel is stored in two separate fuel farms operated by private entities in the east quadrant of the airport. These fuel storage facilities are adequate to meet the current demand.

5.2.10 Light Emission

FAA Order 5050 4A requires that an airport sponsor shall consider the extent to which any lighting associated with an airport will create annoyances among people in the vicinity of the installation. None of the existing lighting systems at SJU (e.g., lighting associated with taxiway and connector, apron expansions, high intensity runway light [HIRL], etc.) create any known annoyance to people living around the Airport.

5.2.11 Solid Waste

Solid waste from the Airport consists mostly of material generated by users and tenants, waste generated by airlines, construction waste, and vegetative material. Solid waste management containers are located in the central sector of the Airport and are segregated in order to receive different types of waste.

5.2.12 Applicable Environmental Regulations

Laws and regulations are the principal mechanism by which environmental protection is conducted. In fact, as environmental legislation has developed during the past 30 years, the complexities behind environmental impacts and replacing their functions by creating natural systems have surfaced. These laws, in combination with the way in which regulatory agencies apply them, are the guiding principles behind the operation of Airport facilities and the development of infrastructure projects. What follows is a list of key environmental regulations that apply to the SJU operation and projects development:

- National Environmental Policy Act of 1969
- Endangered Species Act of 1973
- Fish and Wildlife Coordination Act of 1958
- National Historic Preservation Act of 1966
- Clean Water Act of 1972
- Clean Air Act of 1972
- Coastal Zone Management Act of 1972
- Farmland Protection Policy Act of 1981
- Marine Mammal Protection Act of 1972

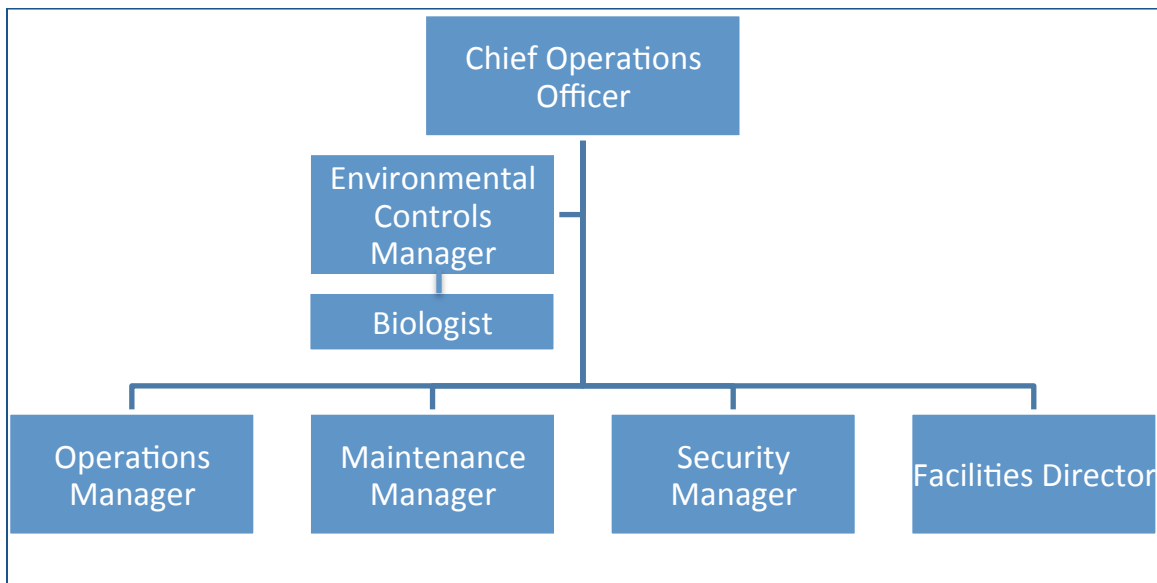
- Estuary Protection Act of 1968
- Federal Water Project Recreation Act
- Fishery Conservation and Management Act of 1976
- Submerged Lands Act of 1953
- Coastal Barrier Resources Act and Coastal Barrier Improvement Act of 1990
- Rivers and Harbors Act of 1899
- Magnuson-Stevens Fishery Conservation & Management Act of 1976
- Executive Order 11990, Protection of Wetlands
- Executive Order 11988, Flood Plain Management
- Executive Order 12898, Environmental Justice
- Executive Order 13089, Coral Reef Protection
- Executive Order 13112, Invasive Species

Other laws of the Commonwealth of Puerto Rico that also establish concurrent environmental requirements are:

- “Reglamento Conjunto de Permisos para Obras de Construcción y Usos de Terrenos” (2010)
- Water Quality Standards regulation of Puerto Rico (2010)
- Puerto Rico Wildlife Law (1999)
- Law 241 of 1999 (Wildlife Law)
- Planning Regulation Number 25 (Tree Planting and Removal Regulation)
- Atmospheric Pollution Control Regulation (1995)
- Noise Control Regulation (1987)
- Control of Erosion and Prevention of Sedimentation Regulation (1997)
- Hazardous Solid Waste Control Regulation (1998)
- Non-Hazardous Solid Waste Control Regulation (1997)
- “Ley del Programa del Patrimonio Natural de Puerto Rico” (1988)
- Puerto Rico Flood Prevention and Beach & Rivers Conservation Law (1968)
- Puerto Rico Wetland Designation Law (1998)
- Special Flood Hazard Areas Regulation (2010)
- Antique and Historic Zones Rule (2002)

5.3 Essential Staff

Airport sustainability encompasses the entire organization. Nevertheless, key staff have been identified in the Aerostar Environmental Sustainability Team chart, which can be found on the following page as Exhibit A.



5.3.1 The Chief Operations Officer

The Chief Operations Officer (or a designee) will:

- Ensure that the Environmental Sustainability Plan, and its amendments, adhere to Federal, Commonwealth, and local laws and regulations.
- Conduct semi-annual meetings with Key Staff of the Environmental Sustainability Plan to review all management activities and coordinate a review of the Environmental Sustainability Plan.
- Disclose responsibilities related to environmental sustainability practices to all Airfield tenants.
- Review proposals involving airside developments, security, landside developments, building construction, maintenance, and other activities to ensure that environmental sustainability practices are implemented where possible.

5.3.2 The Environmental Manager

The SJU Environmental Manager will be an integral part of the team in providing guidance to the Chief Operations Officer regarding environmental laws and regulations. Often serving as designee, such a position will:

- Ensure that the Environmental Sustainability Plan, and its amendments, adheres to Federal, Commonwealth, and local laws and regulations.

- Attend semi-annual meetings with Key Staff of the Environmental Sustainability Plan to review all management activities and coordinate a review of the Environmental Sustainability Plan.
- Chair, whenever the Chief Operations Officer is not available, the Environmental Sustainability Plan meetings.
- Assist in disclosing responsibilities related to environmental sustainability practices to all Airfield tenants.
- Review proposals involving airside developments, security, landside developments, building construction, maintenance, and other activities to ensure that environmental sustainability practices are implemented where possible.
- Work in conjunction with the Operations Manager, Maintenance Manager, and Security Manager in promoting environmental sustainability practices throughout SJU operations, enforce the Airport's environmental policy (to be developed), and assure compliance with all environmental laws and regulations.

5.3.3 The Facilities Director

The Facilities Director, in coordination with the Chief Development Officer, will ensure that all Airport development projects adhere to environmental sustainability practices.

The duties and responsibilities of such a position are:

- Promote environmental stewardship projects focused on renewable energy and sustainable buildings.
- Review proposals involving airside developments, security, landside developments, building construction, maintenance, and other activities to ensure that environmental sustainability practices are implemented where possible.
- Oversee construction projects and ensure that these comply with environmental regulations and Best Management Practices.

The aforementioned team will work with all SJU stakeholders to promote the Environmental Sustainability Plan development, implementation, and adaptive management measures.

5.3.4 Stakeholders

SJU has a wide variety of stakeholders ranging from operators, airlines, and tenants, to regulatory agencies and the general public. What follows is a list of stakeholders, in no particular order, that have been identified as part of the ongoing stakeholder involvement efforts:

- Aerostar
- Puerto Rico Ports Authority
- Federal Aviation Administration
- Transportation Security Administration
- U.S. Department of Transportation

- Government of Puerto Rico
- Airlines
- Cargo Operators
- Other SJU tenants and third-party landlords
- Passengers
- Vendors
- Federal, State, Regional, and Local government representatives
- Environmental regulatory agencies
- Law enforcement agencies
- Non-governmental organizations
- Local businesses
- Business-related Cooperatives, Unions, and other interest groups
- Adjacent communities, particularly Isla Verde, Los Angeles, and Piñes, among others
- Puerto Rico Tourism Company
- Contractors

The Aerostar team is determined to implement the following stakeholder engagement strategies:

- Maintain **open and honest** communications;
- Promote **collaborative participation** of all stakeholders in decision making processes;
- **Support the community** where we do business, particularly in the Municipality of Carolina;
- **Proactively engage** environmental regulatory agencies throughout their oversight, permitting, and enforcement efforts.

5.4 Scope

The objective of this section is to provide general information related to environmental sustainability efforts at SJU. Several evaluations are currently being conducted, which are necessary in order to fully understand SJU opportunities and constraints. Because of this, the following sections should be considered conceptual in nature and will be going through monthly revisions with the collaboration of stakeholders.

5.4.1 Goal Definition

According to the Airports Council International of North America, airport sustainability represents a holistic approach to managing an airport to ensure the economic viability, operational efficiency, natural resource conservation, and social responsibility (commonly referred to as EONS). Overall, Aerostar, the current SJU operator, is pursuing such airport sustainability standards in phases. Although a detailed Environmental Audit is currently

underway, several environmental sustainability issues have been identified and are being addressed. What follows is a list of the Environmental Sustainability goals at this stage:

- **Compliance with environmental permits:** All work conducted within SJU must have secured the necessary environmental permits.
- **Stormwater management:** Proactive collaboration should be pursued with the U.S. Environmental Protection Agency as part of the National Pollutants Discharge Elimination System (NPDES) Permit. Individual NPDES Permits and Stormwater Pollution Prevention Plans (SWPPP) that tenants may have, would be included in a Master SWPPP. The necessary SWPPP practices and required NPDES monitoring will be implemented at all times.
- **Special wastes management:** SJU will be kept free of abandoned containers. Such responsibility will be shared with tenants that generate special wastes, including but not limited to used oil, fuel, contaminated absorbent materials, paints, and unknown wastes.
- **Erosion control:** All areas within SJU will be kept with vegetation and avoiding bare ground. During construction projects, proper erosion and sedimentation control measures will be implemented and lawn will be incorporated as soon as possible.
- **Waste management:** Proper solid waste management techniques will be maintained, including the implementation of a recycling program at SJU. Education will be a key component in assuring that waste is deposited in the appropriate container.
- **Wildlife management:** Wildlife management will be proactive and limited to safety risks. Animal control will be performed via humane processes, while relocation and adoption will always be considered.
- **Energy efficiency:** Renewable energy alternatives will be evaluated and pursued where possible. Energy-efficient equipment will be integrated progressively to all areas within the Airport.
- **Vehicular traffic:** Vehicular traffic will be controlled and kept to a minimum.
- **Fueling related activities:** Significant controls will be pursued regarding the SJU fueling system. Collaboration with fuel operators will be persistent and internal inspections will be conducted in order to assure proper fueling, maintenance, and storage activities.
- **Tree and wetlands management:** A tree and wetland management plan will be completed in order to 1) identify critical management areas, 2) secure the necessary permits where necessary, 3) implement identified projects, and 4) facilitate long-term maintenance efforts.

5.4.2 Sustainability Assessment

A detailed Environmental Audit is currently underway, which will provide additional necessary information related to this section. At this stage, findings of our Sustainability Assessment are included in Section 5.2.

5.4.3 Program Evaluation / Development and Redevelopment

All new Airport programs and development projects will be reviewed by the Environmental Sustainability Plan Key Staff. It will be the responsibility of the Environmental Controls Manager to provide timely feedback to project proponents, senior management, and affected stakeholders regarding potential opportunities and constraints related to environmental sustainability. Where possible, stakeholders could also be engaged in the evaluation and/or decision-making processes.

All projects will be evaluated by a multidisciplinary team in order to promote economic viability, operational efficiency, natural resources conservation, and social responsibility of project developments. It is important to also integrate Airport safety and security standards to the evaluation process, which will also be pursued as part of all efforts at SJU.

5.4.4 Staff Training

A training program will be developed in order to educate all employees regarding environmental laws and regulations, as well as motivate stakeholders to participate in all environmental sustainability efforts. Efforts will be conducted to create an SJU Environmental Sustainability Team, which will be composed of a wide variety of SJU stakeholders. Such a team will promote targeted educational and public outreach activities throughout the year.

5.4.5 Recycling Plan

SJU will implement a phased recycling plan that will focus on the following:

Phase I: A recycling program will be implemented at Aerostar office. Paper and cardboard will be the initial focus. Plastics and aluminum will be incorporated after the initial stages.

Phase II: A recycling plan will be implemented for airline operations. The focus of this phase is to collect plastics and aluminum generated during flights to SJU. A container will be added to the central sector where other solid waste management containers are located. Integrated efforts must be conducted with interested airlines and service providers.

Phase III: The recycling plan for airlines will be extended to their landside operations. The strategy will be similar to Phase II, and will consist of adding an additional container solely for recycling for their use.

Phase IV: Subject to the success of Phases I through III, Phase IV will consist of **extending the recycling program opportunity to all SJU tenants and** concessionaires.

Phase V: Recycling containers will be located throughout SJU common areas for the use of the general public.

All recycling plan phases will be incorporated concurrently with significant educational and public outreach activities to assure the program's success.

5.5 Performance Schedule

From time to time the Environmental Sustainability Plan will be reviewed and revised by Aerostar to address those areas where the sustainability goals, as outlined in the Operating Standards, have not been met.

5.6 Updates and Reporting

This Environmental Sustainability Plan will be reviewed after new ideas and concepts are adopted or twice per year, whichever comes first. In order to utilize an adaptive management approach as part of this Environmental Sustainability Plan, an effective monitoring and communication program will be developed. Monitoring results will be used through an assessment process to determine whether the outcomes are consistent with the original goals and objectives of this plan.

See Appendix A for additional report information.



Section 6: **Safety and** **Safety Management Plan**

AEROSTAR
AIRPORT HOLDINGS, LLC

Section 6: Safety and Safety Management System Plan

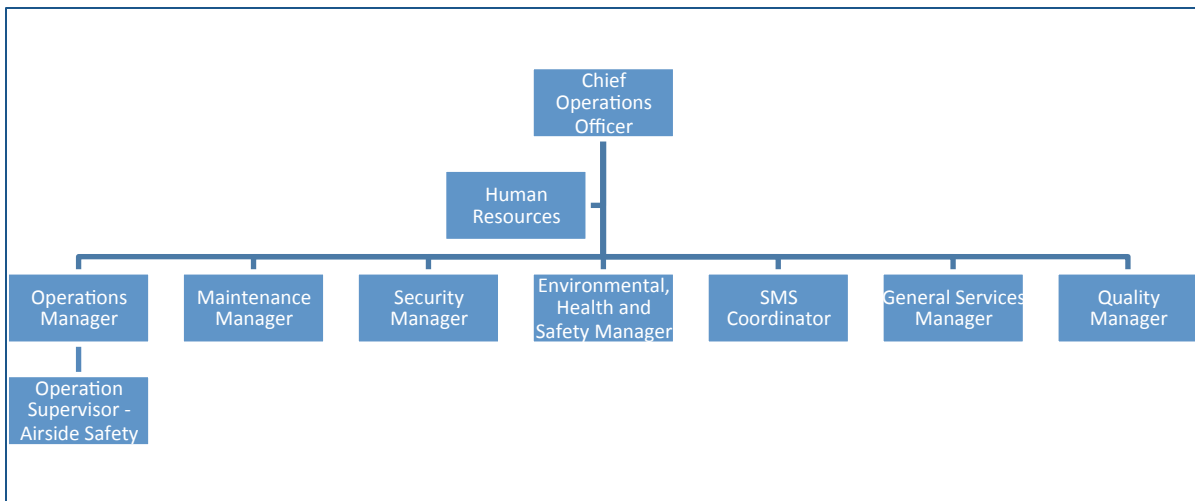
6.1 Objective of the Safety Plan

The objective of the Safety Plan is to ensure that Aerostar’s practices 1) prevent unsafe conditions for the general public and all airport employees and 2) provide the framework for identifying and mitigating safety issues as needs arise.

The Safety Plan shall be modified or revised by Aerostar as appropriate to address specific issues, needs, or concerns related to the Airport that develop over time and as required by relevant authorities with jurisdiction.

6.2 Essential Staff

Airport safety is everyone’s responsibility and encompasses the entire organization. Nevertheless, key staff regarding safety have been identified in the following Aerostar Safety Team chart:



6.2.1 The Chief Operations Officer

The Chief Operations Officer (or a designee) will:

- Ensure that the Safety Plan, and its amendments, adhere to Federal, Commonwealth, and local laws and regulations.
- Conduct semi-annual meetings of the Safety Plan Key Staff to review all management activities and coordinate a review of the Safety Plan.
- Disclose responsibilities related to safety practices to all SJU employees, tenants, and contractors.

6.2.2 Guidance Team for Chief Operations Officer

The SJU Environmental, Health and Safety Manager, in collaboration with Human Resources, will be an integral part of the team in providing guidance to the Chief Operations Officer. Often serving as a designee, such a position will:

- Ensure that the Safety Plan, and its amendments, adhere to Federal, Commonwealth, and local laws and regulations.
- Attend semi-annual meetings of the Safety Plan Key Staff to review all management activities and coordinate a review of Safety Plan.
- Chair, whenever the Chief Operations Officer is not available, the Safety Plan meetings.
- Assist in disclosing responsibilities related to safety practices to all SJU employees, tenants, and contractors.
- Work in conjunction with the Operations Manager, Maintenance Manager, General Services Manager, Quality Manager, and Security Manager in promoting safety practices throughout SJU operations; enforce the airport's safety policy (to be developed); and assure compliance with all laws and regulations.
- Integrate safety efforts with other Aerostar divisions.

6.2.3 The SMS Coordinator

The SMS Coordinator will:

- Work with the Environmental, Health and Safety Manager in developing a Safety Culture within the organization, which is the foundation to a solid SMS Program;
- Through the Safety Risk Management protocol, work with hazard identification, safety risk assessments, hazard tracking, and risk mitigation;
- Assess effectiveness of the mitigation strategies, and create safety data analysis reports, among others;
- Collect and analyze safety data, creating reviews and evaluations; and
- Coordinate trainings, share safety data, and disseminate lessons learned from the process implemented.

The aforementioned team will work with all SJU stakeholders to promote the Safety Plan development, implementation, and adaptive management measures.

6.2.4 Contact Number

Contact number: (787) 253-0979

6.3 Stakeholders

SJU has a wide variety of stakeholders ranging from operators, airlines, contractors, and tenants, to regulatory agencies and the general public. What follows is a list of stakeholders, in no particular order, that have been identified as part of ongoing stakeholder involvement efforts:

- Aerostar Management and staff
- Puerto Rico Ports Authority
- Federal Aviation Administration
- Transportation Security Administration
- Airlines
- Other SJU tenants and third-party landlords
- Passengers
- Vendors
- Environmental regulatory agencies
- Law enforcement agencies
- Contractors

6.3.1 Stakeholder Engagement Strategies

The Aerostar team is determined to implement the following stakeholder engagement strategies:

- Maintain open and honest communications;
- Promote collaborative participation of all stakeholders in decision making processes;
- Support the community where we do business, particularly in the Municipality of Carolina; and
- Proactively engage regulatory agencies throughout their oversight, permitting, and enforcement efforts.

6.4 Scope of the Safety Plan

This Plan will, at a minimum, address applicable OSHA regulations, CFR 139, AC 150/5200-18C, AC 150/5370-2F, and draft AC 150/200-37A.

6.4.1 Safety Training – Aerostar Employees

Aerostar employees will undergo the following safety training:

- All Aerostar employees will be notified and made aware of the Safety Training Program
- As appropriate, Aerostar employees will receive training at the required frequency for the following topics:
 - OSHA 10 & 30 Hours Outreach Trainings for General Industry
 - OSHA 10 & 30 Hours Outreach Trainings for Construction Industry

- Confined Space Entry and Rescue
- Construction Management Safety
- Electrical Safety
- Emergency Response Planning
- Fall Protection
- Fire Prevention
- Hazard Communication
- Hearing Conservation
- Office Safety Training
- Spill Prevention Control and Countermeasures
- Storm Water Pollution Prevention

The Safety department will maintain the required records and certifications.

6.4.2 Safety Committee

Each department will plan and hold a monthly safety meeting. The topics of the meetings will be appropriate for the work involved. The Department Manager will be responsible for recordkeeping and feedback to the employees on the issues raised.

Each month the Chief Operations Officer will convene a Safety Committee Meeting. Each Department Manager along with at least one employee of the Department will attend the meeting. This committee will address the following:

- Develop and review Safety Policies for effectiveness and legality.
- Coordinate the Safety Management System with the Safety Program.
- Review all reported accidents and make recommendations as a result of the reviews.
- Address other safety issues as they appear.

6.4.3 OSHA Recordkeeping

The Safety Department will be responsible for OSHA recordkeeping requirements.

6.4.4 Incident Reports

The Operations Department will investigate and prepare an Incident Report for all safety-related incidents.

6.4.5 Safety Management System (SMS)

An SMS program, per draft AC150/5200-37A, will be implemented. The regulation/policy is currently being developed for LMM.

6.4.6 Best Management Practices

SJU will adopt best practices as part of the overall safety assessment and SMS creation. An annual review will be conducted by the Safety Department of peer airports, federal/state agencies, or industries for practices which would improve the safety posture of the Airport.

6.4.7 Airport Construction Safety Policy

The Construction Safety Manual is available at the Airport Operations office. All contractors will be given a copy and will be briefed on its contents prior to construction commencement.

6.4.8 Self-Inspection Manual

Aerostar will perform the Airport self-inspection program as outlined in AC 150/5200-18C and the Airport Certification Manual.

6.5 Performance Schedule

From time to time, the Safety Plan shall be revised by Aerostar to reflect a good faith effort to make improvements in any areas, which have been subject to safety incidents throughout the applicable time frame. The revisions shall be made in an attempt to prevent the same type of incident from recurring.

6.6 Reporting Requirements

The Lessee shall prepare a summary of safety performance on an annual basis for inclusion in the Annual Report. The reporting shall indicate the rate of safety incidents relative to historical data as well as identify any deficiencies that need to be corrected and projects undertaken during the year to correct any safety issues. Finally, the reporting shall summarize the findings from the self-inspection program.

See Appendix A for additional report information.



Section 7: **Wildlife Hazard Management Plan**

AEROSTAR
AIRPORT HOLDINGS, LLC

Section 7: Wildlife Hazard Management Plan

7.1 Objective

The objective of the Wildlife Hazard Management Plan is to promote aviation safety for passengers and flight crews by reducing wildlife hazards and associated risks to aircraft and Airport operations caused by wildlife activities on and in the vicinity of the airport.

This Plan will meet the requirements of FAR Part 139.337.

7.2 Essential Staff

Exhibit A on the following page depicts the organizational chart for essential staff for this Plan:

7.3 Stakeholders

Refer to Appendix B.

7.4 Scope

All aspects of this scope are addressed in the Luis Munoz Martin International Airport (SJU) Wildlife Hazard Management Plan, which has been approved by the U. S. Department of Agriculture and the FAA.

7.4.1 The Wildlife Hazard Management Plan

See Appendix B for the Wildlife Hazard Management Plan.

7.5 Performance Schedule

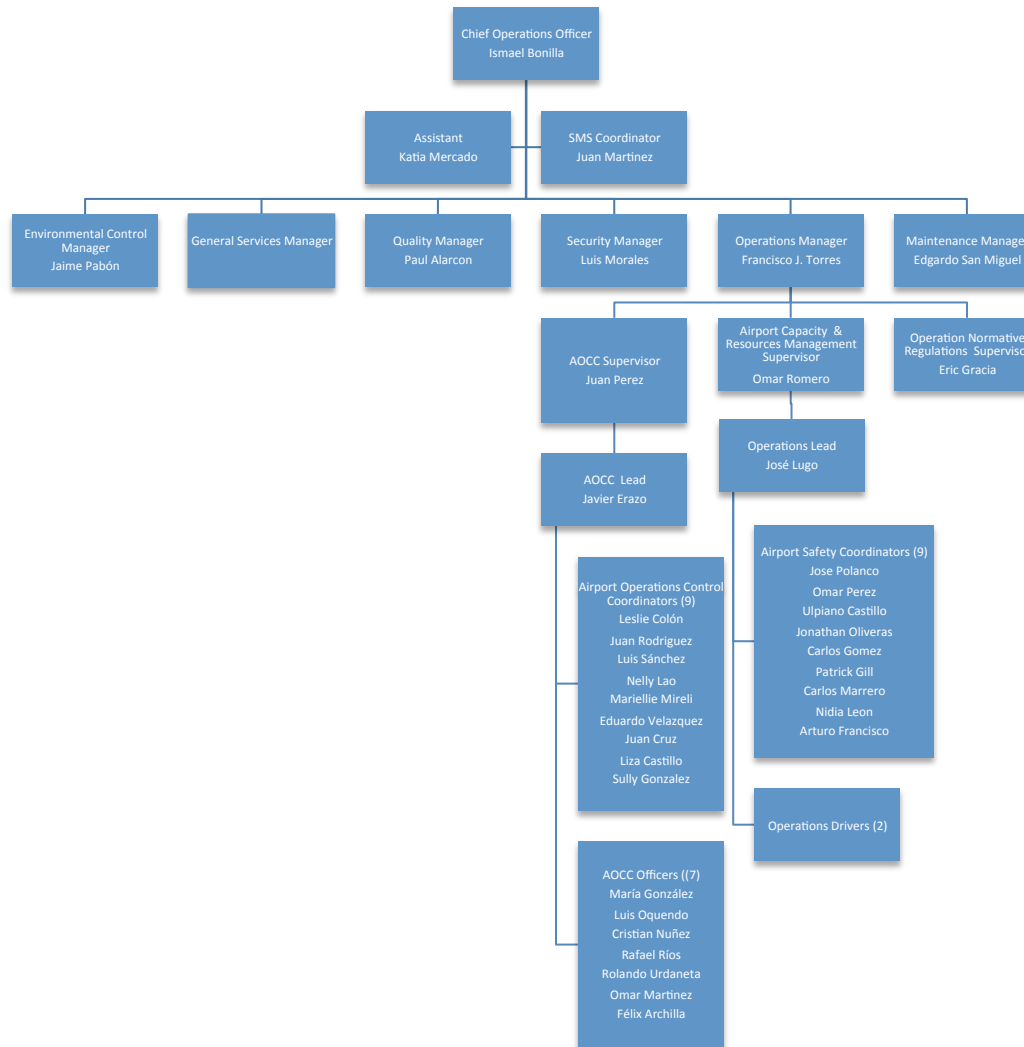
The Plan will be reviewed annually for effectiveness. Any revision will be subject to USDA and FAA review and approval.

7.6 Reporting Requirements

Aerostar will notify the FAA in writing of known or reasonably foreseeable land use practice on or near the Airport that attracts or may attract hazardous wildlife.

Exhibit 7-A Operations (Airside)

OPERATIONS PLAN





Section 8: Airport Security Plan

AEROSTAR
AIRPORT HOLDINGS, LLC

Section 8: Airport Security Plan

8.1 Objectives

The objectives of the Airport Security Plan are as follows:

- Comply with and maintain all requirements of 49CFR 1542.
- Comply with maintain all security requirements of FAR Part 139, Airport Certification.
- Assist and accommodate all law enforcement activity at the Airport.
- Establish an effective and consistent Airport awareness program of Airport security to employees, tenants, and public customers.

8.2 Essential Staff

Organizational Chart

Exhibit A on the following page depicts the organizational chart for the key staff for security operations.

8.3 Stakeholders

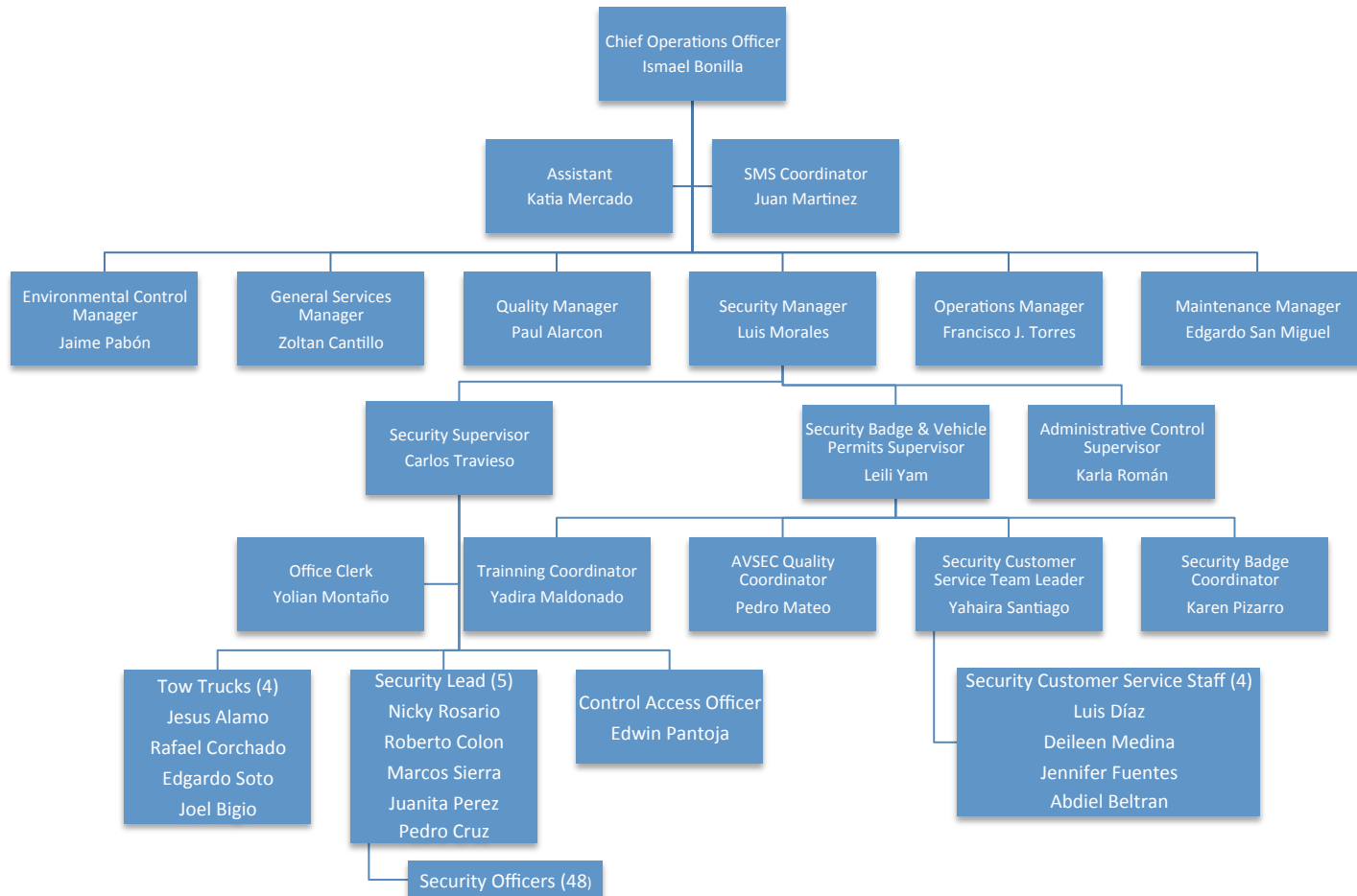
The stakeholders include the TSA, FAA, customs, Puerto Rico Police Department, Aerostar staff, Airlines, Airport tenants, Airport concessionaires, and the public.

8.3.1

Meetings, bulletins, email, and other correspondence will be utilized to inform stakeholders in a timely manner concerning security issues and security topics.

Exhibit 8-A Operations (Security)

OPERATIONS PLAN



8.4 Scope

8.4.1 Aerostar Security Department

Aerostar maintains a Security Department as part of the Airport Operations function. The Department typically has a staff of 70.

Major duties include:

- Maintain compliance with the requirements of CFR 1542.

This effort requires Aerostar to develop and maintain a TSA-approved Airport Security Plan. This plan would include, at a minimum, Airport airside access (including facilities), airside vehicle operation, identification media (including all approval, denial, issuing, recording, and revoking issues), unattended bag accommodation, crew access, and vendor and product inspection.

Note: Per Federal regulations, the contents of the TSA Security Plan are deemed Security Sensitive Information, and therefore can only be viewed by authorized personnel or with the approval of the TSA Federal Security Director at the Airport.

- The Department staff includes the Airport Security Coordinator and the alternate Airport Security Coordinator.
- The Department is responsible for all media identification functions including background checks, media issuing, auditing, record keeping, and revoking.
- The Department is responsible for all security incident reports.
- The Department monitors and inspects all access control points.
- The Department monitors all security alarm systems and CC-TV systems, which are controlled by Aerostar.
- The Department inspects all Airport facilities, including the perimeter fence for security compliance.
- The Department coordinates all security functions/issues with all other Aerostar departments.
- The Department interfaces and assists the TSA, Puerto Rico Police, and all other law enforcement agencies.
- The Department coordinates all security functions/issues with all other Aerostar departments.

The contact number for all security-related issues is (787) 253-2500 or (787) 791-1786.

8.4.2 Puerto Rico Police Department

The Puerto Rico Police Department is the designated Law Enforcement Agency at the Airport. A precinct office is located at the Airport and the typical number of staff is 65.

This department accommodates all TSA LEO requirements, including checkpoint presence and responsibilities.

The department patrols all Airport facilities, including buildings (occupied and unoccupied), perimeter fencing and gates, and public roadways.

8.5. Performance Schedule

The TSA-required Airport Security Plan will be amended as required by the TSA.

All other aspects of Airport security will be reviewed for effectiveness, and corrective action will be instituted as required.

8.6 Reporting Requirements

Aerostar will prepare a Security Assessment Report to summarize all reportable security incidents.

See Appendix A for report information.



Section 9:

Airport Emergency Management Plan

AEROSTAR
AIRPORT HOLDINGS, LLC

Section 9: Airport Emergency Management Plan

9.1 Objective of the Airport Emergency Management Plan

An Airport Emergency Management Plan must be developed and maintained which would address any natural or man-made event which may occur on or directly impact the Airport or adjacent property that is within the Airport or responsibility of the Airport, or may pose a threat to the Airport, or where the Airport has an obligation/responsibility to respond under a local/regional emergency plan or by a mutual aid agreement.

9.2 Essential Staff

See Appendix C.

9.3 Stakeholders

See Appendix C.

9.4 Scope of the Plan

As a certified airport under FAR Part 139, SJU is obligated to develop and submit an FAA-approved Airport Emergency Plan per 139.325 and as amplified by AC 150/5200-31C.

This Plan is attached as Appendix C.

9.5 Performance Schedule

The Plan shall be revised as required by the FAA or by local circumstances. Any revision would be subject to FAA approval.

9.6 Reporting Requirements

Aerostar shall prepare a summary of emergency incidents, training, drills, and exercises performed on an annual basis for inclusion in the Annual Report. The reporting shall identify any deficiencies that need to be corrected and projects undertaken during the year to correct any issues that arise from training, drills, or other activities.

See Appendix A for additional report information.



Section 10: Customer Service Plan

AEROSTAR
AIRPORT HOLDINGS, LLC

Section 10: Customer Service Plan

10.1 Objective

The objective of the customer service section of the Operations Plan is to define the responsibilities, procedures, and minimum requirements for the staff dedicated to customer service; it shall also provide guidance regarding staff training relating to customer service. Furthermore, the customer service section of the Operations Plan shall define a system for: (1) identifying customer concerns; (2) documenting and tracking concerns; and (3) establishing the action plan to mitigate and correct concerns.

10.1.1 Existing Conditions

Community Relations Program

The Authority, on behalf of itself or another governmental entity, reserves the right to operate its own community relations programs in addition to any community relations program conducted by Aerostar.

Artwork

The Airport currently has several different art exhibits and sculptures on display throughout the terminal and concourse areas. Some are fixed displays, while others are rotated on a periodic basis.

Aerostar shall, throughout the Term, maintain all permanent art exhibits and sculptures existing at the Airport as of the Bid Date in a manner at least consistent with that followed by the Authority as of the Bid Date. No such art exhibits or sculptures shall be removed or altered during the Term without the approval of the Authority, which shall be granted in cases of reasonable relocation, and which may be reasonably withheld, conditioned, or delayed in the Authority's discretion in the case of permanent removal. Notwithstanding the foregoing, Aerostar shall have the right to remove or alter such art exhibits or sculptures if required by Law or if necessary (either temporarily or permanently) in conjunction with construction work required or permitted under the Lease Agreement.

Chapel

Aerostar shall, at all times during the Term and at no cost to the Airlines or the public, provide a chapel at the Airport Facility substantially similar to the chapel provided at the Airport Facility as of the Bid Date.

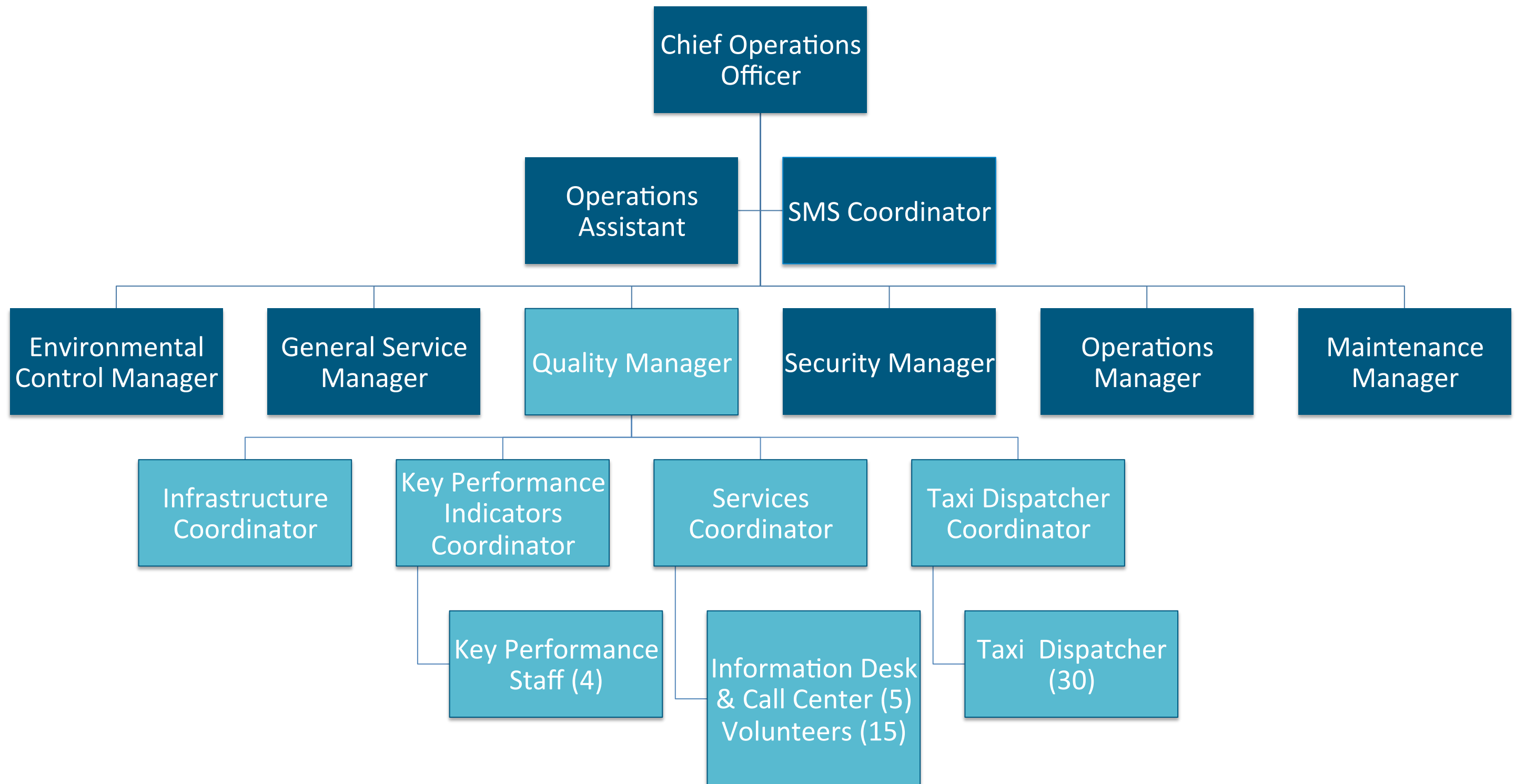
Tourism

Aerostar shall, at all times during the Term, provide the Puerto Rico Tourism Company with space to conduct its activities at the Airport Facility substantially similar to the space it is provided as of the Bid Date, under no less favorable terms as provided in the current agreement AP-04-05-4-203 between the Authority and the Puerto Rico Tourism Company, which agreement will be assumed by Aerostar pursuant to the Lease Agreement.

10.2 Essential Staffing

Exhibit A on the following page depicts an organization chart of the key staff relevant to this section.

Exhibit 10-A. Operations (Quality)



10.2.1 Responsibility

- The Quality Department and its manager will be in charge of optimizing the service quality offered by the Airport by timely prevention and detection of possible irregularities and analyzing the levels of service to maintain continuous improvement.
- The Services Coordinator is responsible for the quality of services and reliability of the information provide to the passengers.
- The KPI Coordinator is responsible for measuring and reporting each one of the waiting time indicators.
- The infrastructure Coordinator is responsible for the detection and follow-up on areas for improvement such as maintenance, general services, commercial, and IT departments.
- The Taxi Dispatcher Coordinator is responsible for the quality of taxi dispatcher service.

10.2.2 Participating Managers

- The Maintenance Manager is responsible for addressing and correcting detected irregularities. The Manager is also responsible for informing the Infrastructure Coordinator about proposed dates for the attention of such irregularities.
- The Concessions Manager is responsible for maximizing and maintaining the positive image of commercial areas inside the Airport.
- The general Services Manager is responsible for maintaining good communications with Airlines and other service providers in the Airport.
- The IT Director is responsible for having up-to-date and reliable technological and informational resources inside the Airport Facilities.

10.3 Stakeholders

The Airport identifies stakeholders as, at a minimum, Airline customer service representatives, Airport customer service personnel, Airline passengers, and the general public.

10.4 Scope of Customer Service Plan

10.4.1 Information Center

An Information Center will be established to assist passengers and users at the Airport with their questions and needs.

Training for Information Center

The staff of the Information Center will receive training in customer service techniques. Furthermore, the staff will be briefed on Airport and airline topics, which the public may inquire about.

Information Center Tasks

The Information Center will be responsible for the following tasks:

- Provide general Airport information to passengers or users.
- Receive passenger or user complaints and suggestions.

- Attend phone calls.
- Conduct daily counts on how many passengers are assisted and what the concerns were.
- Orientate passengers on procedures for lost and found items.
- Guide school tours, or other organizations, during activities.
- Support special events of VIP passengers or users.
- Enter daily events on logbook.
- Take KPI metrics.
- Follow established guidelines for bomb or terrorist threats.
- Participate in operations during emergencies or hurricanes.

10.4.1.2 Customer Complaint Process

The information center will receive complaints, suggestions, or opinions of users regarding the different services of the Airport such as: Airlines, porters, tours operators, commercial, or Government services. The goal of this program is to meet the passenger's expectation and to continuously improve the Airport's level of services.

Upon receipt of a passenger complaint, the Front Desk Officer will review that the complaint form has been completed as thoroughly as possible. The best available and practical technology will be utilized for the information transmission (i.e., form). Specific information concerning the complaint and the complainer is essential for complaint resolution.

The Front Desk Officer will complete the "Attention to passengers and users" form. The completed form with all associated documents will be forwarded to the Service Coordinator on a daily basis.

Upon receipt of the complaint, the Service Coordinator will contact the department, airline, or agency involved concerning the issue and will forward a copy of all documents for their review and reply. Additionally, the Coordinator will contact the citizen to confirm with them that the complaint is being reviewed and reply is forthcoming.

Once the Services Coordinator receives a reply from the airline, company, or department subject to the complaint, the Services Coordinator will contact the passenger or user with the solution. At this point, the complaint shall be considered closed.

See complaint and suggestions form on the following page:

Complaint Form

¡SU OPINIÓN CUENTA!

BIENVENIDO AL AEROPUERTO INTERNACIONAL LUIS MUÑOZ MARÍN

Queremos asegurarnos de que su experiencia en nuestro aeropuerto cumple o excede sus expectativas. Si tiene algún comentario o desea destacar algún servicio recibido, por favor, utilice esta hoja y envíenosla a: info@aerostarairports.com

Gracias y vuelva pronto!

OPINIÓN

Nombre _____

Dirección _____

Correo electrónico _____

Teléfono _____

Fecha / Hora _____

AEROSTAR
AIRPORT HOLDINGS LLC

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YOUR OPINION COUNTS!

WELCOME TO THE LUIS MUÑOZ MARÍN INTERNATIONAL AIRPORT

We want to make sure all your experiences at the airport meet or exceed your expectations. If you have a compliment or complaint about any of our services, please fill this single form or write us at info@aerostarairports.com

Thank you and come back soon!

OPINION

Name _____

Address _____

Email _____

Phone _____

Date / Time _____

AEROSTAR
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Suggestion Form

AEROSTAR AIRPORT HOLDINGS LLC		ATENCIÓN A PASAJEROS Y USUARIOS PASSENGER AND USER SERVICE				
FECHA / DATE		NOMBRE / NAME			NACIONALIDAD / NATIONALITY	
TELEFONO / TELEPHONE			EMAIL			
AEROLINEA / AIRLINE		No. DE VUELO / FLIGHT No.			TERMINAL	
PARA SER LLENADO POR PERSONAL CON TIA DEL AEROPUERTO / FOR INTERNAL USE ONLY						
EMPRESA / COMPANY			PUESTO / POSITION			
POR FAVOR, SELECCIONE UNA DE LAS SIGUIENTES OPCIONES: / PLEASE SELECT ONE OF THE FOLLOWING OPTIONS:						
QUEJA COMPLAINT	SUGERENCIA SUGGESTION	SERVICIO MEDICO MEDICAL SERVICE	ROBO THEFT	EXTRAVIDO LOST OBJECT	SERV. COMERCIAL COMMERCIAL SERVICES	OTROS ESPECIFIQUE OTHERS (PLEASE SPECIFY)
NO APLICA Y CANALIZAR A / NOT APPLICABLE, REFER TO:						
PROPORCIONE UNA BREVE DESCRIPCION DE LO SUCEDIDO						
TIEMPO Y RECURSOS INVERTIDOS EN ATENCIÓN AL EVENTO / TIME AND RESOURCES INVESTED TO SOLVE THE EVENT						
Hora inicio Start time:	Hora final End time:	Atendido por: Attending staff member:	Total de Recursos Total resources invested:			

10.4.1.3 Volunteers Program

The Airport has a hostess program to support the Information Center and provide passengers and users information and orientation about Airport facilities.

This voluntary program has approximately 20 positions.

10.4.1.4 Lost and Found

If a passenger or user notifies the Information Desk about an object that is lost, the Front Desk Officer must ask the following questions:

- What did you lose?
- When did you lose it?
- Where did you lose it?

If the passenger or user comments that the object was lost within the Airport's facilities, the user must complete the form entitled "attention to passengers and users" by checking the box for "Lost," detailing identifying information about the lost object, and indicating where and when it was lost, if known. Depending on the value of the object, it is recommended that the passenger or user make a report with the PRPD and confirm that the item is not in the Police lost and found inventory.

If the object was lost on the plane, the passengers should be advised to contact the airline directly. If the object was lost outside the premises of the Airport, the matter should be addressed directly with the company, taxi, etc. where object was lost.

If a user or passenger delivers a found object, the staff must fill out the form entitled "attention to passengers and users" by checking the corresponding box and immediately calling the PRPD at phone number (787) 791-0098 and reporting the item so that the Police can pick it up.

Lost Reports Originating from a Telephone Call, Email, or Website Email

The Services Coordinator shall keep a record of lost item claims received by telephone or email through the Aerostar webpage. If the claim does not have the appropriate information, the Services Coordinator must contact the claimant and collect all the necessary information concerning the article, and the claimant's full contact details. The Services Coordinator must explain to the claimant the procedure for lost or misplaced items at the Luis Muñoz Marín International Airport. The briefing will also include the procedures of the Puerto Rico Police Department's lost and found policy. The Services Coordinator will also contact the PRPD and TSA to ascertain if they have possession of the items.

Passengers can send an e-mail to lostandfound@aerostarairports.com or they can fill out the report through the Airport's website www.aeropuertosju.com

The Services Coordinator will submit details of monthly claims. These report will include how many items were successfully returned to the owner.

Below is an example of the claim form to be filled out and of the monthly report:

Claim Form for Lost Property

Luis Muñoz Marín International Airport - Inquiry form for lost property

If you are searching for a lost item, please complete this form:

Property Lost

Where did you lose your property?

 Airport Facilities

 Don't know

 Airplane

Please include the airline and flight number below

Please select the Terminal where your item was potentially lost

 Terminal A

 Terminal B

 Terminal C

 Terminal D

Please select all locations where your item was potentially lost

 Gate

No.

 Restroom

 Convenience Store

 Shops

 Security checkpoint

 Restaurant

 Taxi

 Parking

 Baggage Claim

If you lost your property in a restaurant or shops, please write the name below

When did you lose your property?

Month

Day

Year

Hour

Minutes

a.m. / p.m.

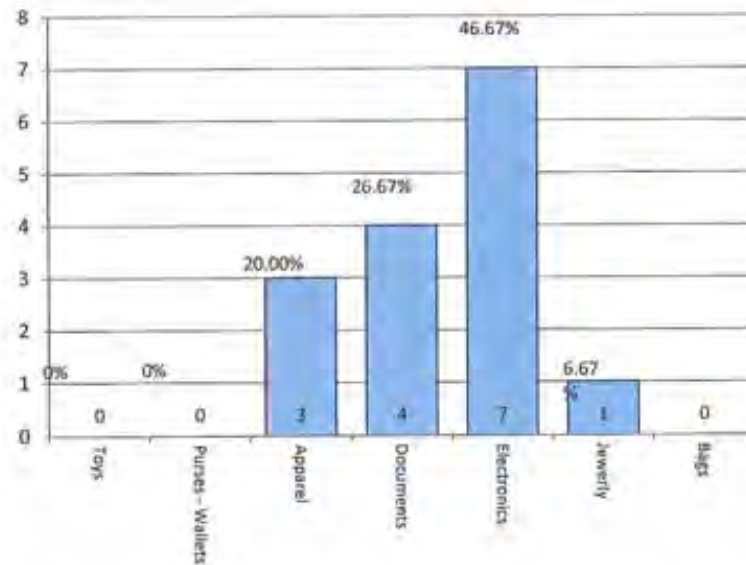
Please provide a description of the lost property (color, size, tag, brand, and its contents if applicable) and location details where the property was last seen and any other relevant details.

If you have a picture of your lost property please attach it:

Browse

If you desire, you can print this form and send a completed version to lostandfound@aerostarairports.com

Monthly Report for Lost Property



We received 15 e-mail from people looking for a lost item on the airport all of them were forwarded to Puerto Rico Police Department, TSA, CBP lost and found area to check if some of that items was returned. Two items were found and returned to the owner.

10.4.1.5 Guided Tours for Schools or Other Organizations

Aerostar Airports Holdings, LLC can provide guided tours of the Airport’s facilities to schools and other organizations upon request. To arrange a visit or tour, the institution has to submit an email to the Quality Department Manager in order to be briefed and reserve a tour.

Tours involving preschoolers or students will be accommodated inside the terminal buildings. Visitors will be greeted by the Airport’s customer services staff and security staff who will guide tours to the following areas:

- Public areas
- Security checkpoints
- Passengers waiting areas, gates and Terminal connecting hallways
- Boarding an aircraft (subject to airline permission and availability)
- Visit to the Airport Fire and Rescue Unit

At the end of the tour, souvenirs will be given to the visitors.

VIP or Dignitaries may be escorted by customer services staff upon request during special events or activities. Arrangements have to be made between the Quality Manager, Security Manager, and the Airport Authorities in order to expedite the VIP process.

10.4.2 Key Performance Indicator program

The Airport’s Quality Department is responsible for monitoring and ensuring that the different services and procedures executed inside of the Luis Muñoz Marín International Airport are carried out in the appropriate way so that its result is the most efficient. Their main purposes are to guarantee the satisfaction and conformity of the passengers during this pass through the airport, as well uphold the Airport’s image and reputation.

Measurements will be performed continuously during the different seasons of the year (with emphasis on high season), in order to have a record of historical data that enables staff to observe the behavior of Airport services and their efficiency.

Waiting Check-in Time Procedure

This procedure is used to measure the time it takes for a passenger to reach the first position available at the counter of the airline, or the airline’s kiosk for check-in. This measurement is carried out at the same time as the procedure to measure check-in time observed (described below).

The KPI Analyst will select the location, time, and airline for observation followed by the activities bellow:

Table 10.4.2.1 Queue Check - In Time Measurement		
No.	Activity	Responsible Party
1	Complete the essential data for form SJU-Q-KPI-001.	KPI Staff / Practicing
2	Identify the airline being measured.	
3	Record the number of positions and kiosks in service.	
4	Collect sample data every 15 minutes for one hour, thus obtaining a total of 4 samples.	
5	A sample of data includes the time it takes from when a passenger enters the service queue, until the passenger is accommodated at one of the positions or kiosks. The measurement is taken in minutes and seconds. For example, 1 minute and 15 seconds.	
6	Record result on form SJU-Q-KPI-001.	

Counter/Kiosk Service Time Procedure

This procedure measures the average time it takes for a passenger to check-in once a service agent or kiosk has been reached. The application of this procedure may be performed at any airline location throughout the airport.

For this activity, the analyst shall follow procedures listed in the table below:

Table 10.4.2.2 Ticketing Time Measurement		
No.	Activity	Responsible Party
1	Complete form SJU-Q-KPI-002.	KPI Staff / Practicing
2	Identify the airline, flights, and location being observation.	
3	Record the number of counter positions that are open compared to the total positions available for each airline tenant being measured.	
4	Record the number of kiosks available for each airline tenant being measured.	
5	Note the number of passengers waiting in line for the counter kiosk position being measured.	
6	Begin the sample when the first passenger in line presents their travel documents to the airline agent, or, if using a kiosk, the moment the passenger engages the kiosk device. (Start time)	
7	The sample ends when a passenger's check-in is complete and the passenger leaves the counter or kiosk. (End time)	
8	The data set for this activity shall include 3 samples for each airline position being measured. Staff must change positions after completing each set of data before conducting a new sample.	
9	Record result on form SJU-Q-KPI-001.	

TSA Travel Document Checker Wait Time Procedure

This procedure consists of measuring the time a passenger stands in queue after departing the Travel Document Checker until the first items are placed on the X-ray machine conveyor belt.

Table 10.4.2.3 Travel Document Checker Wait Time Measurement		
No.	Activity	Responsible Party
1	Completed form SJU-Q-KPI-001.	KPI Staff / Practicing
2	The procedure is to be performed in conjunction with the Passenger Screening Queue KPI.	
3	Record the number of TSA Travel Document Checkers (TDC's) that are on duty.	
4	Take 1 measurement every 10 minutes for a total of 6 consecutive samples.	
5	Each sample begins by identifying the time the passenger enters the security line (start time).	
6	Each sample ends when the same passenger surrenders their travel documents to the TDC agent or if 10 minutes has lapsed (end time).	
7	Record results on form SJU-Q-KPI-001.	

Passenger Screening Queue Wait Time Procedure:

This procedure measures the time it takes for a passenger to progress from the travel Document Checker (TDC) to placing the first items on the X-ray machine conveyor belt.

Table 10.4.2.4 Passengers Screening Queue Measurement		
No.	Activity	Responsible Party
1	Completed form SJU-Q-KPI-001.	KPI Staff / Practicing
2	The procedure is to be performed in conjunction with the TSA Travel Document Checker Wait Time KPI.	
3	Record the number of security lanes that are open. Record the numbers that are closed.	
4	Take 1 measurement every 10 minutes for a total of 6 consecutive samples.	
5	Each sample begins by the time a passenger is given back his travel documents by the TSA TDC agent (start time).	
6	The sample ends when the same place the first item in the X-ray machine conveyor belt (end time).	
7	Record results on form SJU-Q-KPI-001.	

Customs/Immigration Wait Time Procedure

This procedure measures the time a passenger is in line for Customs/Immigration inspection.

Table 10.4.2.5 Customs/Immigration Inspection Measurement		
No.	Activity	Responsible Party
1	Transfer the data from AWT CBP wait times to Excel.	KPI Staff / Practicing
2	Completed the provided forms for monthly projections.	
3	<p>Sample procedure:</p> <p>A. Upon a passenger clearing a Custom agent’s position, record start time (start time).</p> <p>B. Identify the 10th person in-line , including the person currently being processed.</p> <p>C. Upon that person being greeted by the customs agent for processing, record the end time (end time).</p> <p>D. If the sample time exceeds 15 minutes, record “greater than 15 minutes” as the sample result.</p>	
4	Records sample findings on forms provided.	

USDA Waiting Time Procedure

This procedure measures the time a passenger is in line for USDA inspection.

Table 10.4.2.6 USDA Inspection Measurement		
No.	Activity	Responsible Party
1	Complete form SJU-Q-KPI-004.	KPI Staff / Practicing
2	Record the number of USDA stations open.	
3	Record the number of USDA personnel at each open station.	
4	<p>Sample procedure:</p> <p>A. Record start time as passenger hands bag to USDA for inspection (start time).</p> <p>B. Identify the 10th person in-line, including the person currently being processed.</p> <p>C. Upon that passenger handing their bag to USDA for inspection, record the end time (end time).</p> <p>D. If the sample time exceeds 20 minutes, record “greater than 20 minutes” as the sample result.</p>	
5	Records sample findings on forms provided.	

Baggage Claim Performance Procedure

This measures the time from when an aircraft arrives at the gate, until the first and last pieces of luggage are deposited on to the in-bound bag claim belt.

Table 10.4.2.7 Baggage Claim Performance Measurement		
No.	Activity	Responsible Party
1	Complete form SJU-Q-KPI-003.	KPI Staff / Practicing
2	Identify the airline and flight number(s) involved.	
3	Record the name of the ground handling company, and the number of employees involved with unloading luggage (both luggage handlers and drivers).	
4	The measurement starts when the identified flight arrives at the gate and shuts off engines (start time).	
5	Records when first bag is placed on belt (interim time).	
6	Records when last bag is placed on belt (end time).	
7	Record any abuse in handling luggage.	

Dwell Time Procedure

This procedure is used to measure the passengers’ available time after pass through security screening process, and boarding aircraft. The measurement provides an approximate time frame that the passengers can use to visit convenience stores and/or duty free stores.

Table 10.4.2.8 Dwell Time Measurement		
No.	Activity	Responsible Party
1	Complete the essential data for form SJU-Q-KPI-006.	KPI Staff / Practicing
2	Identify the boarding pass number, boarding time, gate number, and time of sample.	
3	Select a sample of five passengers who have completed the security screening process and ask boarding time.	
4	A sample of data includes five samples from each terminal.	
5	Record results on form SJU-Q-KPI-006.	

Taxi Dispatcher Procedure

This procedure is used to measure the time taken to provide a taxi service to the arriving passengers.

The KPI Analyst will select the location, time, and terminal for observation followed by the activities below:

Table 10.4.2.9 Taxi dispatcher Measurement		
No.	Activity	Responsible Party
1	Complete the essential data for form SJU-Q-KPI-009.	KPI Staff / Practicing
2	Identify the terminal, location, and time of sample.	
3	The data set for this activity should include five samples for each taxi station being measured. The principal measurement is of the queue line, the secondary is the taxi travel within the Airport previous to reaching the loading passenger.	
4	Every five minutes time will be taken to measure how long it takes the last passenger in queue line to board a taxi.	
5	Record results on form SJU-Q-KPI-009.	

10.4.3 Infrastructure Coordinator

Infrastructure Inspections

The Terminals and associated areas are inspected on a daily basis for both maintenance issues and passenger experience. Within the Operation Department, the Infrastructure Coordinator is responsible for the inspection schedule and resulting process. The position reports directly to the Quality Manager who, in turn, reports to the COO.

Terminal buildings, the parking lot, waiting areas, and gardens and restrooms, among other areas, will be inspected by the Infrastructure Coordinator as a means to guarantee the quality of the service and positive experience at the Airport. The Infrastructure Coordinator will maintain constant communication with the Maintenance and Cleaning Departments in order to identify areas that require immediate attention.

The Infrastructure Coordinator will send via email a photographic report depicting areas for improvement that have been detected during the daily inspections and that could impact the safety and comfort of passengers and the image of the Airport.

The Infrastructure Coordinator will keep a log of inspection results, including the reports transmitted to Maintenance, Commercial, IT, and other departments affected.

Communication with the Quality Manager about the status of the areas for improvement will be relayed via the following: email, monthly reports, and periodic meetings with the affected department(s).

At the end of each month, the percentage of successfully completed projects will be verified in order to determine the progress by the affected departments. These results will be available for review and/or correction to determine resources needed to achieve the desired improvements.

The inspections will be executed with regularity and as frequently as needed. The minimum frequency is provided in the table below:

Area	Person responsible and minimum frequency	Observations
<p align="center">Terminal A</p>	<p align="center">Infrastructure Coordinator</p> <p>Twice a day, 3 times a week (1 primary inspection and follow-up inspection)</p>	<p>Primary Inspection: Detailed inspection of the facilities. The following areas will be inspected: Public and Sterile areas, TSA checkpoints, baggage claim restrooms, concessions and stores, connecting hallways, gates and boarding areas, passenger pickup/drop-off curbside, ground transportation waiting areas.</p>
<p align="center">Terminal B</p>	<p align="center">Infrastructure Coordinator</p> <p>Twice a day, 3 times a week (1 primary inspection and follow-up inspection)</p>	<p>Primary Inspection: Detailed inspection of the facilities. The following areas will be inspected: Public and Sterile areas, TSA checkpoints, baggage claim restrooms, concessions and stores, connecting hallways, gates and boarding areas, passenger pickup/drop-off curbside, ground transportation waiting areas.</p>

Terminal C	Infrastructure Coordinator Twice a day, 3 times a week (1 primary inspection and follow-up inspection)	Primary Inspection: Detailed inspection of the facilities. The following areas will be inspected: Public and Sterile areas, TSA checkpoints, baggage claim restrooms, concessions and stores, connecting hallways, gates and boarding areas, passenger pickup/drop-off curbside, ground transportation waiting areas.
Terminal D / E	Infrastructure Coordinator Twice a day, 3 times a week (1 primary inspection and follow-up inspection)	Primary Inspection: Detailed inspection of the facilities. The following areas will be inspected: Public and Sterile areas, TSA checkpoints, baggage claim restrooms, concessions and stores, connecting hallways, gates and boarding areas, passenger pickup/drop-off curbside, ground transportation waiting areas and Chapel
Parking lot	Infrastructure Coordinator Twice a week. (1 primary inspection and follow-up inspection)	Primary Inspection: Detailed inspection of the facilities including: access ramps, elevators, stairways, waste disposal containers, illumination, emergency exits, car rental facilities
Stairways, revolving doors and elevators	Infrastructure Coordinator Twice a month	Primary Inspection: Floors, carpeting, lights, permits, and general operating conditions
Jet Bridges	Infrastructure Coordinator Once a month	Primary Inspection: Floors, illumination, carpets, and general appearance.

Opportunities for Improvement Report

The Opportunities for Improvement Report is a document that it is sent via email to the different departments or management when an area is found to have irregularities during an inspection.

Example of a basic Opportunity for Improvement Report follows:

Opportunity for improvement Report Sample



Gerencia de Calidad

Oportunidad de Mejora

Núms. Control: **0178-14**

FECHA: 05 de junio de 2014

HORA: 12:30pm

LOCALIZACION: Terminal C, área estéril, pasillo de flujo frente Duty Free.

OBSERVACION: Junta Constructiva

ATENCION DE: Mantenimiento

Descripción: Se reporta junta constructiva parcialmente desprendida. Pasillo de flujos del Terminal C frente a tienda Duty Free, gate 22



Reportado por: Carlos Alemán – Coordinador de Infraestructura

10.4.4 Taxi Dispatcher

The Taxi Dispatcher service is provided to passengers arriving to the Luis Muñoz Marín Airport looking for a transport option secure with a fare rate.

Training for Taxi Dispatchers

The staff will receive training in customer service techniques. Furthermore, the staff will be briefed on Airport and airline topics, which the public may inquire about, and also on The Law No. 282 Touristic Transportation in Puerto Rico.

Taxi Dispatcher Tasks

The Taxi Dispatcher is responsible for the following tasks:

- Receiving the passenger in a proper manner
- Completing the taxi dispatch form “fixed rates from Luis Muñoz Marín International Airport to our destination”
- Requesting the type of taxi service needed for the passengers
- Dispatching the passenger in a cab with the form completed

See the form on the following page for fixed rates from Luis Muñoz Marín International Airport to your destination:



FIXED RATES FROM LUIS MUÑOZ MARÍN INTERNATIONAL AIRPORT TO YOUR DESTINATION
(Tarifas fijas desde el aeropuerto internacional Luis Muñoz Marín hacia su destino)

TOWN (Pueblo)	RATES (Tarifas)	TOWN (Pueblo)	RATES (Tarifas)	TOWN (Pueblo)	RATES (Tarifas)	TOWN (Pueblo)	RATES (Tarifas)
<input type="checkbox"/> Adjuntas \$147.00	<input type="checkbox"/> Aguada \$150.00	<input type="checkbox"/> Cidra \$75.00	<input type="checkbox"/> Coamo \$100.00	<input type="checkbox"/> Lajas \$170.00	<input type="checkbox"/> Larex \$105.00	<input type="checkbox"/> Quebradillas \$115.00	<input type="checkbox"/> Rincón \$155.00
<input type="checkbox"/> Aguadilla \$140.00	<input type="checkbox"/> Aguas Buenas \$57.00	<input type="checkbox"/> Comerío \$75.00	<input type="checkbox"/> Corozal \$69.00	<input type="checkbox"/> Las Marías \$140.00	<input type="checkbox"/> Las Piedras \$75.00	<input type="checkbox"/> Río Piedras \$63.00	<input type="checkbox"/> Río Piedras Metrado \$165.00
<input type="checkbox"/> Aibonito \$88.00	<input type="checkbox"/> Añasco \$145.00	<input type="checkbox"/> Dorado \$60.00	<input type="checkbox"/> Fajardo \$80.00	<input type="checkbox"/> Loíza \$50.00	<input type="checkbox"/> Luquillo \$72.00	<input type="checkbox"/> Sabana Grande \$165.00	<input type="checkbox"/> Salinas \$97.00
<input type="checkbox"/> Arecibo \$96.00	<input type="checkbox"/> Arroyo \$103.00	<input type="checkbox"/> Florida \$90.00	<input type="checkbox"/> Guánica \$155.00	<input type="checkbox"/> Manatí \$70.00	<input type="checkbox"/> Maricao \$160.00	<input type="checkbox"/> San Juan Metrado \$160.00	<input type="checkbox"/> San Germán \$160.00
<input type="checkbox"/> Barceloneta \$80.00	<input type="checkbox"/> Barranquita \$88.00	<input type="checkbox"/> Guayama \$95.00	<input type="checkbox"/> Guaynilla \$150.00	<input type="checkbox"/> Maunabo \$100.00	<input type="checkbox"/> Mayagüez \$160.00	<input type="checkbox"/> San Lorenzo \$65.00	<input type="checkbox"/> San Sebastián \$125.00
<input type="checkbox"/> Bayamón \$33.00	<input type="checkbox"/> Cabo Rojo \$175.00	<input type="checkbox"/> Guaymao \$31.00	<input type="checkbox"/> Gurabo \$69.00	<input type="checkbox"/> Moca \$130.00	<input type="checkbox"/> Morovis \$75.00	<input type="checkbox"/> San Sebastián \$105.00	<input type="checkbox"/> Santa Isabel \$50.00
<input type="checkbox"/> Caguas \$55.00	<input type="checkbox"/> Camuy \$110.00	<input type="checkbox"/> Hatillo \$100.00	<input type="checkbox"/> Hormigueros \$175.00	<input type="checkbox"/> Naguabo \$85.00	<input type="checkbox"/> Naranjito \$72.00	<input type="checkbox"/> Toa Alta \$50.00	<input type="checkbox"/> Toa Baja \$50.00
<input type="checkbox"/> Canóvanas \$46.00	<input type="checkbox"/> Carolina Metrado \$28.00	<input type="checkbox"/> Humacao \$77.00	<input type="checkbox"/> Isabela \$125.00	<input type="checkbox"/> Naranjito \$95.00	<input type="checkbox"/> Orocovis \$95.00	<input type="checkbox"/> Trujillo Alto \$28.00	<input type="checkbox"/> Utuado \$115.00
<input type="checkbox"/> Cataño \$28.00	<input type="checkbox"/> Cayey \$70.00	<input type="checkbox"/> Isabela \$125.00	<input type="checkbox"/> Jayuya \$135.00	<input type="checkbox"/> Patillas \$95.00	<input type="checkbox"/> Peñuelas \$140.00	<input type="checkbox"/> Vega Alta \$55.00	<input type="checkbox"/> Vega Baja \$65.00
<input type="checkbox"/> Ceiba \$80.00	<input type="checkbox"/> Ciales \$85.00	<input type="checkbox"/> Juana Díaz \$110.00	<input type="checkbox"/> Juncos \$65.00	<input type="checkbox"/> Piñones Metrado \$125.00	<input type="checkbox"/> Ponce \$125.00	<input type="checkbox"/> Villalba \$123.00	<input type="checkbox"/> Yabucoa \$91.00
<input type="checkbox"/> Yauco \$155.00							
ZONE (Zona)	HOTELS (Hoteles)						
<input type="checkbox"/> 2 Isla Verde \$10.00	Borinquen Beach Inn Casa de Playa Casa Mathiessen Inn Coqui Inn Hotel Coral by the Sea		Court yard by Marriott Isla Verde El Mango Inn El Patio Guest House El San Juan Hotel Embassy Suites Hotel		Empress Ocean Front ESJ Towers Green Isle Inn Hampton Inn and Suites Howard Johnson Hotel		Intercontinental San Juan La Playa Hotel Ritz Carlton San Juan San Juan Water & Beach Club Verdanza Hotel Villa del Sol Hotel
<input type="checkbox"/> 3 Ocean Park Condado Miramar \$15.00	Acacio Seaside Inn Aleli by the Sea Arcade Inn At the Wind Chimes Inn Atlantic Beach Hotel Casa del Caribe Comfort Inn San Juan Condado Palms Hotel Conrad San Juan		Coral Princess Inn Court yard by Marriott Miramar Doubletree by Hilton SJ El Canario by the Lagoon Sandy Beach Hotel El Canario Inn El Prado Inn Embassy Guest House Hosteria del Mar		Iberia Hotel L'Habitación Beach Guest House La Concha Renaissance Le Consulat Hotel Miramar Hotel Hotel Las Américas Número 1 on the Beach Oceanía Hotel Playero Olimpo Court Hotel		Olive Boutique Quality Inn El Portal La Playa Hotel Radisson Ambassador Plaza San Juan Beach Hotel San Juan Plaza Hotel SJ Marriott Resort Stellaris Tres Palmas Inn Tu Casa Guest House
<input type="checkbox"/> 4 Old San Juan Piers \$19.00	Caleta Guest House Caribe Hilton Hotel Casa Blanca		Panamerican East & West Piers Casa Candeia Chateau Cervantes Dal'Hoase Hotel		San Juan Park Hotel El Convento Hotel Gallery Inn Hotel Howard Johnson Plaza de Armas		Milano Hotel San Juan Suites Hotel Sheraton Old San Juan
<input type="checkbox"/> 5 \$15.00	Convention Center		Isla Grande Airport		Sheraton Convention Center		
AREAS OF INTEREST (Áreas de Interés)							
<input type="checkbox"/> Plaza Las Américas \$18 <input type="checkbox"/> Coliseo José Miguel Agrelot \$14 <input type="checkbox"/> Prime Outlets (Barceloneta) \$80 <input type="checkbox"/> Plaza Carolina \$14 <input type="checkbox"/> Beltz Outlets (Canóvanas) \$46							
SUBTOTAL \$							

Gas surcharge approved by PRTC (Cargo de gasolina aprobado por C.TPR)	COST (Costo)
Operator's charge (Cargo del Operador)	\$2.00
All night services (10:00pm to 6:00 am) will have an additional charge of \$1.00 (Todo servicio nocturno (10:00pm a 6:00am) conllevará un cargo adicional de \$1.00)	\$1.00
PASSENGERS (Pasajeros)	\$
<input type="checkbox"/> 1 - 5 passengers \$0 (1 - 5 pasajeros \$0) <input type="checkbox"/> 6 passengers \$2.00 (6 pasajeros \$2.00) <input type="checkbox"/> 7 passengers \$4.00 (7 pasajeros \$4.00)	
A \$2 charge p/p will apply for the 6th and 7th passengers. (Un cargo de \$2 p/p se cobrará por el sexto y séptimo pasajero)	
BAGS (Maletas)	\$
<input type="checkbox"/> A \$1 charge will apply to each piece of luggage, each pet, surfboard or musical instrument. (Se cobrará \$1 por cada maleta, mascota, tabla de surf o instrumento musical).	
OTHERS (Otros)	\$
<input type="checkbox"/>	
Please write down the license plate of the vehicle you will use. In case of claim, it would be necessary to provide this information. (Favor de anotar la tabilla del vehículo que utilizará. En caso de alguna reclamación, será necesario que provea esta información.)	
Tolls and tips are not included. (Los peajes y propinas no están incluidos)	
Rates approved by (Tarifas aprobadas por)	
License plate (Número de tabilla)	
TOTAL: \$	

If you need assistance please call: (787)289-7240 or write us info@aerostarairports.com. Visit us at www.airportsju.com.
(Si necesita asistencia, por favor llame al (787) 289-7240 o escribanos a info@aerostarairports.com. Visítenos en www.aeropuertoju.com.)

10.4.5 Airport Website

Aerostar provides and maintains an Airport website for public use. At a minimum, the site includes a passenger terminal map, an Airport map depicting access roads, directions to/from the Airport, contact information, a customer service page, site map for the website, and security information for passengers.

The web provided is www.aeropuertosju.com or www.airportsju.com

10.4.6 Performance Schedule

From time to time, the customer service section of the Operation Plan should be revised by Aerostar to reflect a good faith effort to make improvements in areas where customer service has not met the standards of the Lease Agreement, as identified in the annual reporting described in section 10.5.6.

10.4.7 Reporting Requirements

Aerostar shall prepare a Level of Service Report on an annual basis. The report shall document the findings of an annual survey of passengers regarding: airport access, automobile parking, terminal curb front, passenger check-in, passenger security screening, terminal concessions, departure hold rooms, baggage claim, and Airport signage and way finding. The Level of Service Report shall indicate whether the function is providing excellent, good, fair, or poor levels of service. The Level of Service report shall report the percentage of responses for each of the categories. Functions that received a grade of “poor” from 20% or more respondents must be addressed. Aerostar’s goal shall be to receive “excellent” or “good” feedback on each facility from at least 80% of respondents.

See Appendix A for additional reporting information.



Appendix A:
**Form of Operational
Performance Metrics
Report:**
**Luis Muñoz Marín
International Airport**

AEROSTAR
AIRPORT HOLDINGS, LLC

APPENDIX A

**FORM OF OPERATIONAL PERFORMANCE METRICS REPORT:
LUIS MUÑOZ MARÍN INTERNATIONAL AIRPORT**

This appendix provides outlines for the various reports required by these Operating Standards. The reports may include material beyond that listed, but they should at a minimum address the items listed in the following tables.

Operational Performance Report		
Category	Metric	Standard
Airfield		
Airfield / Airport operations	Visual airfield inspections	Once per 8 hour shift
	Visual terminal / landside inspections	Once per 8 hour shift
	Fueling inspections	Observation during fueling operation
	Field condition reports—standard day	Once per 8 hour shift
	Pavement friction testing—standard day	Weekly
	Airfield lighting and signs maintenance	Daily in accordance with ACM; airfield lighting must be routinely checked for continuous operation; immediate repairs required
Runways	Unscheduled runway closures	Less than the historical mean for the last five years
	Incursions by vehicles or pedestrians	Zero
	Pavement rubber removal	See FAA Advisory Circular 150/5320-12C

Operational Performance Report		
Category	Metric	Standard
Passenger terminal complex		
Check-in queue	Area per passenger	IATA level of service C, at a minimum (a)
Waiting/circulation area	Area per passenger	IATA level of service C, at a minimum
Passport control	Area per passenger	IATA level of service C, at a minimum
Baggage claim area	Area per passenger	IATA level of service C, at a minimum
Maximum queue time	Minutes	See IATA Table #9.7 (a)
Public restrooms	Cleanliness – average number of cleanings per day per restroom	16 cleanings per day, 1 attendant per bathroom
	Supervisor inspections of restrooms per 8 hour shift	2 inspections per restroom per shift
Aircraft apron	Lead-in line markings	Twice per year
	Stop line markings	Twice per year
	Safety envelope markings	Twice per year
	Ramp lighting	Weekly inspection, repair lights within 24 hours notice
	Lightning protection	Monthly inspection, repair within 24 hours notice
Loading bridges	Doors	5 minute response time, 1 hour repair
	Overall functionality	Response time: 5 minutes; Repair: 2 hours, when possible
	Ground power	Response time: 15 minutes; Repair: 2 days
	Potable water	Response time: 15 minutes;

Operational Performance Report		
Category	Metric	Standard
		Repair: 2 hours
	Pre-conditioned air	Response time: 15 minutes; Repair: 2 days
Baggage handling system	Outbound baggage; Inbound baggage; Baggage claim devices	Response time: 5 minutes; Repair: 2 hours
Passenger conveyance systems	Elevators/escalators/moving walkways	Response time: 30 minutes; Repair: 4 hours
USDA Booths	Hours of operation	4 hours prior to first departure of the day through the time of the last scheduled departure of the day
Federal Inspection Services	Hours of operation	from the first scheduled arrival time to the last scheduled arrival
Flight information displays	Overall functionality	Response time: 2 hours; Repair: 2 hours
Paging systems	Gate paging system	Response time: 5 minutes; Repair: 2 hours
	Terminal-wide paging system	Response time: 5 minutes; Repair: 2 hours
Terminal building climate	Temperature between 70 and 74 degrees Fahrenheit	Response time: 30 minutes; Repair time: 3 days
Terminal building power	Emergency generators	Inspection: bi-weekly
Terminal building janitorial	Clean floors of public walkways, departure holdrooms, passenger loading bridges, and all public areas	Daily; respond to spill incidents as required
Terminal building waste removal	Empty waste receptacles; replace liners	As needed on a daily basis

Operational Performance Report		
Category	Metric	Standard
Ground transportation and parking		
Vehicle departures curb	Percentage of double-parked vehicles	10%
Vehicle arrivals curb	Percentage of double-parked vehicles	10%
Taxicabs	Maximum wait time (minutes)	5
Parking lot shuttles	Maximum wait time (minutes)	10
Hourly vehicle parking	Maximum number of hours per year the lot is full or closed	1%
Daily vehicle parking	Maximum number of hours per year the lot is full or closed	10%
Economy vehicle parking	Maximum number of hours per year the lot is full or closed	0%
<i>(a) International Air Transport Association Airport Development Reference Manual, 9th Edition.</i>		

Facilities Condition Assessment	
<p>Assessed facilities should be classified using the following categories:</p> <p>Excellent – no operational deficiencies, minimum standards exceeded;</p> <p>Good – minor operational deficiencies, minimum standards exceeded or met;</p> <p>Fair – minor operational deficiencies, most minimum standards met, some capital improvements or corrective actions should be considered, intermediate-term improvements should be identified;</p> <p>Poor – significant operational deficiencies, facility is failing to meet minimum standards, capital improvements or corrective actions must be taken in near-term;</p> <p>Critical – major operational deficiencies, urgent corrective action must be undertaken, and/or safety issues are present. This category may also include improvements mandated by new laws or regulations.</p>	
Buildings	Inspect all on-Airport buildings from a safety and operational perspective: all safety issues must be identified for resolution by the Lessee as soon as possible.
Building systems	<p>Inspect all on-Airport building systems from a safety and operational perspective.</p> <p>Building systems include mechanical, electrical, communication, and plumbing systems.</p> <p>This work should be carried out by a licensed engineering firm that specializes in building systems (see Section 4.4.7 for further information regarding the details regarding the retention of the licensed engineering firm).</p>
Equipment	Inspect all Airport equipment (e.g. maintenance equipment) from a safety and operational perspective: all safety issues must be identified for resolution by the Lessee as soon as possible.
Utilities	Inspect critical on-Airport utilities, including storm sewer, sanitary sewer, electrical, water, and communication.
Airfield pavements	Field inspection of airfield pavements, including runways, taxiways, aircraft aprons, and vehicle service roads.
Capital improvement recommendations (immediate)	Recommendations to the Lessee in terms of capital improvements that should be carried out immediately due to safety concerns.
Capital improvement recommendations (future)	Recommendations to the Lessee in terms of near-, intermediate- and long-term capital improvements.

Air Traffic Summary	
The Air Traffic Summary (ATS) would provide monthly detail and month-over-month / year-over-year comparisons for each of the data listed below.	
Aircraft Operations	
Annual Operations	All commercial operations (both passenger and cargo)
	All general aviation operations
	All military operations
	All operations
Peak Month Operations	All commercial operations (both passenger and cargo)
	All general aviation operations
	All military operations
	All operations
Peak Month Average Day Ops (Peak Month/31 days)	All commercial operations (both passenger and cargo)
	All general aviation operations
	All military operations
	All operations
Peak Hour Operations	All commercial operations (both passenger and cargo)
	All general aviation operations
	All military operations
	All operations
Commercial Fleet Mix	Wide body jet (%)
	Narrow body jet (%)
	Regional jet (%)
	Turboprop (%)
General Aviation Fleet Mix	Jet (%)
	Turboprop (%)
Non-stop Markets	Number of domestic markets
	Number of int'l markets
Commercial Activity	
Passenger load factor	The number of revenue passengers expressed as a percentage of available seats, which represents the proportion of airline

	output that is actually consumed.
Annual Passengers	Domestic passengers
	International passengers
	O&D passengers
	Connecting passengers
	Total passengers
Peak Month Passengers	Domestic passengers
	International passengers
	O&D passengers
	Connecting passengers
	Total passengers
Peak Month Average Day Passengers	Domestic passengers
	International passengers
	O&D passengers
	Connecting passengers
	Total passengers
Peak Hour Passengers	Domestic passengers
	International passengers
	Departing passengers (1)
	Arriving passengers (1)
	All passengers
Cargo activity	Enplaned cargo tonnage
	Deplaned cargo tonnage
	Total cargo tonnage
Airport Users (Tenants)	
Passenger Airlines	US-based airlines
	Foreign-based airlines
Cargo Airlines	All-cargo airlines
General Aviation (GA)	Based aircraft (GA)
	Fixed Base Operators

Capital Improvement Program	
<p>The Capital Improvement Program (CIP) should outline the near-, intermediate-, and long-term projects planned to address the findings of the Facilities Condition Assessment (FCA) and any other planning studies (e.g. master plan) conducted by the Lessec, and should be submitted to the Authority on an annual basis for their approval.</p>	
Executive summary, introduction, and background	Description and summary of CIP contents.
Methodology	Summary of the methodology used to prioritize the capital improvements and identification of the studies or work done to identify the capital improvements.
Corrective action plan	<p>For all facilities assessed within the FCA as fair, poor, or critical, a corrective action plan must be identified within the CIP. The improvements recommended as part of the action plan should be prioritized, using the following categories:</p> <p>Critical – capital improvements should be executed immediately or as soon as practical;</p> <p>High – capital improvements should be executed in the near-term;</p> <p>Low – capital improvements may be warranted in the near-term to realize operational efficiencies, but may be elective to some extent.</p>
Near-term capital improvement project descriptions	Recommendations for planned capital improvements for the next five years with the greatest detail regarding projects to be completed in the first year of the CIP.
Cost estimates	<p>Probable cost estimate for each of the planned capital improvements for all projects for the near- and intermediate-terms (0-10 years); including identification of probable funding sources.</p> <p>For the long-term, potential capital improvement projects (as they are identified) should be listed along with order of magnitude cost estimates.</p>

Sustainability Report	
The Sustainability Report* shall document the Airport's environmental goals and achievements, and measure progress against environmental goals and historical performance.	
Introduction	This section should describe the Airport's sustainability policy and sustainability program.
Sustainability goals and achievements	Descriptions of the Airport's goals and achievements, which may include, but are not limited to, the following categories:
<ul style="list-style-type: none"> • Climate change 	<ul style="list-style-type: none"> • Goals and achievements related to reducing contributions to climate change.
<ul style="list-style-type: none"> • Energy conservation 	<ul style="list-style-type: none"> • Goals and achievements related to reducing energy use - including use of renewable resources.
<ul style="list-style-type: none"> • Water conservation 	<ul style="list-style-type: none"> • Goals and achievements related to reducing consumption of water resources.
<ul style="list-style-type: none"> • Natural resources management 	<ul style="list-style-type: none"> • Goals and achievements related to the protection of natural habitats and wildlife populations.
<ul style="list-style-type: none"> • Solid waste reduction / recycling 	<ul style="list-style-type: none"> • Goals and achievements related to minimizing solid waste and recycling collected waste products.
<ul style="list-style-type: none"> • Air quality 	<ul style="list-style-type: none"> • Goals and achievements related to the Airport's efforts to minimize emissions.
<ul style="list-style-type: none"> • Noise 	<ul style="list-style-type: none"> • Goals and achievements related to reducing aircraft noise impacts in areas surrounding the Airport.
<ul style="list-style-type: none"> • Hazardous materials 	<ul style="list-style-type: none"> • Goals and achievements related to the reduction of hazardous materials use by the Airport and tenants.
<ul style="list-style-type: none"> • Historical performance 	<ul style="list-style-type: none"> • Comparison of current and historical sustainability achievements.
*The Sustainability Report may be included as a subsection of an Annual Report prepared by the Lessee.	

Safety Report	
The Safety Report* shall document the Airport's safety performance on an annual basis.	
Introduction	Description of the Airport's safety policy and historical performance.
Safety incidents	Identification of safety incidents relative to historical data.
Safety risks	Safety deficiencies to be corrected in the upcoming period.
Self-inspection summary	Results of self-inspection program conducted in accordance with FAA Advisory Circular 150/5200-18C.
*The Safety Report may be included as a subsection of an Annual Report prepared by the Lessee.	

Security Assessment Report	
The Security Assessment Report* shall document the Airport's security performance on an annual basis.	
Introduction	Summary of the Airport Security Plan.
Security incidents	Summary of all security incidents occurring during the reporting period.
Proposed program changes	Identification of potential changes to the Airport Security Program to prevent or mitigate future incidents.
*The Security Assessment Report may be included as a subsection of an Annual Report prepared by the Lessee.	

Emergency Report	
The Emergency Report* shall document the Airport's actual and simulated emergency response performance on an annual basis.	
Introduction	Summary of the Airport's Emergency Plan. This section should also include significant historical emergency incidents.
Emergency incidents	Emergency incidents occurring during the reporting period.
Training	Summary of emergency incidents, training, drills, and exercises performed during the reporting period.
Deficiencies	Deficiencies noted during emergency incidents, training, drills, and exercises.
Corrective measures	Correction of deficiencies noted, and emergency related projects to be undertaken during the next reporting period.
*The Emergency Report may be included as a subsection of an Annual Report prepared by the Lessee.	

Level of Service Report	
A Level of Service Report* should be prepared annually and address the following functional areas and summarize the results of the customer service survey.	
Airport functional area	Component
Airport access / parking	Signage and way finding to and from Airport
	Economy parking availability
	Short-term parking availability
	Terminal curb front congestion
	Way finding to / from rental car facilities
Passenger ticketing	General appearance and cleanliness
	Customer service from airport employees
	Wait times and congestion
	Overall ticketing lobby experience
	Signage and way finding
Passenger security screening	Customer service from security personnel
	Wait time and congestion
Departure holdrooms	General appearance and cleanliness
	Access to flight information
	Availability of seating
	Space available and passenger circulation
	Availability of concessions

Airport functional area	Component
Terminal concessions	General appearance and cleanliness
	Adequacy of food and beverage options
	Adequacy of retail options
	Adequacy of news and gift options
	Customer service by Lessee employees
Terminal restrooms	General appearance and cleanliness
	Adequacy pre-security and post-security
	Walking distance to restrooms (accessibility)
Baggage claim	General appearance and cleanliness
	Information regarding baggage claim device
	Wait time for retrieval of luggage
	Space available and passenger circulation
	Way finding from gate to baggage claim area
	Way finding from baggage claim area to ground transportation
	Availability of concessions
*Report may be included as a subsection of an Annual Report prepared by the Lessee.	



Appendix B: **Wildlife Hazard** **Management Plan**

AEROSTAR
AIRPORT HOLDINGS, LLC

LUÍS MUÑOZ MARÍN INTERNATIONAL AIRPORT (SJU) WILDLIFE HAZARD MANAGEMENT PLAN

CFR Title 14 FAR Part 139.337

Developed by:

AEROSTAR AIRPORT HOLDINGS, LLC
for the
LUÍS MUÑOZ MARÍN INTERNATIONAL AIRPORT
Carolina, 00979, Puerto Rico

In Cooperation with:

**U.S. Department of Agriculture
Animal and Plant Health Inspection Service
Wildlife Services
School of Forestry and Wildlife Sciences
602 Duncan Drive
Auburn University, AL 36849**

2013

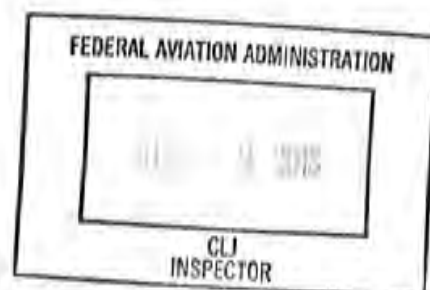
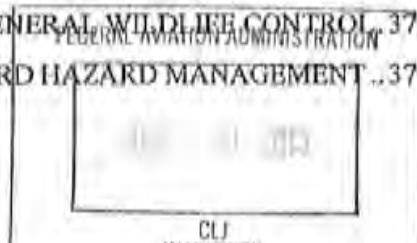


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A

Code of Federal Regulations (CFR) Title 14
FAR Part 139.337

B

FAA Certificate 97-09 Wildlife Hazard
Management Plan Outline

C

Advisory Circular No. 150/5200-33 Hazardous
Wildlife Attractants on or Near Airports

D

MOU between USDOT, FAA, USDA-APHIS-
WS

E

The New Wildlife Law (211 of August 15,
1999)

F

Federal Code Related to Migratory Birds and
Permitting

G

Threatened and Endangered Species of Puerto
Rico

H

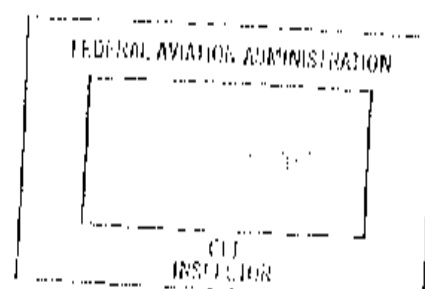
Puerto Rico Regulations 6765 and 6766

I

Advisory Circular No. 150/5200-36A
Qualifications for Wildlife
Biologist Conducting Wildlife Hazard
Assessments and Training Curriculums for
Airport Personnel Involved in Controlling
Wildlife Hazards on Airports

J

FAA Wildlife Strike Report Form 5200-7



EXECUTIVE SUMMARY

Pursuant to Code of Federal Regulations (CFR) Title 14 Federal Aviation Regulations (FAR) Part 139.3SJU37(e), the Luis Muñoz Marín International Airport (SJU) developed this Wildlife Hazard Management Plan (WHMP) in cooperation with the U.S. Department of Agriculture Wildlife Services (WS) Program. This plan will be reviewed periodically by SJU's Wildlife Hazard Group (WHG) and will be updated as changing circumstances merit. All changes made to the WHMP will be sent to the Federal Aviation Administration (FAA) for approval and shall be documented in the Table of Revisions of this document.

SJU will take immediate measures to identify and mitigate wildlife hazards whenever they are detected or whenever airport operations personnel have been advised that hazardous conditions exist. The WHMP outlines steps for monitoring, documenting, and reporting potential wildlife hazards and strikes at SJU. Protocols for responding to hazardous wildlife situations are presented, including roles and responsibilities of airport personnel. Wildlife control procedures for birds and mammals are also included.


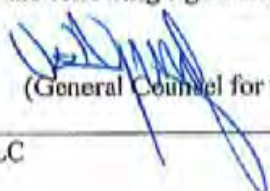
Habitat on and around the airfield will be managed in a manner that reduces or eliminates the area's attractiveness to wildlife. The Plan outlines priorities for habitat management, including target dates for completion. The legal status of wildlife is described, including laws and regulations pertaining to permits needed for control actions such as harassment and take of animals. Monitoring and management of wildlife hazards requires application of control techniques conducted in a coordinated and accountable manner. Supplies and equipment for these activities will be obtained and maintained responsibly within SJU Operations storage sites. These materials include, but are not limited to, frightening devices (e.g., pyrotechnics, propane exploders, Mylar tape), wildlife restraint equipment (e.g., traps), and firearms. SJU personnel will be trained to properly identify wildlife and apply wildlife control techniques in a safe, effective, and efficient manner, as outlined in this document.

Identification, management, and monitoring of wildlife-related hazards at SJU will be coordinated by Aerostar Airport Holdings, LLC. For ease of planning and communication, Aerostar will be identified as SJU Operations. SJU's WHG, chaired by the Chief Operations Officer, will meet semi-annually and will evaluate the need to update and modify the WHMP at least once annually. Subgroups of the WHG may meet more often as necessary. Modifications will be documented and communicated to the FAA, the various Aerostar Divisions, and to Federal/Territory agencies.



SIGNATORIES

The following Wildlife Hazard Management Plan for SJU has been reviewed and accepted by the FAA. It will become effective with the following signatures:

 _____ COO, Aerostar Airport Holdings, LLC	 (General Counsel for COO) _____ Date	<u>July 30, 2013</u> Date
 _____ FAA Airport Certification Inspector		 _____ Date

PREFACE

This Wildlife Hazard Management Plan was written to fulfill the requirements of CFR Title 14 FAR part 139.337(e) for SJU. This plan is intended specifically for the airport's use to monitor and reduce wildlife hazards.



DISTRIBUTION OF WILDLIFE HAZARD MANAGEMENT PLAN

NAME / POSITION / PHONE	AGENCY / ADDRESS
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Frank Boyd, State Director, USDA APHIS Wildlife Services 334-844-5670	USDA APHIS WS School of Forestry and Wildlife Sciences 602 Duncan Drive Auburn University, AL 36849
Pedro Quinones, Wildlife Specialist USDA APHIS Wildlife Services	USDA WS 246 st QO-19 Country Club, Carolina Puerto Rico 00982
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Milagros Rodriguez, PRPA Environmental Manager 787-729-8715	PR Ports Authority P.O. Box 362829 San Juan, P.R. 00936-2829



TABLE OF REVISIONS

This Wildlife Hazard Management Plan is incorporated into the SJU Airport Certification Manual. The bottom of each page contains a date in the footer, which is the date that the particular page was printed. The latest dated page will be the most current. The master document is contained in the offices of the SJU Environmental Manager. Revisions to this plan will be recorded on this page in the table below.

DATE	PAGE	REVISION



LIST OF ACRONYMS

AC	Advisory Circular
ACOE	United States Army Corps of Engineers
ADO	Airports District Office
AFSAS	Air Force Safety Automated System
AOA	Aircraft Operations Area
APHIS	Animal and Plant Health Inspection Service
ATC	Air Traffic Control Tower
BASH	Bird Air Strike Hazard
CFR	Code of Federal Regulations
DNER	Puerto Rico Department of Natural and Environmental Resources
EPA	Environmental Protection Agency
FAA	Federal Aviation Administration
FAR	Federal Aviation Regulations
FIFRA	Federal Insecticide Fungicide Rodenticide Act
FOD	Foreign Object Debris
SJU	Luis Muñoz Marín International Airport
MBTA	Migratory Bird Treaty Act
MOU	Memorandum of Understanding
NEPA	National Environmental Policy Act
NOTAM	Notice to Airmen
NOV	Notice of Violation
PRANG	Puerto Rico Air National Guard
PRDA	Puerto Rico Department of Agriculture
T&E	Threatened and Endangered
TRD	Terrestrial Resources Division
TSA	Transportation Security Administration
USDA	United States Department of Agriculture
USFWS	United States Fish and Wildlife Service
WHA	Wildlife Hazard Assessment
WHMP	Wildlife Hazard Management Plan
WHG	Wildlife Hazard Group
WS	Wildlife Services



INTRODUCTION

Wildlife hazard management plans address the responsibilities, policies, and procedures necessary to reduce wildlife hazards at airports. Recognizing the potential hazards wildlife pose to aircraft and human lives, the Federal Aviation Administration (FAA) can require airports that incur bird-aircraft strikes to develop and implement a WHMP according to CFR Title 14 FAR Part 139.337 (**Appendix A**). The WHMP must include seven components, each of which is a separate chapter in this document. These requirements are as follows (and labeled according to 14 CFR 139.337):

Chapter 1. 14 CFR 139.337 (f)(1). Provide a list of individuals having authority and responsibility for implementing each aspect of the plan.

Chapter 2. 14 CFR 139.337 (f)(2). Provide a prioritized list for direct wildlife population management, habitat modification and changes in land use to reduce wildlife hazards identified in the ecological study (Wildlife Hazard Assessment (WHA)), with target dates for initiation and completion.

Chapter 3. 14 CFR 139.337 (f)(3). Describe requirements for and, where applicable, provide copies of local, territory, and federal wildlife control permits.

Chapter 4. 14 CFR 139.337 (f)(4). Identify resources to be provided by the certificate holder for implementation of the plan.

Chapter 5. 14 CFR 139.337 (f)(5). Identify procedures to be followed during air carrier operations, including at least:

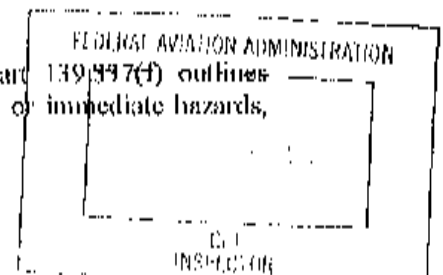
- (i) Assignment of personnel responsibilities for implementing the procedures;
- (ii) Conduct of physical inspections of the movement area and other areas critical to wildlife hazard management sufficiently in advance of air carrier operations to allow time for wildlife controls to be effective;
- (iii) Wildlife control measures; and
- (iv) Communication between the wildlife control personnel and any air traffic control tower in operation at the airport

Chapter 6. 14 CFR 149.337 (f)(6). Describe protocol for periodic evaluation and review of wildlife hazard management plan for:

- (i) Effectiveness in dealing with the wildlife hazard; and
- (ii) Indications that the existence of the wildlife hazard, as previously described in the ecological study, should be reevaluated (Chapter 7, Evaluation).

Chapter 7. 14 CFR 149.337 (f)(6). Outline a training program to provide airport personnel with the knowledge and skills needed to carry out the wildlife hazard management plan required by CFR Title 14 FAR Part 139.337.

In addition to the requirements stated above, CFR Title 14 FAR Part 139.337(f) outlines procedures and personnel responsibilities for notification regarding new or immediate hazards,



and describes the rapid response procedures for addressing new or immediate wildlife hazards. Section (f) is extremely important because it allows the WHMP to be promptly modified and updated to address new situations or changing circumstances.

To augment compliance with CFR Title 14 FAR part 139.337, the FAA issued a Certalert (No. 97-09, **Appendix B**) to provide guidance to airports in developing their plans. This Certalert contains a sample outline that was followed in the development of this plan.

Problem Species

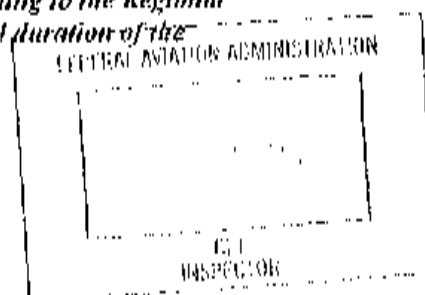
The wildlife species generally considered to present the greatest threats to aviation are birds with flocking tendencies or birds of relatively large size. The SJU Wildlife Hazard Assessment (WHA) completed in 2012 identified the relative risk of bird and reptile groups in the "Risk Analysis" sections of each animal guild based upon a 12-month study period. According to the document and the recorded strike history at SJU, wading birds (cattle egret and great egret), seabirds (brown pelican and magnificent frigatebird), gulls, grackles and doves, iguanas, and occasionally, raptors posed the greatest safety threat at SJU.

Purpose and Scope

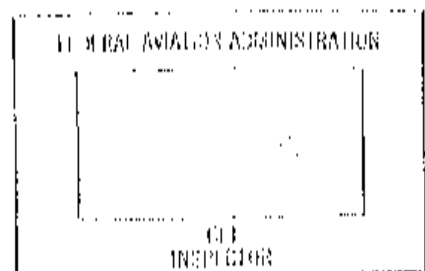
Enhancing safe air carrier operations is a primary objective of SJU. Accomplishing this objective entails careful monitoring of all aspects of arriving and departing aircraft in the vicinity of SJU, including potential wildlife hazards on and around the airport. As part of its safety efforts, SJU will implement and maintain a WHMP according to CFR Title 14 FAR Part 139.337(c) to address potential wildlife hazards at SJU. In addition to addressing general wildlife hazards, this plan will present specific protocols for monitoring and responding to unforeseen wildlife hazards that may arise.

It is important to note that Part 139.337(i) underscores the need for a flexible plan that can be quickly adapted to changing circumstances. In some rare cases, however, immediate actions may be necessary that are not addressed in this plan to ensure the safety of airport patrons. This plan provides SJU with the discretion and capability to respond to these situations, while providing guidance for compliance with applicable Federal, state, and municipal laws and regulations. The latitude afforded SJU management when administering this plan is discussed in CFR 14 - Part 139.113, which states that:

"In emergency conditions requiring immediate action for the protection of life or property, involving the transportation of persons by air carriers, the certificate holder may deviate from any requirement of Subpart D of this part to the extent required to meet that emergency. Each certificate holder who deviates from a requirement under this paragraph shall, as soon as practicable, but no later than 14 days after the emergency, report in writing to the Regional Airports Division Manager stating the nature, extent, and duration of the deviation."



This plan will be valid until SJU management or FAA determines that the plan should be updated due to changed conditions or new needs for action. The plan will be reviewed at least annually to ensure it still pertains to conditions at the time of review, but it may also be revisited more often if situations arise or hazards are identified that merit evaluation.



1 – AUTHORITIES AND RESPONSIBILITIES

1.1 OVERVIEW

The Aerostar Chief Operations Officer has the authority and responsibility of designating a SJU Wildlife Coordinator to implement the WHMP. Each department at SJU has responsibilities outlined in the WHMP and will incorporate them into their programs. Clear communication and prompt response among airport personnel is essential for the WHMP to succeed. Personnel working at the airport will communicate resource needs, recommendations, and progress to the designated SJU Wildlife Coordinator. The Chief Operations Officer will ensure that the WHMP is approved by the FAA and that the WHMP and amendments comply with Federal, State and local laws and regulations.

1.2 PERSONS WITH AUTHORITY AND RESPONSIBILITY FOR PLAN IMPLEMENTATION

1.2.1 Chief Operations Officer

The Chief Operations Officer (or a designee) will:

- Ensure that the WHMP, and its amendments, adhere to Federal, Territory and local laws and regulations, and is approved by the FAA.
- Designate a SJU Wildlife Coordinator to monitor all wildlife related activities and implement all management activities that occur at SJU as described in the WHMP.
- Establish a WHG that will oversee, monitor and/or implement the WHMP.
- Conduct semi-annual meetings of the WHG to review all management activities and coordinate a review of the WHMP.
- Retain the services of a wildlife biologist/specialist through WS to work with the SJU Wildlife Coordinator on reducing and preventing wildlife hazards at and around SJU.
- Chair the WHG meetings.
- Disclose responsibilities related to wildlife hazard management to all airfield tenants.
- Advise tenants of NOVs associated with wildlife hazard infractions.
- Review proposals involving landscaping, airside developments, security, landside developments, mowing, insect management, building construction, maintenance and other activities to ensure that wildlife attractants are not created or request that they be reviewed by WS wildlife biologist/specialist.



- Review proposals involving land-use changes within the 10,000 ft. and 5 mile critical zones of SJU to the extent that they are known to Aerostar.
- Attend the annual Bird Strike Committee USA (and Canada) Meeting when possible.

1.2.2 SJU Environmental Manager

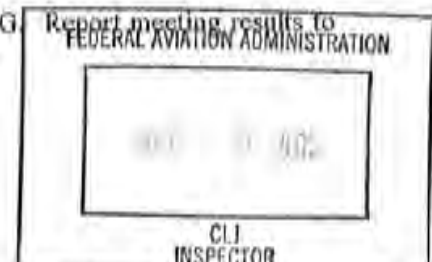
The SJU Environmental Manager will be an integral part of the team in providing guidance to the Chief Operations Officer and SJU Wildlife Coordinator regarding environmental laws and regulations. Often serving as designee, such a position will:

- Ensure that the WHMP, and its amendments, adhere to Federal, Territory and local laws and regulations, and is approved by the FAA.
- Attend semi-annual meetings of the WHG to review all management activities and coordinate a review of the WHMP.
- Chair, whenever the Chief Operations Officer is not available, the WHG meetings.
- Assist in disclosing responsibilities related to wildlife hazard management to all airfield tenants.
- Review proposals involving landscaping, airside developments, security, landside developments, mowing, insect management, building construction, maintenance, and other activities to ensure that wildlife attractants are not created or request that they be reviewed by WS wildlife biologist/specialist.
- Review proposals involving land-use changes within the 10,000 ft. and 5-mile critical zones of SJU to the extent that they are known to Aerostar.
- Attend the annual Bird Strike Committee USA (and Canada) Meeting when possible.

1.2.3 SJU Wildlife Coordinator

The SJU Wildlife Coordinator, in conjunction with the WS Wildlife Biologist/Specialist, will perform or coordinate much of the wildlife management program at SJU. The duties and responsibilities of the SJU Wildlife Coordinator are, therefore, all-encompassing. At a minimum, the SJU Wildlife Coordinator will:

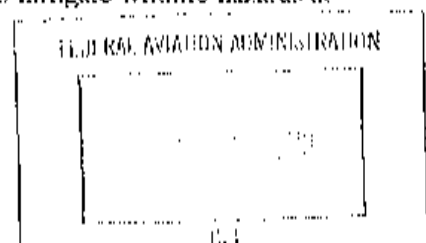
- Coordinate all wildlife control activities with the WS Wildlife Biologist/Specialist. Ensure communication between the ATC and wildlife control personnel.
- Conduct WHG meetings semi-annually, and update and revise the WHMP as appropriate.
- Oversee the implementation and monitoring of activities described in the WHMP.
- Disseminate information and assignments through the WHG to the Chief Operations Officer and Environmental Manager.



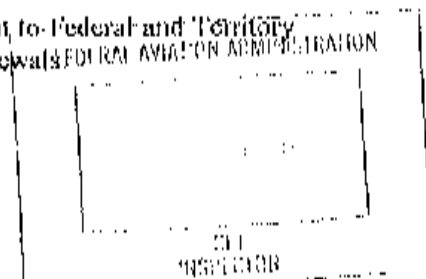
- Designate personnel within the Airport Operations who will be trained and equipped to respond to wildlife hazards on the airfield.
- Maintain records of animals taken pursuant to federal and territory permits, and include this information in annual permit renewals.
- Ensure the availability of supplies necessary for conducting wildlife control activities.
- Maintain safety and efficiency of wildlife management equipment and supplies through regular maintenance and cleaning, proper storage, and limitation of access to other persons.
- Oversee coordination and communication with off-airport entities if/when wildlife hazards are identified at these locations.
- Require Maintenance and Operations staff to document wildlife activity of significance.
- Require SJU personnel to properly report all types of wildlife strikes.
- Require SJU personnel to retrieve unidentifiable wildlife carcasses or remains from runways for species identification.
- Work with WS Wildlife Biologist/Specialist and the SJU terminal grounds crew to retrieve wildlife remains from aircraft reporting bird strikes at SJU.
- Identify areas on the airfield where grass is being managed below 8 inches, where woody vegetation is being allowed to grow, and where water is not quickly draining off of the airfield. Report these areas to Maintenance so they may be allowed to grow taller (in the case of grass), be cut (in the case of thick, woody vegetation), or modified in some way to make them less attractive.
- Coordinate the issuance of NOTAMs concerning eminent wildlife hazards on the airport.
- Complete wildlife hazard management training courses, such as the one available through WS, regarding bird and wildlife identification, wildlife hazard management techniques, reporting, etc.
- Coordinate with the Public Relations Manager to provide public relations support for wildlife control activities as necessary.
- Attend the annual Bird Strike Committee (USA and Canada) Meeting when possible.
- Serve as a liaison between WS and the Aerostar Chief Operations Officer.

1.2.4 Airport Operations

- Work closely with the SJU Wildlife Coordinator and WS to mitigate wildlife hazards at SJU.



- As a part of the airfield inspections to meet FAR part 139 requirements, airside operations personnel will inspect runways and taxiways for wildlife activity and strikes.
- Collect bird and other animal remains found during airfield inspections for identification by the SJU Wildlife Coordinator or the WS Wildlife Biologist/Specialist.
- Complete a Wildlife Strike Report Form (FAA 5200-7) each time a collision between aircraft and wildlife is reported or the remains of a dead bird or other animal are found on the airfield. Forward the report along with any remains to the SJU Wildlife Coordinator or WS Wildlife Biologist/Specialist.
- Communicate the nature and location of any known wildlife attractants or hazards to the SJU Wildlife Coordinator in a timely manner.
- Communicate wildlife-related emergency situations and the hazardous presence of wildlife to the SJU Wildlife Coordinator, ATC tower personnel, airport tenants, airlines, and others, as appropriate. Be prepared and trained in wildlife hazard emergency response in the event that the WS Wildlife Biologist/Specialist is not available to respond.
- Inform the SJU Wildlife Coordinator if/when airfield grass is cut below 8 inches. Assist airfield maintenance personnel with identifying areas that are overgrown or that are too short, and with the removal of any weeds and annual grasses attractive to wildlife on the airfield.
- Assist the SJU Wildlife Coordinator or WS Wildlife Biologist/Specialist with wildlife control activities, including, but not necessarily limited to, harassment (pyrotechnic, vehicles, lasers, propane cannons), wildlife reproduction control (destruction of bird nests in buildings, etc.), population reduction (shooting, trapping, use of toxicants), exclusion (installation of netting, fencing, and other barriers), and monitoring of wildlife attractants.
- Enforce a "No Feeding" and "No Uncovered Trash" policy for airport and airline employees and taxi drivers found feeding wildlife on airport property. Issue a Safety Citation if necessary.
- When wildlife attractants, such as refuse associated with dumpsters, airport tenants (food services, caterers, etc.), trash containers, construction sites, and taxicab staging areas are identified or mismanaged, firmly communicate wildlife hazard management needs to the source of the problem (i.e., Airport tenant) and issue a Safety Citation if necessary.
- Complete wildlife hazard management training courses, such as the one available through WS, regarding bird and wildlife identification, wildlife hazard management techniques, reporting, etc.
- Report wildlife activity or hazards on the airfield and around parking lots, roadways, and landside structures to the SJU Wildlife Coordinator.
- Inform the SJU Wildlife Coordinator of animals taken pursuant to Federal and Territory permits so the information can be included in annual permit renewals.



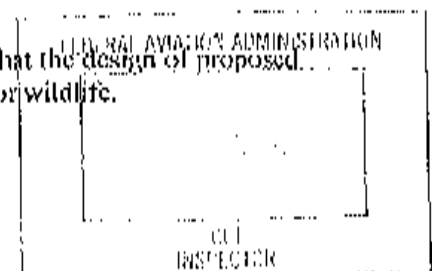
- Participate in WHG meetings, upon request.
- Route all wildlife related inquiries (telephone calls, letters, etc.) to the SJU Wildlife Coordinator or the WS Wildlife Biologist/Specialist.

1.2.5 Airport Facilities

- Communicate known wildlife hazards, attractants, and presence to the SJU Wildlife Coordinator and WS Wildlife Biologist/Specialist. This includes observations of wildlife entering the airport through gates, the perimeter fence, and culverts.
- Conduct landscaping operations, such as mowing, weed-eating, and herbicide application in a timely manner. These areas will be identified by the SJU Wildlife Coordinator or the WS Wildlife Biologist/Specialist.
- Assist with habitat modification, such as pruning or removing trees and brush, mowing, weed-eating, and chemical application of herbicides and plant growth regulators.
- Inform the SJU Wildlife Coordinator of rodents and other wildlife found in and around buildings to facilitate the necessary control/abatement measures.
- Inform the SJU Wildlife Coordinator and WS Wildlife Biologist/Specialist of the presence of birds or other wildlife within the terminal. Remain with the animal if possible until the SJU Wildlife Coordinator and/or WS Wildlife Biologist/Specialist arrives and captures the animal.
- Maintain the perimeter fence in an attempt to exclude mammals and reptiles such as iguanas, feral dogs, and mongooses. Make fence repairs where necessary and backfill holes along the bottom of the fence.
- Coordinate landscaping changes with the SJU Wildlife Coordinator and WS Wildlife Biologist/Specialist to ensure attractive wildlife habitat is minimized.
- Assist the SJU Wildlife Coordinator and/or the WS Wildlife Biologist/Specialist with wildlife control activities when necessary.
- Inform operations staff of any violations of the SJU "No Feeding" and "No Uncovered Trash" policy by individuals in and around the SJU.
- Participate in WHG meetings, upon request.

1.2.6 Engineering and Development

- Strictly ensure airport construction contractors complete all projects without generating wildlife attractants, including leaving bare ground, creating depressions or ruts that hold water, leaving dirt piles, planting ground cover that attracts wildlife, or utilizing erosion control matting or mulch that contains seeds.
- Coordinate with WS and SJU Wildlife Coordinator to ensure that the design of proposed buildings on SJU does not provide roosting or nesting habitat for wildlife.



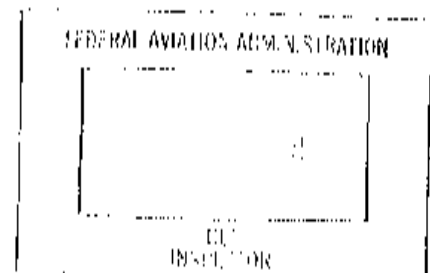
- Coordinate with WS and SJU Wildlife Coordinator to ensure that the design of proposed airfield features/improvements/changes does not create mowing or maintenance obstacles. This includes creating features that do not drain water properly or that increase soil moisture.
- Distribute approved plant lists as appropriate, and ensure that the landscaping palette selected for proposal buildings or airfield projects on SJU complies with WS-recommended plant lists.
- Coordinate requests for landscaping changes with SJU Wildlife Coordinator and the WS Wildlife Biologist/Specialist.
- Inform operations staff of any violations of the SJU “No Feeding” and “No Uncovered Trash” policy by individuals in and around SJU.
- Participate in WHG meetings, upon request.

1.2.7 FAA - Airport Certification Safety Inspector

- Review and provide recommendations during periodic reviews of the SJU WHMP.
- Assist SJU in reviewing proposed land use changes, construction plans and mitigation projects for potential wildlife hazards to aircraft.
- Participate in WHG meetings, upon request.

1.2.8 FAA – Air Traffic Control Tower

- Warn pilots of observed or reported wildlife hazards on frequency. If available, relay radar indication of bird activity when it presents a hazard to approaching or departing aircraft.
- Delay aircraft movements, if necessary, to avoid wildlife strikes.
- Allow SJU Operations WS expedient access to movement areas iff/when harassment of wildlife is necessary to protect aircraft.
- Record strikes on the Wildlife Strike Report Form, FAA 5200-7, and forward the completed form to the SJU Operations Supervisor on duty.
- Participate in WHG meetings, upon request.



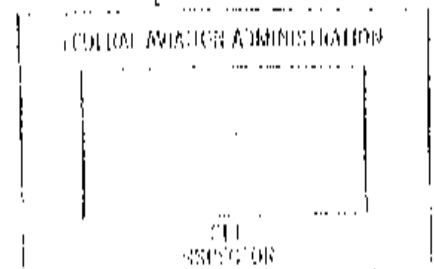
1.2.9 Puerto Rico Air National Guard 156th Airlift Wing and 198th Airlift Squadron

The Puerto Rico Air National Guard (PRANG) is a military installation co-located at SJU to which SJU personnel do not have direct, unlimited access to conduct wildlife hazard management activities. PRANG will:

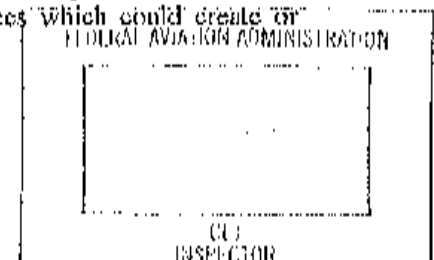
- Notify SJU ATC of all wildlife activity observed on approach, departure, or while on the airfield.
- As part of its Bird Air Strike Hazard (BASH) plan, declare Bird Watch Conditions and notify SJU Operations of any changes to Bird Watch Conditions.
- Record military strikes and subsequent species identification (if species is later identified from remains) following BASU protocols into the Air Force Safety Automated System (AFSAS) and forward those records to the WS Wildlife Biologist/Specialist or the SJU Wildlife Coordinator.
- Ensure refuse does not accumulate on the PRANG property.
- Notify the WS Wildlife Biologist/Specialist and SJU Wildlife Coordinator of wildlife hazard management activities, and when possible, coordinate those activities with SJU wildlife hazard management activities.
- Assist the WS Wildlife Biologist/Specialist with wildlife control activities on PRANG lease holdings.
- Complete wildlife hazard management training courses, such as the one available through WS, regarding bird and wildlife identification, wildlife hazard management techniques, reporting, etc.
- Communicate the presence of wildlife in and around PRANG buildings and structures to the WS Wildlife Biologist/Specialist. Assist with the elimination of bird nesting in eaves and overhangs, bird roosting on rooftops, poles, and other structures, and wildlife presence in/on airport equipment and vehicles.
- Enforce a "No Feeding" and "No Uncovered Trash" policy among PRANG personnel.
- Participate in WHG meetings, upon request.

1.2.10 USDA APHIS Wildlife Services

A WS Wildlife Biologist/Specialist is contracted to assist SJU by providing technical assistance (advice, recommendations, training, etc.) and direct wildlife management assistance (conduct of operational wildlife management activities) pursuant to funded cooperative agreements between WS and Aerostar Airport Holdings, LLC. The nature of WS involvement will depend on the airport's needs and resources, but may consist of the following:



- Computerize and consolidate all Wildlife Strike Reports Forms from any and all SJU personnel.
- Identify remains from runways and aircraft or submit remains for species identification to the Smithsonian Institution.
- Work with the SJU Wildlife Coordinator to create "strike kits" which facilitate the identification of bird remains collected from aircraft. WS will keep kits fully stocked with necessary supplies so that aircraft gate personnel, pilots or maintenance contractors can easily retrieve remains from aircraft and return the kits to WS. These kits will be made available to PRANG personnel as well.
- Teach SJU staff, airline representatives, PRANG, and aircraft maintenance contractors how to recover feather remains from aircraft for species identification.
- Follow-up each wildlife strike report submitted by pilots or other lay people to attempt to identify species involved in strike and modify records in the FAA database accordingly.
- Participate in WHC meetings.
- Provide advice, recommendations, and training regarding identification and management of wildlife hazards at SJU.
- Cooperate with the SJU Wildlife Coordinator to conduct wildlife hazard management activities at SJU and to implement recommendations of the WIA and the WIIMP. WS will implement specialized wildlife management approaches and activities, such as use of toxicants, firearms, habitat modification, and trapping, as well as conduct activities related to the SJU Wildlife Hazard Management Program.
- Obtain federal, territory and local permits that authorize control of wildlife pursuant to the WIIMP.
- Respond to calls for assistance with wildlife concerns throughout the airport (i.e., bats/birds in terminals, injured wildlife, etc.).
- Identify current or newly-emerging wildlife hazard issues to the Aerostar Chief Operations Officer, SJU Environmental Manager, and SJU Wildlife Coordinator and respond to the hazard immediately, if necessary.
- Report any WS take to the USFWS and/or the Puerto Rico Department of Natural and Environmental Resources (DNER) pursuant to permits and regulations.
- Identify areas on the airfield growing hazardous plant species that produce food or roosting/nesting for wildlife and request mowing, removal, or application of growth regulators to reduce available seed, fruit, or cover for wildlife.
- Coordinate with the SJU Wildlife Coordinator to review documents, plans, and programs to identify potential wildlife attractants or other circumstances which could create or exacerbate wildlife hazards within the critical areas of SJU.



- Facilitate the implementation of the WHIMP outside of SJU by attending cooperator meetings and providing recommendations to eliminate wildlife hazards associated with proposed projects.
- Produce a quarterly report to the SJU Wildlife Coordinator of wildlife numbers observed, wildlife dispersed or removed, and overall activities accomplished within the preceding quarter. The report will be submitted to the SJU Wildlife Coordinator on the 10th day following the end of the quarter.
- Conduct regular surveys of SJU airfield and surroundings to monitor wildlife populations seasonally.
- Collect biological data from wildlife specimens that would help gain knowledge of the wildlife problem at SJU.
- Maintain necessary permits from the Puerto Rico Department of Agriculture Agricultural Laboratory and the Environmental Protection Agency (EPA) to allow for the use of pesticides in wildlife hazard management at SJU.
- Provide recommendations for inclusion in the updates to the WHIMP.

1.2.11 Wildlife Hazard Group (WHG)

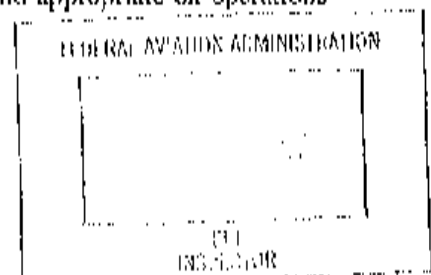
The Wildlife Hazard Group will meet every six months, or more frequently as needs arise. The WHG will review the WHIMP as it relates to each member's respective departmental at least annually. In addition, the group will monitor activities and make recommendations to the SJU Wildlife Coordinator.

The WHG will include at least one individual from each of the following:

SJU Wildlife Coordinator	TSA
WS Wildlife Biologist/Specialist	FAA-ATC
SJU Airport Operations	Air Carriers
SJU Environmental	Air Cargo Carriers
SJU Facilities	Airport Tenants and Fixed Base Operators
SJU Engineering & Development	156 th Airlift Wing of PRANG
	198 th Airlift Squadron of PRANG

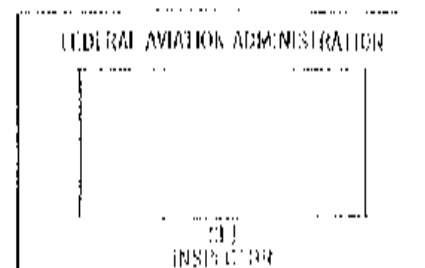
The WHG is responsible for:

- Explaining and clarifying individual wildlife related responsibilities and monitoring progress of mitigation
- Reviewing wildlife strike records and significant wildlife activity from the previous year
- Ascertaining status of wildlife control procedures
- Evaluating the impact of off-airport projects as necessary and appropriate on operations at SJU



- Discussing future airport projects, expansions plans, and nearby land-use changes that may affect wildlife-use patterns around SJU
- Recommending changes to the WHMP

The SJU Wildlife Coordinator will submit a report regarding work accomplished from the previous six months and any recommendations for change to the Chief Operations Officer for review and approval. This report will be prepared cooperatively by the SJU Wildlife Coordinator and the WS Wildlife Biologist/Specialist.



2 - HABITAT MANAGEMENT, WILDLIFE POPULATION MANAGEMENT, AND LAND USE

2.1 OVERVIEW

Habitat management provides the most effective, long-term remedial measure for reducing wildlife hazards on, or near, airports. Habitat management includes the physical removal, exclusion, or manipulation of areas that are attractive to wildlife. The ultimate goal is to make the environment fairly uniform and unattractive to the species that are considered the greatest hazard to aviation. Habitat modifications will be monitored carefully to ensure that they reduce wildlife hazards and do not create new attractions for different wildlife species. SJU will take guidance from FAA Advisory Circular (AC) No. 150/5200-33, "Hazardous Wildlife Attractants on or Near Airports" (Appendix C). A timeline for habitat management projects is presented in Table 1 below.

There are times when wildlife hazard scenarios require more short-term measures to reduce the wildlife-strike threat than habitat modification can immediately provide. In addition, habitat modification can sometimes produce temporarily attractive areas for wildlife. During those times, direct wildlife control in the form of harassment or lethal removal may be necessary. Short-term wildlife population management methods are outlined in Table 2 below.

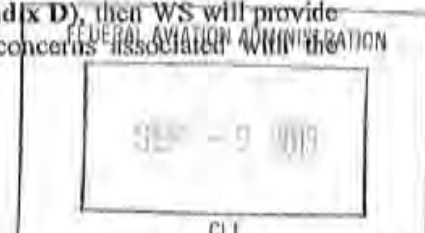
2.2 WILDLIFE ATTRACTANTS AND THE AIRPORT ENVIRONMENT

Wildlife attractants within the airport's Expanded Critical Zone (area within 5 miles along the approach/departure patterns) could potentially impact air traffic safety operating out of SJU. The objective of this WHMP is to actively reduce attractive wildlife habitat on property under the control of SJU while working cooperatively with adjacent property owners to discourage land-use practices that might increase wildlife hazards.

The SJU Wildlife Coordinator and WS Wildlife Biologist/Specialist will participate in all land use planning and mitigation efforts sited for SJU property. The coordinator and biologist/specialist will also be involved in the initial phases of airport building projects, such as new structures or landscaping changes, to provide input on designs that discourage use by wildlife. Efforts will be made to revise plans that create attractive wildlife habitat whenever possible.

2.2.1 Non-airport/Adjacent Land-use Projects

The FAA's Airports Division in the Southern Region will provide technical guidance to SJU in addressing land-use compatibility issues. If SJU or the FAA requests assistance from WS (as per the Memorandum of Understanding between FAA and WS, Appendix D), then WS will provide technical and/or operational assistance in addressing issues or concerns associated with the



proposed project or land-use change. Proposed projects that will likely increase bird numbers within flight zones will be identified, and the recommendation will be to not support the development or to pursue mitigation. Incompatible land uses near the airport may include developments such as water reservoirs, parks with artificial ponds, wetlands, waste handling facilities, and wildlife refuges/sanctuaries. Projects already under development that have the potential to attract hazardous species of wildlife will be closely monitored. Wildlife hazards created by land use changes will be discussed with local planning authorities for collaboration with wildlife control activities.

2.3 WATER MANAGEMENT

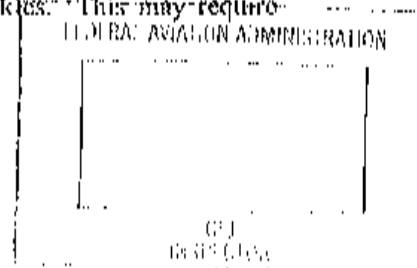
SJU is surrounded by open water on three sides. It is bordered to the east by Laguna La Torrecilla, to the north by the Atlantic Ocean (100 meters from the shoreline), to the west by Laguna San Jose, and to the southeast by Suarez Canal. The lagoons are connected by a series of canals, ponds, and drainage ditches through airport property. The lagoons, ponds, and canals are lined with mangrove trees and other thick vegetation and hold water year-round. Additionally, the large lagoons are located in the approach zones of Runway 26, Runway 8, and Runway 10. Other water sources on SJU property include an unnamed canal to the west of the runways that drains into Laguna San Jose and is mostly open water (but diverted underground in the Runway 8 and Runway 10 safety areas) and marshy areas 200-300 meters west of Runway 8 and 200 meters south of Runway 10-28. During the wet season, there are several areas on the airfield that hold water. Even the smallest water sources at SJU are capable of attracting wildlife. Bird movement among these lagoons, shorelines, ponds, canals, marsh areas, and ditches poses the greatest threat to aircraft utilizing SJU.

Temporary open water areas on the airport will be monitored by the SJU Wildlife Coordinator and/or the WS Wildlife Biologist/Specialist and covered or removed as appropriate. Chronic problem areas will be identified and graded or drained whenever possible.

Year-round water sources will be monitored for bird activity by the SJU Wildlife Coordinator and/or WS Wildlife Biologist/Specialist. Flight patterns of birds between these water sources will also be noted. If a pattern in bird movement is established control measures will be activated. Lethal control will be implemented if necessary.

2.4 VEGETATION MANAGEMENT

The SJU Wildlife Coordinator will limit or exclude all new plantings on SJU property that may include those species that produce edible fruits, seeds, nuts or berries as well as any other plants that create an attraction to hazardous wildlife. It will be particularly important to remove existing mangroves and other thick vegetation with proper permits, and to not allow new mangroves to grow. The SJU Wildlife Coordinator will attempt to verify that new turf being established will not contain hazardous grasses or weeds that can attract doves or grackles. This may require inspection of seed prior to use by a qualified seed expert.



New plantings and current vegetation will be managed or eliminated if they create roosting habitat for birds and nesting/loafing habitat for iguanas. Trees that produce dense roosting cover will be pruned or eliminated and replaced with an alternative species in landscaping plans. The SJU Wildlife Coordinator will participate in the initial and early phases of all airport building projects in an attempt to avoid any inadvertent increase in wildlife hazards resulting from landscape changes. The FAA's Airports District Office (ADO) reviews proposed construction activities for potential wildlife attractions when the FAA Form 7460-1 application is submitted, and may also solicit input from WS.

2.4.1 Turf Management and Weed Control

Grass is used for aesthetic value and erosion control at SJU. No grass types known to attract wildlife will be intentionally planted. FAA Certalert No. 98-05 advises that "airport operators should ensure that grass species and other varieties of plants attractive to hazardous wildlife are not used on the airport." In addition, grasses currently on airport property which are known to attract wildlife will be controlled (i.e. cutting before seeding-out or treated with seed suppression growth regulators) to the extent possible.

SJU will attempt to control hazardous grasses and weeds through the use of a mowing/herbicide/seedhead suppression/growth regulation schedule. SJU will establish a mowing priority system to facilitate the timing of mowing operations with respect to reducing available seed for birds while keeping the overall turf at least 8 inches high and thick. The system will be flexible, allowing seed-reduction mowing to be considered top priority when plants are growing seed and bird numbers are increasing. The SJU Wildlife Coordinator or WS Wildlife Biologist/Specialist will identify critical plant stands producing seeds or other hazardous vegetation that need mowing or herbicide applications. A maintenance worker will be assigned to mow that stand, or mowing equipment will be provided to the WS Wildlife Biologist/Specialist to complete the task.

Efforts will be made to cut grass to a height of 8 inches minimum, and will be conducted when grass height reaches 16 inches or before. The height of mowing decks will be checked by maintenance supervisors. Decks will be raised to a level to allow for 8-inch grass over uneven ground, or to their highest capacity. Both the SJU Wildlife Coordinator and Wildlife Biologist/Specialist will monitor grass height and report findings to the maintenance supervisor every two weeks.

When necessary to reduce areas of bare ground, new grass stands will be planted according to planting recommendations for the local area. Every effort will be made to provide a solid turf of a grass such as Bermuda that minimizes attraction to wildlife. Planting recommendations are available from the Puerto Rico Agricultural Extension Service, (e.g. seasonal timing, planting methods, fertilizer, liming, water, and mineral requirements).

2.5 FOOD/PREY-BASE MANAGEMENT

Rodents, insects, earthworms, and other invertebrates are highly attractive to many species of birds and mammals and will be controlled where feasible. Food handouts, trash, and scattered debris also provide food for wildlife. The modification or management of a wide variety of



habitats such as wildlife-attracting vegetation and removal of abandoned structures will reduce populations of potentially hazardous wildlife by limiting shelter, food, and prey availability.

2.5.1 Birds

Birds are prey items for raptors. The habitat modification procedures discussed previously will reduce the numbers of these prey species and limit the number of perches for raptors.

2.5.2 Rodents

Rodents (house mouse, black rat, and Norway rat) are common in and around SJU. They attract predators capable of causing damaging collisions with aircraft. The SJU Wildlife Coordinator and Wildlife Biologist/Specialist will monitor for rodents and subsequent raptors they attract. When necessary, SJU will use trapping and toxicants to reduce small mammal populations.

2.5.3 Other Prey – Small Reptiles, Amphibians and Fish

Small reptiles, amphibians, and fish are common around the marshy areas and mangroves on SJU. They are an attractive food source for raptors, egrets, and herons. Larval and adult fish are plentiful in the complex ecosystem of mangroves and lagoons. Habitat management, such as water reduction and weed control, where permitted, will aid in decreasing other local prey populations.

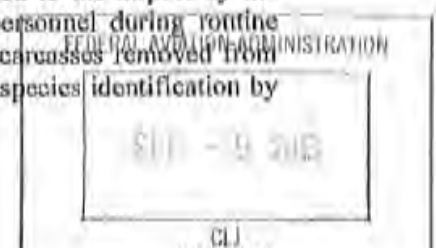
2.5.4 Trash, Debris, and Food Handouts

Trash and debris can attract birds such as pigeons, vultures, gulls, egrets, grackles, sparrows, and mammals such as cats, mongooses, and dogs. Terminal personnel will ensure that wind-blown litter, trash, and debris does not accumulate, that lids are placed securely on trash cans, and that dumpsters are kept covered and clean. A "No Trash Uncovered" policy will be strictly enforced among SJU tenants and Operations personnel. Dumpsters and trash receptacles will remain closed at all times and sterile on the outside. If dumpsters are chronically over-filled, SJU will take the steps to have them emptied more frequently or will add more dumpsters to accommodate the increased demand.

Airport employees and patrons will not be allowed to feed birds or mammals anywhere on the airport. SJU Operations will monitor incidents of feeding of wildlife and unclean practices of caterers and other tenants, and shall issue Notice of Breach of Rules violations as appropriate. Signs will be posted throughout pertinent areas (i.e., outdoor break/smoking areas, taxi stands, loading docks) to educate personnel and the public on the association between feeding animals and creating wildlife hazards.

2.5.5 Animal Carcasses

Animal carcasses are food items for animals including vultures, raptors, dogs, cats, turtles, and mongooses. Carcasses of animals, such as those that were involved in collisions with vehicles or aircraft or that were taken pursuant to permits, will be immediately collected and disposed of by the SJU Wildlife Coordinator, Wildlife Biologist/Specialist or SJU personnel on the airport. This is important not only to properly record wildlife strikes and to remove FOD, but it will also reduce the extent to which scavenging birds and carnivores are attracted to the airport by the presence of carrion. Dead animals will be removed by Operations personnel during routine runway and taxiway inspections whenever they are observed. All bird carcasses removed from within 200 feet of the runway centerline or taxiways will be frozen for species identification by



the Wildlife Biologist/Specialist. Necessary information pertaining to where and how the carcass was found will be reported on the Wildlife Strike Report Form (Appendix J) and placed with the carcass in a freezer for the Wildlife Biologist/Specialist.

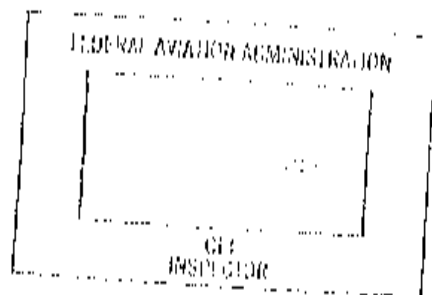


Table 1: Habitat management projects to reduce wildlife hazards at SJU.

WILDLIFE HAZARD	MITIGATION STRATEGY	RESPONSIBILITY ASSIGNED TO:	TARGET INITIATION DATE	TARGET COMPLETION DATE
Water Management				
Wet areas on the field promote moist soil organisms, wetland plants and provide foods for a variety of birds hazardous to aviation such as egrets, herons, waterfowl and gulls. They are difficult to mow and consequently grow tall and provide cover and nesting areas for wildlife.	Drain, re-grade, or fill in areas that hold water or remain wet enough that turf cannot grow well or vegetation cannot be maintained. (Specifically the areas west of RW 8) (A). Identify other areas of concern and prioritize by wildlife use for additional drainage/management (B).	SJU Engineering, SJU Facilities, General Contractors, Sub-Contractors	(A) July, 1, 2013	March 1, 2014
			(B) August 1, 2013	Dec. 31, 2013
Standing water attracts many types of birds, and particularly birds hazardous to aviation such as gulls, waterfowl, herons and egrets.	Identify areas where birds are causing potential issues (A). Install bird wire grids or utilize netting to exclude larger birds from drainage ditches that hold water for more than 48 hours (B).	SJU Environmental, SJU Facilities	(A) July 1, 2013	June 30, 2014
			(B) July 1, 2014	June 30, 2015
Vegetation Management				
Short grass provides easy foraging areas for egrets, doves and other birds and sunning and nesting areas for iguanas	Grass height in managed areas will be kept no shorter than 8 inches and no taller than 16 inches. Emphasis will be placed on weed control and thickening the turf.	SJU Facilities	Ongoing	

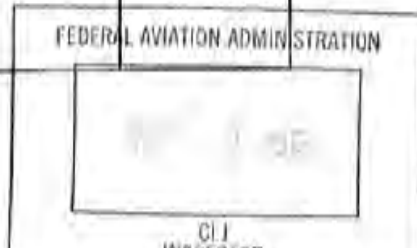
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Mowing kicks up insects and makes the areas around the mower attractive to cattle egrets and other aerial foragers	The airfield will be mowed late in the afternoon and at night when most egrets are away from the airfield staging to roost or already in their roost.	SJU Facilities	Ongoing	
Broad-leaved weeds provide species diversity in turf, create bare spots, and produce seeds attractive to doves, grackles and mongooses.	When birds are observed feeding heavily upon seed, SJU will evaluate the need to utilize herbicide to control the weeds.	SJU Environmental, SJU Facilities	Ongoing	
Bare ground attracts birds and iguanas to feed, grit, and nest	Bare ground, such as that at construction sites and iguana nesting sites, will be tilled and planted as soon as possible with Coastal Bermuda or St. Augustine.	SJU Facilities, SJU Engineering, General Contractors, Sub-Contractors	Ongoing	
Ruts from mowing become deeper over time, hold water, and cause surrounding turf to be cut too short	Mowers will use different mowing patterns so as not to form destructive ruts.	SJU Facilities	Ongoing	
Mangrove trees promote ideal wildlife habitat, including producing preferred food, nesting, and roosting cover. Iguanas and large	Confer with DNER and ACOE to discuss mangrove management needs (A). Develop mangrove management plan (B). Obtain necessary permits to remove nuisance mangrove trees on airport property (C).	SJU Environmental, SJU Engineering, SJU Wildlife Coordinator, WS Specialist/Biologist	(A) July 1, 2013 (B) July 1, 2013 (C) TBD	August 5, 2013 December 31, 2013



birds use these areas heavily on the AOA.				
Mangrove trees promote ideal wildlife habitat, including producing preferred food, nesting, and roosting cover. Iguanas and pelicans birds use these areas heavily.	Develop mangrove management plan (A). Remove mangroves from along drainage ditches parallel to the runways and wherever else it is feasible on AOA (B).	SJU Environmental, SJU Engineering, Contractor, Sub-Contractor	(A) July 1, 2013 (B) TBD	Dec. 31, 2013
Trees and other wood vegetation provide nesting and roosting cover for birds.	Trim trees and maintain (A). Develop a tree management plan (B). Remove pine trees along runway and any other brushy areas from the AOA (C).	SJU Environmental, SJU Engineering, Contractor, Sub-Contractor	(A) July 1, 2013 (B) July 1, 2013 (C) TBD	September 30, 2013 Dec 31, 2013
Structure Management				
Unused and/or deteriorating operating surfaces provide nesting habitat for some birds, grit, and thermal sources for soaring birds of prey	Conduct a detailed survey of abandoned structures (A). Develop a comprehensive structures management plan (B). Deteriorated surfaces that are still active will be repaired and/or repaved/sealed. Unused surfaces will be removed and replaced with Constal Bermuda or St. Augustine (C).	SJU Environmental, SJU Engineering and Planning, General Contractors, Sub-Contractors	(A) July 1, 2013 (B) July 1, 2013 (C) Ongoing	September 30, 2013 Dec 31, 2013
Structures such as power poles, signs, antennas, light beacons, abandoned buildings and piers provide places for hazardous birds to perch.	Remove beacons, antennas and other structures that are unnecessary (A). Remove piers from Laguna la Torecilla (B).	SJU Engineering, General Contractor, Sub-Contractor	(A) Ongoing (B) March 1, 2013	July 1, 2013



Structures such as power poles, signs, antennas, light beacons, abandoned buildings and piers provide places for hazardous birds to perch.	Identify areas continually used by birds (A). Where birds are chronically utilizing structures necessary to the airport, install perching barriers (B).	SJU Environmental, SJU Wildlife Coordinator, WS Specialist/Biologist	(A) July 1, 2013 (B) Ongoing	Dec 31, 2013
Waste disposal area between both runways presents significant hazard by allowing birds and mammals easy access to food items. Animals must cross either runway to access it.	Install new dumpsters at the central waste transfer area with lids that remain tightly closed at all times as well as trash receptacles that can be completely closed throughout the airport. Institute a strict "No Trash Uncovered" policy, and enforce with safety citations when necessary.	SJU Wildlife Coordinator, SJU Operations	July 1, 2013	June 30, 2014
Any type of food, designed for humans or animals, is an attractant to many species of wildlife that are hazardous to aviation.	Institute a strict "No Feeding Wildlife" policy on all airport grounds. Enforce policy with safety citations when necessary.	SJU Wildlife Coordinator, SJU Operations	Ongoing (To be launched on September 2, 2013)	
An incomplete fence that has fallen under disrepair allows large mammals and iguanas easy access to the AOA	Remove all vegetation around existing fence so that regular inspection and maintenance is possible (A). Install/repair/maintain perimeter fence. Where fence is incomplete, install new fencing that is buried underground. Make certain culverts at ditches are screened to exclude terrestrial wildlife (B).	SJU Engineering, SJU Operations, Contractor, Sub-Contractor	(A) July 1, 2013 (B) Ongoing	September 2, 2013

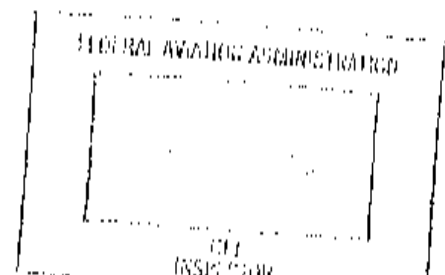


Table 2. Wildlife Population Management Strategies to be employed at SJU.

WILDLIFE HAZARD	MITIGATION STRATEGY	RESPONSIBILITY ASSIGNED TO:	TARGET INITIATION DATE	TARGET COMPLETION DATE
<i>Non-Lethal Management</i>				
Egrets are strike threat at SJU	Monitor wading bird daily and seasonal movements and roosting behavior around SJU on a weekly basis	SJU Environmental, SJU Wildlife Coordinator, WS Specialist/Biologist	Ongoing	
Egrets are a strike threat at SJU	Diligently harass egrets using pyrotechnics. When necessary, initiate limited lethal control to reinforce harassment	Wildlife Biologist/Specialist, Airport Operations	Ongoing	
Egret roosts and rookeries on or near the airport increase the probability that a strike will occur.	If on airport property, remove trees being utilized. If not possible, harass using avian lasers, pyrotechnics, and mylar tape. If off airport property, confer with property owner to secure permission to harass roost or rookery	SJU Environmental, SJU Wildlife Coordinator, Wildlife Biologist/Specialist, Airport Operations	As necessary	
Standing water and wet areas following rain events in the wet season attract increased numbers of birds (gulls, shorebirds, doves) to SJU.	Increase man-power during these times to aggressively harass birds from wet areas until they can be modified to drain quickly. Initiate limited lethal control to reinforce harassment when necessary. Monitor bird numbers throughout the day.	SJU Environmental, SJU Wildlife Coordinator, WS Specialist/Biologist, Airport Operations	Following rain event, based upon population monitoring	Ongoing
Raptors feed and loaf at SJU	Trap and relocate raptors according to permit restrictions.	Wildlife Biologist/Specialist	Ongoing	
Mangroves and other trees provide roosting and nesting cover for wading birds and iguanas	Until trees are removed, harass using pyrotechnics, lasers, mylar tape, and/or fogging.	Wildlife Biologist/Specialist	Daily as needed	Ongoing until habitat is removed

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Pelicans and magnificent frigatebirds fly over airfield and approach zones from lagoon to coast and back.	Harass immediately using long-range and regular pyrotechnics.	Wildlife Biologist/Specialist; Airport Operations	Ongoing	
<i>Lethal Management</i>				
Birds roost and nest in the general aviation hangars	Remove nests, shoot with pellet gun, trap	Hanger Tenants; SJU Wildlife Coordinator; Wildlife Biologist	Ongoing	
Rodents attract dogs and raptors	Trap or apply rodenticide	Airport Facilities; Wildlife Biologist/Specialist	As needed	
Zenaida doves pose a significant strike risk to aircraft	Shoot birds flying over or in close proximity to the runways if numbers reach a critical level; harassment is normally not very effective	Wildlife Biologist/Specialist; Airport Operations	As needed	
Raptors pose significant strike risk to aircraft at SJU	If previously trapped and relocated birds return to SJU, euthanize them	WS Wildlife Biologist/Specialist	Ongoing	
Stray dogs pose strike risk to aircraft at SJU	Trap using footholds, cage traps, or catch poles. Deliver them to local animal shelter.	WS Wildlife Biologist/Specialist	Ongoing	
Indian mongoose can be a food item of raptors.	Trap and euthanize mongooses on the airfield.	WS Wildlife Biologist/Specialist	Ongoing	
Iguanas pose a strike risk to aircraft at SJU	Trap, shoot, or capture iguanas with catch pole.	WS Wildlife Biologist/Specialist	Ongoing	



3 - PERMITS AND REGULATIONS

3.1 OVERVIEW

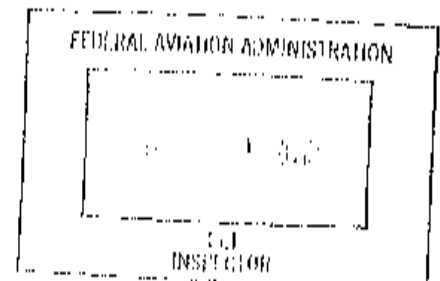
Federal, territory, or municipal laws protect most forms of wildlife and their habitats. Before administering any control action at SJU, whether lethal or non-lethal, the legal status of the target species and possible non targets will be determined. Regulatory agencies governing wildlife issue permits to trap or kill wild animals depending on the species and method of control involved. A permit is usually required to harass species of special concern (i.e. threatened and endangered species) as well. SJU will adhere to the current regulations regarding wildlife control and obtain the appropriate permits to take or harass specific types of wildlife. WS will assist in this process. Permits to take wildlife in Puerto Rico are issued by the USFWS (federal agency) and the Puerto Rico Department of Natural and Environmental Resources (DNER).

In almost all instances of direct wildlife management, the tools used to capture or kill animals are regulated by the commonwealth of Puerto Rico or by local and federal ordinances (the use of firearms).

3.2 PUERTO RICO WILDLIFE REGULATIONS

The Puerto Rico DNER is responsible for the conservation and management of wildlife and habitat in Puerto Rico. The New Wildlife Law of Puerto Rico (Law No. 241 of August 15, 1999) and its Regulations (Regulation No. 6765, for the Conservation and Management of Wildlife, Exotic Species and Hunting in the Commonwealth of Puerto Rico, and Regulation No. 6766, to Govern the Threatened and Endangered Species of the Commonwealth of Puerto Rico) are the legal framework that empowers DNER to protect the wildlife resources of Puerto Rico. Permits for collection or population control are issued by the Secretary of the DNER through the Terrestrial Resources Division (TRD). It is a condition of the permit to report all authorized activities. The New Wildlife Law of Puerto Rico may be found in **Appendix J**, and a full copy of Regulations 6765 and 6766 may be found in **Appendix H**.

Municipalities may regulate the use and disclosure of firearms that could impact SJU wildlife management operations. Consequently, SJU will check with local city enforcement officials prior to conducting operational control measures, especially lethal control.



3.3 FEDERAL REGULATIONS

The U.S. Government has passed several acts for the protection of wildlife including the Migratory Bird Treaty Act (MBTA), the Lacey Act, the Endangered Species Act, Eagle Protection Act, the National Environmental Policy Act, the Clean Water Act, and the Federal Insecticide, Fungicide, and Rodenticide Act (FIFRA). These are the basis of most wildlife regulations that have been issued in the Codes of Federal Regulations (CFR). Several agencies are responsible for implementing those regulations and many of those regulations affect wildlife management at airports. Federal wildlife laws are administered by the USFWS and primarily involve migratory birds protected under the MBTA and all species protected under the Threatened and Endangered (T&E) Species Act (**Appendix F and Appendix G**). Permits from the USFWS must be updated annually unless otherwise stated on the permit.

Federal permits authorize SJU and its designees to kill non-endangered and non-threatened species of migratory birds when they are creating or about to create a hazard to aircraft, after non-lethal techniques have been tried. While partnering with WS through a Cooperative Service Agreement, SJU will rely on WS to maintain current federal, territory, and local permits and conduct all lethal control (see 50 CFR § 13.22 in **Appendix F**). WS's depredation permit is also subject to the conditions put forward in 50 CFR § 21.27: Special Purpose Permits (**Appendix F**). Under these guidelines, WS is required to document the permitted activity including type of action, species and numbers involved, and disposition of carcasses. These records will be available for inspection if called upon.

3.3.1 National Environmental Policy Act

The National Environmental Policy Act (NEPA) of 1969 requires Federal agencies to analyze their actions regarding potential impacts to the environment. Completion of an environmental assessment and finding of no significant impact will usually suffice; however, if the project contains significant negative environmental impacts, completion of an environmental impact statement is necessary. Recently, court rulings have suggested that those State, City, and local agencies in receipt of federal funds should also complete a NEPA exercise.

Section 7 of the Endangered Species Act requires Federal agencies to consult with the USFWS to determine whether their activities will impact T&E species. Negative impacts can be mitigated with reasonable and prudent alternatives, thereby allowing the project to go forward. The working relationship between WS and the USFWS allows for quick and progressive consultations to occur without compromising agency projects.

3.4 WILDLIFE CATEGORIES

Federal (CFR Title 50) and Puerto Rico laws define the categories of wildlife and regulations related to their management. Feral and free ranging dogs, cats and other domestic animals are included in this plan because they pose hazards to aircraft, but they are mostly regulated under municipal laws. SJU personnel will be aware of the category for the species that they intend to control so they can determine the relevant laws and necessary permits (Table 3).

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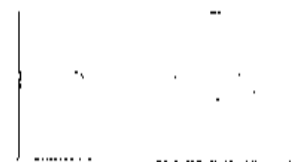


Table 3. Wildlife categories in Puerto Rico, and permits necessary for lethal control or harassment as required by Federal and Territory wildlife agencies.

Table 3. Species found in Puerto Rico and the permits required to manage them.

Category	Species	DNER Permit Required	Federal Permit Required
Island-indigenous plants and animals	Any animal and plant determined to occur naturally in Puerto Rico including migratory birds that pass through the Island (See Appendix H)	YES ²	YES ¹ , for those birds that are listed as migratory birds protected by the Migratory Bird Treaty Act.
Vermis	house mouse, mongoose, Norway rat, roof (black) rat	NO, consult with DNER is advisable	NO
Threatened & Endangered Species	See Appendix G	YES, Threatened or Endangered territory lists may be different from federal lists	YES
Feral domestic mammals	Dogs, cats	NO - consult with local animal control	NO

¹ For a list of migratory birds see 50 CFR § 10.13 (APPENDIX F).

² To obtain a permit, contact PRDNER's Terrestrial Resources Division.

3.5 GENERAL REGULATIONS FOR WILDLIFE CONTROL

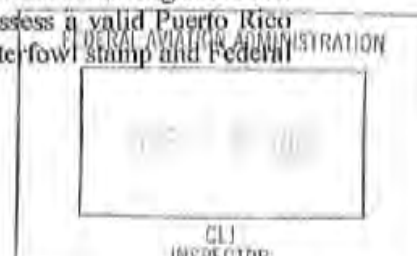
Several regulations and permits apply to wildlife management activities at SJU. Many of these regulations relate to safety, methods, and special considerations or restrictions which are usually specified on the depredation permits.

3.6 BIRDS

3.6.1 Migratory Game Birds

Migratory game birds (Zenaida doves, white-winged doves, mourning doves, scaly-naped pigeons, ducks, common moorhens, and common snipe) are regulated by the USFWS pursuant to the MBTA and Territory laws. These regulations allow harassment of all migratory birds when they are damaging property or threatening human health and safety, but a permit is required for take and for the removal of nests/eggs. Depredation permits are not issued for eagles or T&E species (these species require separate permits for harassment and/or take).

Identification of open hunting seasons and the wildlife involved may be necessary before employing certain wildlife management measures. For instance, the use of the tranquilizer alpha-chloralose on waterfowl is not allowed during the waterfowl hunting season. If hunting is used as a management method for migratory game birds, individuals must possess a valid Puerto Rico hunting license and harvest information program stamp, A Territory waterfowl stamp and Federal



migratory bird hunting stamp are also required for waterfowl although there are limitations to where the stamps can be used.

3.6.1.1 Migratory Bird Depredation Permit (CFR 50, Part 13)

A depredation permit to take federally protected migratory birds can be obtained by contacting the local WS office and requesting a permit application. WS will maintain permits for take of protected species and comply with all reporting requirements. AeroStar personnel will not take migratory birds at this stage and will request WS conduct this activity when required. A list of migratory bird species may be found in Appendix F.

3.6.2 Resident Nongame Birds

Pigeons, European starlings, and house sparrows do not require any permits to be harassed or lethally removed.

3.6.3 Depredation Order for Blackbirds, Cowbirds, Grackles, and Crows

A Depredation Order is a Federal regulation which authorizes the take of certain bird species involved in damage situations, without a Federal permit. Under CFR 50 Part 21.43, "Depredation Order for Blackbirds, Cowbirds, Grackles, Crows, and Magpies," these species may be taken without a federal permit when they are concentrated in such numbers and manner as to constitute a health hazard or other nuisance. Shiny cowbirds, greater Antillean grackles, fall under this depredation order. A territory permit is not required either.

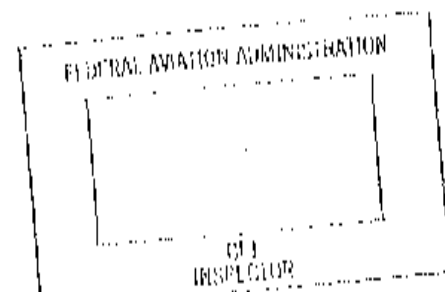
3.6.4 Birds That Are Exempt from Federal/Territory Protection

Various "pet" birds such as lovebirds are exotic (non-native) bird species that are not afforded Federal protection. Therefore, the birds, or their nests, eggs, or young may be taken without a permit. Some domestic waterfowl (e.g., Peking and Muscovy ducks) breed with migratory waterfowl, creating hybrids often resembling wild birds. If the bird is indistinguishable from a wild bird, it is afforded the same protection as a wild migratory bird, and a permit is required for take.

3.7 MAMMALS

3.7.1 Game Mammals

In Puerto Rico, game mammals are those species that are hunted for sport, recreation, or meat. Mammals are primarily regulated only by Territory law. The taking of game mammals requires a valid hunting license issued by the DNER. Feral swine and feral goats are game mammals.



3.7.2 Non-game Mammals

Non-game mammals are protected under the New Wildlife Law of Puerto Rico (Law No. 241 of August 15, 1999) and its Regulations (Regulation No. 6765, for the Conservation and management of Wildlife, Exotic Species and Hunting in the Commonwealth of Puerto Rico, and Regulation No. 6766, to Govern the Threatened and Endangered Species of the Commonwealth of Puerto Rico). The full language of these regulations may be found in **Appendices K and L**. A scientific collection permit is required to take any of these species. In addition, some of these animals are classified as threatened or endangered, and would require a Section 7 consultation with the USFWS before being impacted. None of these animals are likely to be found at SJU, but it is important for SJU personnel to be familiar with them. Bats are present and protected in Puerto Rico.

3.7.3 Feral Domestic Mammals

In Puerto Rico, take of feral mammals such as dogs and cats does not require a federal or territory permit.

3.8 REPTILES & AMPHIBIANS

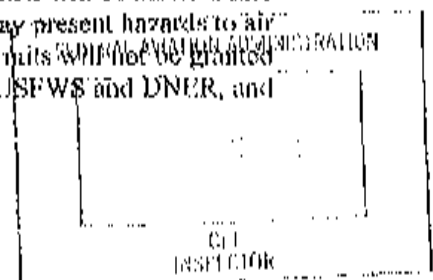
In Puerto Rico, many reptiles and amphibians are protected (see **Appendix H**). Their take would require a state scientific collecting permit. However, iguanas are not afforded protection by federal or territory regulation. A permit is not required to manage these animals.

3.9 WILDLIFE/HABITAT ISSUES OF SPECIAL CONCERN

3.9.1 Federal Threatened and Endangered (T&E) Species

The Federal Endangered Species Act (Sec. 2 [16 U.S.C. 1531]) protects plants and animals which may be threatened with extinction. These acts also protect wildlife habitat. An endangered species is defined as any species or subspecies which is in danger of extinction throughout all or a significant portion of its range. A threatened species is a species or subspecies which is in danger of becoming an endangered species within the foreseeable future throughout or over a significant portion of its range. Once listed, a T&E species cannot be taken or harassed without a special permit. Eagles are also afforded protection under the Bald and Golden Eagle Protection Act. If a significant hazard exists with a listed species that jeopardizes air safety, the USFWS and the Puerto Rico DNER should be contacted for assistance.

The USFWS maintains updated lists of T&E species. Wildlife control personnel at SJU will familiarize themselves with listed bird and mammal species and their potential occurrence at the airport (**Appendix G**). Updated lists of Federal T&E species will be obtained from the USFWS website prior to the WHG meetings. When these lists change, the current lists will be inserted into this document by the SJU Wildlife Coordinator. Some of these species may present hazards to air traffic at SJU, and permits are required to harass them. In most cases, permits will not be granted to take T&E species. Habitat critical to listed species is regulated by the USFWS and DNER, and



these regulations will be reviewed to determine their potential effect on SJU's habitat modification plans to reduce wildlife hazards.

Currently, the T&E species listed as occurring in Carolina, PR, are several species of sea turtles, Antillean manatee, the yellow shouldered blackbird, the Puerto Rican booby. It is very important that all wildlife be properly identified before harassment or lethal control measures are undertaken.

3.9.2 Eagle Permits

Eagles are afforded federal protection under the Bald and Golden Eagle Protection Act, which requires that a federal permit is necessary in order to harass them away from damage situations. Bald Eagles are considered vagrants in Puerto Rico, but it is possible that one may be observed at SJU. If they are, SJU will consider completing an application for an Eagle Permit.

3.9.3 Habitat Conservation

USFWS and the PR DNER are responsible for species conservation and recovery plans for T&E species. These plans require the identification of critical habitat when it is associated with the decline of a species. Habitat alterations and developments may be prohibited in areas where critical habitat has been designated or where such changes could result in the inadvertent take of an endangered species. Consultation with USFWS or DNER biologists will help determine on a case-by-case basis whether critical habitat is affected by airport projects, and if so, the necessary mitigation.

3.9.4 Wetlands Mitigation

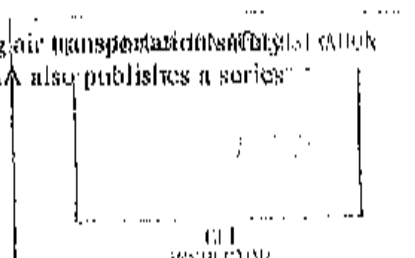
Wetland modifications may require permits from various agencies, including the USFWS, Army Corps Of Engineers (ACOE), and the DNER. Pre-development mitigation may be required for issuance of a permit. More information regarding wetlands and mitigation on airports is located on the FAA website. Refer to Advisory Circular 150/5200-33, Section 2-4 (Wetlands).

3.10 CERTIFIED PESTICIDE APPLICATOR LICENSE

The use of restricted-use pesticides for the removal of hazardous wildlife (e.g., rock doves and starlings) or prey species (e.g., rodents, insects, earthworms, and weeds) in most cases must be conducted by a certified applicator licensed by the Puerto Rico Department of Agriculture (PRDA). To obtain the necessary license to apply restricted-use pesticides, a person must pass an exam administered by the PRDA. All SJU personnel that use pesticides will first obtain a pesticide applicator's license pursuant to territory regulations. Use of all pesticides will adhere to the product label and will follow Environmental Protection Agency (EPA) guidelines.

3.11 FAA REGULATIONS, ADVISORY CIRCULARS, AND CERTALERTS

The FAA is the Federal agency responsible for developing and enforcing air transportation safety regulations. Many of these regulations are codified in the FARs. The FAA also publishes a series of

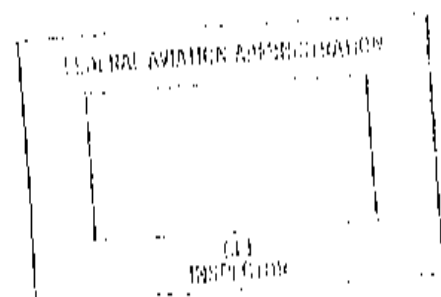


of guidelines for airport operators to follow called Advisory Circulars (ACs). ACs in the 150 series deal with airport safety issues, including wildlife hazards. In addition to FARs and ACs, the FAA periodically issues Certalerts for internal distribution and to provide recommendations on specific issues for inspectors and airport personnel. All of the above-mentioned regulations, ACs, and Certalerts are frequently changed or updated, and their current status should be verified on a regular basis. This may be accomplished by contacting the FAA directly or by visiting their website at <http://www.faa.gov>.

A manual entitled Wildlife Hazard Management at Airports was developed cooperatively by the FAA and WS in 1999. It contains important information on airport wildlife hazard management, and it is consulted by SJU personnel regarding control actions and other wildlife hazard management issues. This manual must be retained in the Operation Supervisor's office, and is available on-line (<http://www.wildlife-mitigation.tc.faa.gov>).

3.12 OTHER REQUIRED DOCUMENTS/PERMITS

While SJU is partnered with WS under a Cooperative Service Agreement, SJU will rely on WS to keep required Federal, Territory, and local permits readily available and current.



4 - RESOURCES

4.1 OVERVIEW

Habitat management and wildlife control supplies and equipment are purchased from commercial sources. An adequate supply of equipment will be maintained at SJU for use by trained personnel.

4.2 AIRPORT SUPPLIES

Supplies that will normally be available at the airport or will be purchased when necessary include, but are not limited to:

1. 15 mm pyrotechnic pistol launchers (Bird bombs/bangers and screamers), CAPA pyrotechnics (long-range)
2. Pellet rifle and ammunition
4. Cleaning supplies for all firearms and pyrotechnic launchers
5. Catch poles
6. Exclusion materials such as metal spikes and bird netting
7. Cage trap for dogs (e.g., Tomahawk 110B)
8. Cage trap for cats/raccoons (e.g., Tomahawk 108)
9. Small cage or cloth bag for holding bats
10. Binoculars
11. Gloves - thin leather gloves to handle bats, latex gloves to handle birds or carcasses
12. Garbage bags - various sizes
13. Re-sealable bags - various sizes
14. Freezer to preserve bird carcasses for identification by the Wildlife Biologist/Specialist
15. FAA Form 5200-7 "Bird/Other Wildlife Strike Report" (**Appendix J**)
16. 12 gauge shotgun(s) and ammunition
17. Rifle or .22 pistol
18. Mylar tape

The following resource documents will be maintained in written or electronic form in the SJU Wildlife Coordinator's office.

1. Field guides to wildlife identification
2. Prevention and Control of Wildlife Damage (2-binder manual, on CD or available on the web at <http://wildlifedamage.wil.edu/handbook/handbook/>)
3. FAA Wildlife Hazard Management at Airports manual -- available on the web at <http://wildlife.pr.erau.edu/EnglishManual/EngStorn.pdf>
4. Transport Canada reference manual for wildlife control procedures at airports -- available on the web at <http://www.tc.gc.ca/CivilAviation/Aerodrome/WildlifeControl/tp13549/main.html>
5. Wildlife Hazard Assessment for SJU



- 6. 156th Airlift Wing Bird/Wildlife Aircraft Strike Hazard (HASH) Plan 91-212
- 7. SJU Wildlife Hazard Management Plan

4.3 AIRPORT SUPERVISORS AND SENIOR RAMP CONTROLLER VEHICLES

The Airport Operations vehicles will contain the supplies listed below to facilitate an immediate response to wildlife hazards. These personnel are responsible for responding to emergency calls from the SJU ATC tower or Operations Supervisors to disperse animals from the runways. They will maintain radio communications with the tower if there is a potentially hazardous situation within the AOA, and the patrols will operate within the aircraft movement areas according to FAA guidelines. At a minimum, supplies to be maintained in the vehicles should include at least:

- 15 mm pyrotechnic pistol launchers
- 15 mm pyrotechnics (bangers, screamers, starter caps, etc.)
- Bird identification field guide
- Binooculars
- Latex gloves
- Garbage bags
- Re-sealable sandwich bags
- Data sheets (FAA Form 5200-7, wildlife activity logs)
- Prepared SJU Strike Remains Recovery Kit

4.4 USDA-WILDLIFE SERVICES ASSISTANCE

Any necessary equipment such as traps, netting, vertebrate pesticides, firearms, lasers, and chemical products will be available through WS for conducting specific control operations. SJU will maintain a Cooperative Service Agreement with WS to assist SJU personnel in deterring or removing wildlife from the airport. The duties assigned to the WS Wildlife Biologist/Specialist are listed in 1.2.12 of this plan.

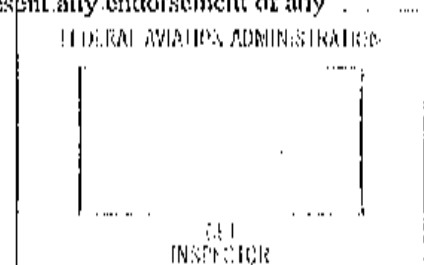
4.5 ANIMAL CONTROL AND RESCUE ASSISTANCE

Domestic animals may be contained and brought to a nearby animal control shelter.

- In Carolina: Animal Control Center of Carolina, Apartado 8, Carolina, PR 00986-0008 (787) 752-7273
- In San Juan: San Juan Municipal Shelter, Call Box 70179, San Juan, PR 00936, (787) 792-6856/6833

4.6 SOURCES OF WILDLIFE MANAGEMENT SUPPLIES/EQUIPMENT

The following is a list of many of the wildlife management equipment suppliers and/or manufacturers, as compiled by WS. This list was assembled to assist SJU in obtaining wildlife management supplies, equipment, or information, and does not represent any endorsement of any device type, manufacturer, or distributor.



Metal wires, projections, or netting

Bird-B-Gone
24362 Via Madrugada
Mission Viejo, CA 92692
800-392-6915

Bird Barrier
20925 Chico St.
Carson, CA 90746
800-503-5444
www.birdbarrier.com

Bird Barrier America
300 Calbert Ave.
Alexandria, VA 22301
800-662-4737

Bird-X, Inc.
300 N. Elizabeth St.
Chicago, IL 60607
800-662-5021
www.bird-x.com

Cat Claw Inc.
P.O. Box 3778
Johnstown, PA 15994
814-266-5544
www.catclaw.com

Nixalite of America
417 25th St.
Moline, IL 61265
800-624-1189
www.nixalite.com

Nylon Net Co.
845 N. Main St.
Memphis, TN 38101
800-238-7529

Wildlife Control Technology, Inc
P.O. Box 592 2501 N. Sunnyside
Fresno, CA 93727
800-235-0262
www.wildlife-control.com

Other Exclusionary Devices

Airport Surface Technologies
53 E. Jackson Blvd. Suite 1524
Chicago, IL 60604
312-692-1962
(AvTurf)

Euro-Matic Plastics, Inc.
2201 Old Stantonsburg Rd.
Wilson, NC 27893
919-206-1400
(Plastic bird balls)

Wildlife Control Technology
2501 N. Sunnyside Ave.
Fresno, CA 93727
800-235-0262
(Bird balls)

Propane Exploders

Agricultural Supply, Inc.
1435 Simpson Way
Escondido, CA 92029
800-527-6699

H.C. Shaw Company
4554 Quantas Ln. Suite 1
Stockton, CA 95026
800-221-2884

Reed-Joseph International
800 Main St. P.O. Box 894
Greenville, MS 38702
800-647-5554

Margo Supplies, Ltd.
P.O. Box 5400
High River, Alberta, Canada T1V 1M5
403-652-1932
www.margosupplies.com

Pyrotechnic Devices

All Purpose Ammo
517 Concord Ind. Drive
Seneca, SC 29672
800-870-2666

APGAR, Inc
Mill River Supply
375 Adams
Bedford Hills, NY 10507
914-666-5774

Reed-Joseph International
800 Main St. P.O. Box 894
Greenville, MS 38702
800-647-5554



Margo Supplies, Ltd.
P.O. Box 5400
High River, Alberta, Canada T1V 1M5
403-652-1932
www.margosupplies.com

Tactile Repellents

Bird Control International
J.T. Eaton & Co.
1393 E. Highland Rd.
Twinsburg, OH 44087
800-321-3421

J.C. Erlich Chemical Co.
2293 Amber Dr.
Hatfield, PA 19440
800-488-9495

The Tanglefoot Co.
314 Straight Ave. SW
Grand Rapids, MI 49504
616-459-4130

Traps and Trapping Supplies

Forestry Suppliers, Inc.
205 W. Rankin Street
P.O. Box 8397
Jackson, MS 39284
800-360-7788
www.forestry-suppliers.com

Ketch-All Company
4149 Santa Fe Road #2
San Luis Obispo, CA 93401
805-543-7223

M & M Fur Company
P.O. Box 15
Bridgewater, SD 57319
605-729-2535

Montgomery Fur
1539 W. 3375 S.
Ogden, UT 84401
801-394-4686

Tomahawk Live Trap, Co.
P.O. Box 323
Tomahawk, WI 54487
800-272-8727

Triple S Outdoor Supply
2179 Highway 35 South
Foxworth, MS 39483
601-763-1789

Optics, Firearms, Pellet Rifles

Club De Tiro Y Armería
Ponce de León
Ave. 65 de Infantería #715
San Juan, Puerto Rico 00924
787-765-2775

B&B Target Center
369 Ave. San Claudio Suite #3
San Juan, Puerto Rico 00926

Field Books

The Bookmark
Empresas Caparra
San Patricio Plaza
SF. D. Roosevelt, Esq. Avenida San Patricio
Guaynabo, PR 00968



5 - WILDLIFE HAZARD MANAGEMENT PROCEDURES

SJU Operations personnel will conduct physical inspections of movement areas and other areas critical to wildlife hazard management as part of the daily protocol. They will document all observed wildlife and all data sheets will be maintained in the airport wildlife log. This airport wildlife log will be retained in the Operations Supervisor's office. If no wildlife is observed, a record indicating that an inspection was conducted. During periods of exceptionally heavy wildlife activity (e.g., migratory periods, roosts on airport property, etc.), the SJU Wildlife Coordinator will consult with the Operations Supervisor(s) to issue a NOTAM and consult with the Wildlife Biologist/Specialist to mitigate the issue if possible.

5.1 WILDLIFE CONTROL MEASURES

Wildlife observed on SJU that is determined to pose hazards to aviation will be managed using safe, effective, legal, and environmentally responsible direct control techniques.

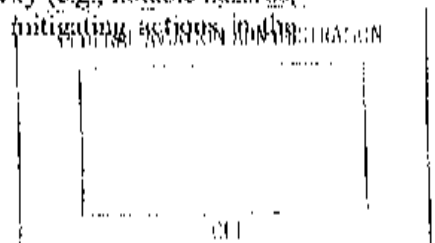
Wildlife identification guides and handbooks will be available for use by wildlife control personnel at SJU. The manual entitled *Prevention and Control of Wildlife Damage* (2-volume set) details species-specific damage assessment, and includes an in-depth discussion of methods of dispersal or removal for each species. It is available on-line at <http://wildlifedamage.unl.edu/handbook/handbook/>. In addition, Transport Canada (Canada's governmental agency responsible for reducing wildlife hazards) has also produced a valuable reference manual on wildlife control procedures at airports. It is available on-line at <http://www.tc.gc.ca/CivilAviation/Aerodrome/WildlifeControl/p13549/memr.htm>.

Additionally, the FAA and WS have jointly developed a manual entitled, *Wildlife Hazard Management at Airports*. This manual is available in the Operations Supervisor(s)'s office and on-line at <http://www.wildlife-mitigation.tc.faa.gov>.

Along with these references, the WS Wildlife Biologist/Specialist will be consulted regarding special needs and/or emerging hazards. Airport personnel will be trained by WS to identify and manage hazardous wildlife at SJU and will select and implement wildlife management methods that are appropriate to the type of animal causing the hazard.

5.2 WILDLIFE PATROL

SJU Operations personnel will conduct at least one wildlife patrol at SJU during each shift. The patrol will monitor and respond to wildlife hazards on the airfield and will coordinate their activities through the SJU Wildlife Coordinator or Operations Supervisor. Operations personnel will be trained in wildlife identification, wildlife management techniques, and safe operations. They will have radio-equipped vehicles and adequate wildlife control supplies. Operations personnel will maintain clear communications with the ATC tower, in accordance with FAA radio protocols, and will record all observations of wildlife-related activity (e.g., notable hazards, animals killed or dispersed, unusual wildlife behavior, etc.) and their mitigating actions in the airport wildlife log.



Routine runway sweeps will be conducted at least once per shift, and the presence of any dead animals found that were involved in strikes with aircraft will be recorded on the Wildlife Strike Report Form (Appendix J). All dead birds, mammals, and reptiles found on runways and taxiways, or within 200 feet of the runway centerline will be considered the result of a strike unless the death was obviously due to some other cause. Animal remains will be placed in a zipped plastic bag and placed in the freezer of the Wildlife Biologist/Specialist with a Wildlife Strike Report Form attached. If the Wildlife Biologist/Specialist is not present, the SJU Wildlife Coordinator or Operations Supervisor will use a key to gain access to the freezer and leave the carcass there for future identification by the Wildlife Biologist/Specialist. The Wildlife Biologist/Specialist or the SJU Wildlife Coordinator will maintain an electronic database of wildlife strike data collected at SJU. In addition to carcasses found near aircraft movement areas, wildlife strikes will also include: (1) strikes reported by pilots, (2) evidence of wildlife strikes found and reported by aircraft maintenance personnel, and (3) direct observation of a strike by SJU, ATC, or WS personnel. All Wildlife Strike Report Forms will be submitted to the SJU Wildlife Coordinator or Wildlife Biologist/Specialist for electronic entry into the FAA Wildlife Strike Database at <http://www.wildlife-mitigation.tc.faa.gov>. Printouts of FAA strike report will be retained in the Operations Supervisor's Office, near the Wildlife Patrol Log, where access is available 24 hours a day.

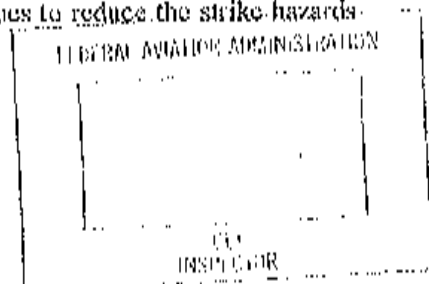
5.3 GENERAL WILDLIFE CONTROL

Each known wildlife hazard that develops will be analyzed by the SJU Wildlife Coordinator or Wildlife Biologist/Specialist to determine a practical solution. An integration of multiple methods will be employed for maximum effectiveness. SJU and WS will work proactively to discourage bird use of the airport and surrounding areas by conducting habitat manipulation to make the areas less attractive for hazardous birds. Initial response to wildlife presence will be harassment away from the airport with frightening devices, followed by lethal methods when necessary. Techniques will be applied based on safety, effectiveness, practicality and environmental considerations. The methods chosen will depend largely on the situation and the species involved.

SJU's wildlife hazard management program will be guided by the following principles: (1) A zero tolerance policy towards hazardous wildlife on the airport. (2) Wildlife will be harassed immediately and consistently. (3) Wildlife reproduction on the airport will be discouraged, reduced or eliminated. (4) Persistent hazardous wildlife will be removed whenever possible. (5) SJU will adhere to all laws, regulations, policies, permits and licenses.

5.4 BIRD HAZARD MANAGEMENT

Several species of birds are present at SJU and represent the most significant potential for causing damaging strikes. Egrets and gulls are among the most frequently struck wildlife at SJU. Therefore, this section will discuss specific management techniques to reduce the strike hazards for these species.



Brown pelicans, magnificent frigatebirds, and red-tailed hawks also pose a serious strike threat. All have been reportedly struck at SJU. An aircraft strike with any of these species could be catastrophic, therefore actions will be taken immediately when these birds are observed on the airfield and pilots will be notified. Management for doves, grackles, and killdeer will also be discussed in a more general manner.

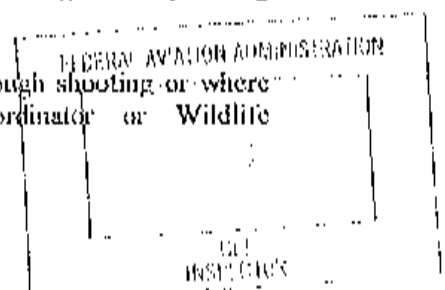
5.4.1 Egret and Gull Management at SJU

The following steps will be taken to reduce/eliminate hazards involving cattle egrets and great egrets at SJU:

1. Institute a zero tolerance policy for egrets on all areas on SJU.
2. Intensively manage airfield to maintain a thick and tall stand of turf which will impede the feeding habits of the egrets.
3. Modify mowing schedules so that the field is mowed when birds are not present or are not present in great numbers. Equipment operators will be trained in the use of pyrotechnics and will apply these scare tactics while mowing.
4. Remove trees and woody vegetation located on SJU property where egrets are roosting, nesting, or loafing.
5. Decrease egret food sources through habitat management practices (draining areas with moist soil/standing water).
6. Monitor adjacent lands for egret attractants (trash facilities, sewage treatment plants) and roosts and work with landowners on reducing the attractiveness of these areas.
7. When necessary, reinforce harassment measures with lethal control with firearms so birds do not become habituated to harassment techniques (for example, while mowing).

The following steps will be taken to reduce/eliminate hazards involving gulls at SJU:

1. Institute a zero tolerance policy for gulls at SJU.
2. Monitor and eliminate (if found) feeding of gulls and other wildlife on all areas of the airport, especially in the taxi cab lots, loading docks, vendor areas, and waste transfer station. Issue notices of violation to all SJU employees and tenants found feeding gulls or not covering trash.
3. Eliminate standing water from pavement surfaces and the airfield. When not possible, increase harassment efforts at locations of standing water or apply squeegees to remove water.
4. Install exclusion devices (i.e., bird spikes, wires, netting), where appropriate, to reduce roosting and loafing habitat for gulls. Remove any structures where gulls are perching that are not necessary to the operation of SJU.
5. Harass gulls using pyrotechnics. Reinforce harassment through shooting or where deemed safe and effective by the SJU Wildlife Coordinator or Wildlife



Biologist/Specialist. Carcasses will be immediately collected for subsequent burial or incineration.

6. Monitor adjacent lands for gull attractants (trash facilities, sewage treatment plants) and roosts and work with landowners on reducing the attractiveness of these areas.

Records of these activities will be maintained in the Operations Supervisor Office in the airport wildlife log. All take of gulls and egrets, nests and eggs must be reported to the USFWS and DNER each year. Any take by WS will be reported by the WS Wildlife Biologist/Specialist.

5.4.2 Management of Brown Pelicans, Magnificent Frigatebirds, and Red-tailed Hawks at SJU

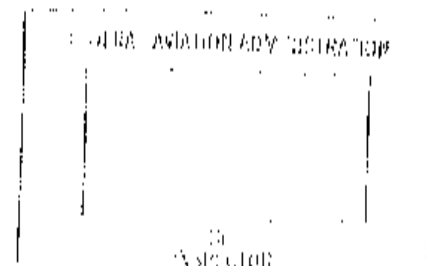
The following actions will be taken to reduce/eliminate hazards involving brown pelicans and magnificent frigatebirds at SJU:

1. Because of the serious strike hazard seabirds present to aircraft at SJU, a zero tolerance policy will be in effect on the airport. When these birds are observed flying over or near SJU, the tower will be notified and immediate action will be taken to harass them from the area.
2. The WS Biologist/Specialist will monitor for seabird activity along the shorelines and lagoons on a monthly basis.
3. All structure that provides perching areas for these seabirds will be removed when not necessary to the operation of SJU.

The following actions will be taken to reduce/eliminate hazards involving hawks at SJU:

1. Institute a zero tolerance policy toward raptors at SJU.
2. Harassment of raptors with pyrotechnics will be employed to direct birds away from the airport.
3. The WS Biologist/Specialist will trap and relocate raptors (under special handling permit from the USFWS) from the SJU airfield and will maintain proper permits for doing so. If banded birds return and are re-captured, they will be euthanized.
4. Rodent populations will be monitored intermittently and reduced when necessary.
5. Unnecessary structures that are used as perch sites for raptors will be removed.

Records of these activities will be maintained in the Operations Supervisor Office in the airport wildlife log. Any take must be reported to USFWS and DNER each year. Any take by WS will be reported by the WS Wildlife Biologist/Specialist.



5.4.3 Zenaida Dove, Rock Dove and Greater Antillean Grackle Management at SJU

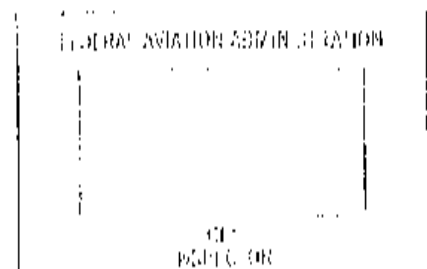
The following steps will be taken to reduce/eliminate hazards involving doves at SJU:

1. Institute a zero tolerance policy for Zenaida doves for all areas on SJU.
2. Trap Zenaida doves where deemed to be safe and effective by the SJU Wildlife Coordinator or Wildlife Biologist/Specialist. Birds will be handled according to permit restrictions from the USFWS and DNER. Carcasses will be immediately collected for subsequent burial or incineration.
3. Prune or remove landscaping trees, airfield trees, and brush located on SJU property where Zenaida doves are roosting or seeking cover.
4. Remove Zenaida dove nests found on SJU.
5. Eliminate Zenaida dove and grackle food sources through habitat management practices (mowing, seed head suppression, turf establishment, proper planting practices, and herbicides).
6. Eliminate unnecessary fences, power lines, etc. that are used by Zenaida doves for perching.

The following steps will be taken to reduce/eliminate hazards involving rock doves (pigeons) at SJU:

1. Institute a zero tolerance policy for rock doves at SJU.
2. Monitor and eliminate (if found) feeding of rock doves and other wildlife on all areas of the airport, especially in the taxi cab lots, loading docks, vendor areas, and waste transfer station. Issue notices of violation to all SJU employees and tenants found feeding pigeons.
3. Remove pigeon nests found on SJU.
4. Install exclusion devices (i.e., bird spikes, wires, netting), where appropriate, to reduce nesting, roosting, and loafing habitat for pigeons.
5. Remove pigeons through shooting, trapping, or the use of toxicants where deemed safe, legal, and effective by the SJU Wildlife Coordinator or Wildlife Biologist/Specialist. Carcasses will be immediately collected for subsequent burial or incineration.

Records of these activities will be maintained in the Operations Supervisor Office in the airport wildlife log. All take of Zenaida doves, nests and eggs must be reported to the USFWS and DNER each year. Any take by WS will be reported by the WS Wildlife Biologist/Specialist.



5.4.4 Management of Other Bird Species at SJU

Other bird species were observed at SJU during the WHA. Management of hazards associated with these species will depend on the nature and extent of the hazard.

Wading birds will be managed through monitoring, habitat manipulation (removal of woody vegetation along drainage ditches, removal of any impediment to draining water), harassment, and population control, applied in an integrated fashion.

The presence of killdeer at SJU, especially on taxiways and runways, is considered a wildlife strike threat. Killdeer will be managed through monitoring, harassment and population control. Destruction of killdeer nests will also be implemented.

Bird management at SJU will be conducted according to the integrated wildlife damage management approach that includes consideration and application of a number of safe, effective, legal, practical, cost-efficient, and environmentally-responsible methods and approaches.

5.5 REPTILE HAZARD MANAGEMENT

Iguanas present a significant strike risk at SJU and are disruptive to air operations. The following steps will be taken to reduce/eliminate hazards associated with iguanas at SJU:

1. Institute a zero-tolerance policy toward iguanas on all areas of SJU.
2. Remove nesting habitat (woodlands and mangroves) and cover found along drainage ditches near both runways.
3. Maintain a trap/euthanize program for iguanas. Supplement with shooting where safe. Destroy nests and eggs when found. Carcasses will immediately be retrieved for burial.

All activities related to iguana management will be kept documented in wildlife logs in the office of the SJU Wildlife Coordinator and the WS Biologist/Specialist.

5.6 MAMMAL HAZARD MANAGEMENT

Free-ranging dog, mongoose, and domestic were the mammals observed by WS on and around SJU during the WHA. These animals gained access to the airport under fences, through fence gaps, between gates and through culverts with no exclusion barriers. These access points will be monitored, fenced, repaired or back-filled to reduce the likelihood of a wildlife strike at SJU.

Free-ranging dogs are the most abundant mammal that is a strike threat at SJU. Footholds, snares, large cage traps, catch poles and collarum traps will be used to capture free-ranging dogs. Animals will be taken to a local animal shelter after capture.

FEDERAL AVIATION ADMINISTRATION

CHIEF
INSPECTOR

Mongoose exist on the airfield, and may serve as a food resource for hawks, egrets, herons and other birds. A lethal mongoose trapping and program will be implemented.

5.6 USDA APHIS WILDLIFE SERVICES ASSISTANCE

WS personnel will assist with any wildlife management activities at SJU. Many of the control techniques for mammals differ from bird hazard control techniques and require specialized experience and permits. As stated earlier, SJU will maintain a cooperative agreement with WS and may contact WS for any assistance in managing wildlife hazards at SJU. The responsibilities assigned to WS are listed in 1.2.14 of this plan.

5.7 ADMINISTRATIVE PROCEDURES TO REDUCE WILDLIFE HAZARDS

5.7.1 Communication with ATC Tower during wildlife hazard event

While on the airport, SJU Operations personnel will be equipped with radios and have proper training to contact the ATC tower. If an immediate hazard exists that might compromise the safety of air traffic at SJU, the Operations personnel will coordinate with the ATC tower to modify arriving or departing air traffic until the hazard is eliminated. Although the ATC tower cannot be expected to monitor all wildlife hazards on the airfield and still direct air traffic, tower personnel will be asked to notify the Operations Supervisor immediately if pilots report on or off airport wildlife hazards or any such hazards are observed from the tower.

The WS Biologist/Specialist will also be trained to contact the ATC Tower if requested by Aerostar. The USDA vehicle will be equipped with a permanently-mounted or hand-held radio that will facilitate communication with the tower if needed.

5.7.2 Annual Training of SJU Operations Personnel

Training requirements will be outlined in further detail in Chapter 7. Aerostar Operations and Facilities personnel will be trained annually in the identification of wildlife, wildlife hazards, and plants attractive to wildlife. Wildlife management techniques and the maintenance and use of firearms and pyrotechnics will be taught each year. SJU Operations personnel will be trained in the protocols for documenting wildlife strikes, recovering strike remains, and monitoring for wildlife activity during regular work activities and runway sweeps.

5.7.3 Establishment of Strike Documentation System and Weekly Review

A formal strike documentation protocol will be initiated at SJU. The protocol will be as follows:

- All wildlife strikes reported directly to the FAA Wildlife Strike Database by pilots, ATC personnel, or airline worker (those that are not SJU Operations personnel) will be sent electronically to the SJU Wildlife Coordinator and the Wildlife Biologist/Specialist via an automated notification system. To receive automatic updates to email addresses, contact A.R. Newman at newmana@crna.edu and request notification. These electronic reports from non-Operations personnel will be added to an internal electronic database so they may be sorted and tallied easily.

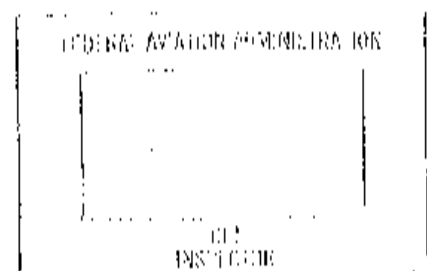
- SJU Operations personnel will document wildlife strikes (including wildlife carcasses retrieved during runway inspections) using a Wildlife Strike Report Form (FAA Strike Report Form 5200-7 or similar form). These forms will be filled out by hand and submitted to the SJU Wildlife Coordinator promptly. The SJU Wildlife Coordinator will make copies of the forms and forward copies to the WS Biologist/Specialist.
- The Wildlife Biologist/Specialist or SJU Wildlife Coordinator will convert all Wildlife Strike Report Forms to electronic format by transmitting them to the FAA Wildlife Strike Database via the internet.
- The Wildlife Biologist/Specialist or SJU Wildlife Coordinator will print out every entry in the FAA Wildlife Strike Database and place the hard copy into a 3-ring binder labeled for the calendar year. This ensures that there is a hard copy and electronic database of every wildlife strike documented at SJU.
- The SJU Wildlife Coordinator and/or the Wildlife Biologist/Specialist will update entries in the event that carcass or bird remains are identified to species by scientists at the Smithsonian Institution.
- When a strike is reported to the FAA Wildlife Strike Database by a pilot at 500 ft. AGL or less, the SJU Wildlife Coordinator and/or the Wildlife Biologist/Specialist will follow up with the pilot submitting strike data to get as many details as possible about the strike including specific time of day, number, and species of birds.
- The SJU Wildlife Coordinator and the Wildlife Biologist/Specialist will conference at the end of each week to review strike history for the week. The Wildlife Log, which documents any wildlife activity observed by Operations personnel and the field diary (which includes wildlife observations, both formal and informal) of the Wildlife Biologist/Specialist will also be reviewed in conjunction with any reported strikes. Any necessary mitigating actions will be decided at that time. When wildlife activity and strike rates are low, such as during dry months, the SJU Wildlife Coordinator can cancel the weekly conference at his/her discretion.

5.7.4 Wildlife Biologist/Specialist Reporting Requirements

The WS Wildlife Biologist/Specialist will produce a quarterly report of bird numbers observed during formal surveys, wildlife harassed or lethally removed, and overall activities accomplished within the previous quarter. This report will be due to the SJU Wildlife Coordinator and the WS State Director by the 10th of the month following the end of the quarter.

5.7.5 Procedures for Airfield Cutting and Weed-Eating

The SJU Wildlife Coordinator and/or the Wildlife Biologist/Specialist will submit work orders for mowing priority areas or areas that need critical attention (such as those seeding out) to Facilities. These work orders will be addressed within 2 weeks. If extenuating circumstances (equipment break-down, weather) prevent the work requests from being initiated within two weeks, The Maintenance Supervisor will inform the SJU Wildlife Coordinator, and another alternative will be explored.

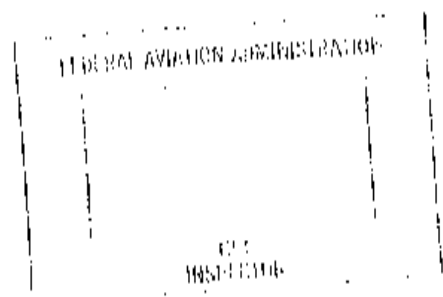


5.7.6 Establishment of Wildlife Hazard Group (WHG)

See Section 1.2.13 for further information.

5.7.7 Attendance at Annual Bird Strike Committee USA (and Canada) Meeting

The SJO Wildlife Coordinator, or another Aerostar designee, will attend the Annual Bird Strike Committee USA (and Canada) Meeting when budget and time permits. Up-to-date research and wildlife hazard management techniques are presented at these meetings. It is important for SJO to be aware of the newest options available for wildlife hazard mitigation.



6 - EVALUATION

6.1 OVERVIEW

The WHMP will be evaluated at least annually. The WHG will determine the effectiveness of the WHMP at reducing wildlife strikes at SJU and monitor the status of hazard reduction projects, including their completion dates.

6.2 MEETINGS

The WHG will meet at least twice each year, but the group may meet more frequently if situations warrant, as determined by the SJU Wildlife Coordinator. The group will examine the effectiveness of the plan in reducing wildlife hazards at SJU, and examine the information presented in the WIA and continued monitoring reports to determine necessary actions to further reduce wildlife hazards.

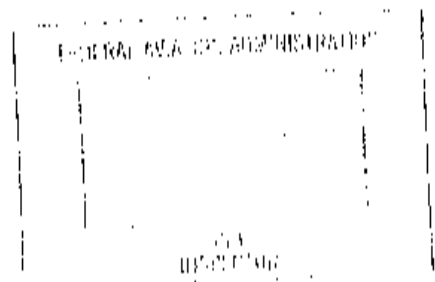
6.3 WILDLIFE STRIKE DATABASE

The SJU Wildlife Coordinator is responsible for documentation of wildlife populations, hazards and strikes at SJU. This is accomplished primarily through requirements placed on SJU Operations personnel. The SJU Wildlife Coordinator requires Operations personnel to document wildlife strikes through completion of a Wildlife Strike Report Form, submission of the remains to the Wildlife Biologist/Specialist for species identification, and completion of various internal records specific to SJU. Additionally, Operations personnel conduct daily checks of the airfield, identify possible wildlife attractants, and observe wildlife presence.

SJU, with the assistance of WS, will present a summary of wildlife strikes for review at the WHG at the meeting. The summary will list wildlife species involved in strikes and identify trends and strike numbers. This information will be used to identify emerging needs and to contribute to the evaluation of wildlife hazard management programs at SJU. If unacceptable increases in damaging wildlife strikes and wildlife populations are observed, the cause should be determined and the WHMP modified to address the problem.

6.4 AIRPORT EXPANSION

Airport expansion plans will be reviewed by the SJU Wildlife Coordinator or a designee to ensure that new developments will not inadvertently result in increased wildlife hazards to aircraft operations. If necessary, coordination among SJU Operations, Engineering and Development, Facilities and WS will be conducted through the WHG to review potential impacts of airport development of wildlife hazards at SJU and to modify the proposals to reduce or eliminate potential or emerging hazards.



7 - TRAINING

7.1 OVERVIEW

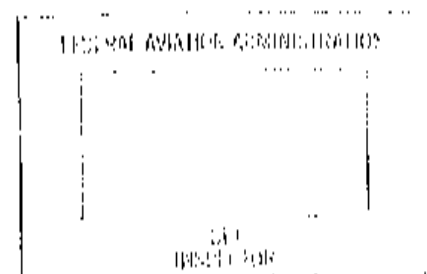
Training is essential for personnel involved with the WHMP. The SJU Wildlife Coordinator will ensure that all personnel that might be working in a wildlife deterrence capacity are trained in the proper selection and application of control methods as well as wildlife species identification.

7.2 STANDARD TRAINING

Wildlife control personnel will receive annual training in identifying and mitigating wildlife hazards at airports, including an overview of laws associated with wildlife control, techniques used for prey-base reductions, effective use of firearms and pyrotechnics (including hands-on training), and wildlife identification and dispersal techniques. Protocols for documenting wildlife activity and wildlife strikes will also be taught to all Operations personnel spending time on the airfield. Airport communications and driving training should also be provided to all employees involved in wildlife control operations that may require them to operate in the aircraft operations area (AOA). A record of training will be maintained by the SJU Wildlife Coordinator. Training modules will meet the requirements set forth in FAA Advisory Circular AC 150/5200-36A dated January 31, 2012 (Appendix I).

7.3 USDA APHIS WILDLIFE SERVICES TRAINING

Additional training of designated wildlife control personnel in basic wildlife identification, plant identification, and dispersal techniques will be offered whenever required. The courses will include hands-on training using pyrotechnics, and other deterrent equipment, with an emphasis on safety and effectiveness. The courses will incorporate management issues relating directly to SJU wildlife strikes, populations, and the physical environment. Wildlife Services will also train terminal crew, pilots, and Operations Supervisors on the retrieval and preservation of feather remains from bird strikes for species identification. Although the trainings will familiarize SJU personnel with necessary techniques, they would not be designed to make experts out of the participating personnel.



8 - AGENCY DIRECTORY

REGULATORY AND ENFORCEMENT

U.S. Fish and Wildlife Service (Wildlife Permitting)
Migratory Bird Permit Office
P.O. Box 49208
Atlanta, GA 30359
Tel. (404) 679-7070
Fax (404) 679-4180
Email permitsR4M13@fws.gov

U.S. Fish and Wildlife Service (Section 7 and T&E)
Caribbean Ecological Services Field Office
Edwin Muffiz, Field Supervisor
P.O. Box 491 Boqueron, PR 00622
Phone: 787/851 7297 Fax: 787/851 7440
E-mail: Edwin_Muffiz@fws.gov

U.S. Fish and Wildlife Service
Office of Law Enforcement
Guaynabo, PR
651 Federal Drive, 372-12
Guaynabo, Puerto Rico 00965
787 749-4338
Fax: 787 749-4340

*Puerto Rico Department of Natural and
Environmental Resources*
PO Box 366147 San Juan, Puerto Rico 00936
Physical Address:
8838 Highway, km. 6.3
Sector 19 Cinco, Rio Piedras
Phone: 787-999-2200
Fax: 787-999-2303

TECHNICAL ASSISTANCE

U.S. Department of Agriculture, Wildlife Services
School of Forestry and Wildlife Sciences
602 Duncan Drive
Auburn, AL 36849
(334) 844-5670
website: <http://www.aphis.usda.gov/ws>

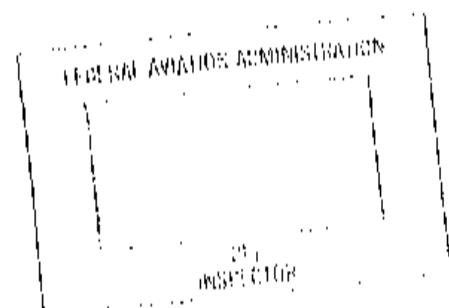
Puerto Rico Agricultural Extension Service
PO Box 21120
Rio Piedras, PR 00928-1120
Voice phone: (787) 751-3935

OPERATIONAL ASSISTANCE

U.S. Department of Agriculture, Wildlife Services
School of Forestry and Wildlife Sciences
602 Duncan Drive
Auburn University, AL 36849
334-844-5670
website: <http://www.aphis.usda.gov/ws>

Federal Aviation Administration
Staff Wildlife Biologist
FAA Airport Safety and Compliance
FAA-AA5-317
800 Independence Ave., SW
Washington, DC 20591
202-267-3389
website: <http://www.faa.gov>

*Local pest control operators are available to assist
with insect and rodent problems.*





Appendix C: Airport Emergency Plan

AEROSTAR
AIRPORT HOLDINGS, LLC

Emergency Plan

Luis Muñoz Marín International Airport

Aerostar Airport Holdings, LLC

February 11, 2013

Agustin Arellano
Chief Executive Officer and General Director
Aerostar Holdings, LLC
Luis Muñoz Marín International Airport

INTRODUCTION

In accordance with Part 139, Luis Muñoz Marín International Airport (SJU) has developed this airport emergency plan (AEP) designed to minimize the possibility and extent of personal injury and property damage on the airport in an emergency.

Emergency means an unforeseen combination of circumstances that calls for immediate action. It is any occasion or instance, natural or man-made that warrants action to save lives and protect property and public health. The AEP addresses those emergencies that occur on or directly impact an airport or adjacent property that:

- 1) Is within the authority and responsibility of the airport to respond.
- 2) May present a threat to the airport because of the proximity of the emergency to the airport.
- 3) Where the airport has responsibilities under local/regional emergency plans and by mutual aid agreements.

Policies promulgated by the AEP ensure compliance with certification requirements contained in Part 139. Accordingly, this manual applies to Aerostar employees, tenants, and other airport users, including the Federal, Commonwealth of Puerto Rico, and local agencies approved to operate on the airport.

The General Director, or designated representative, will maintain an AEP designed to minimize the possibility and extent of personal injury and property damage on the airport in an emergency. The General Director may deviate from these procedures when in his/her judgment immediate and direct action is necessary to maintain established standards of operational safety and airport security, or in contingency situations affecting life and property in areas under the jurisdiction of the airport.

When necessary, applicable changes will be distributed to all manual holders. Changes will be dated and numbered consecutively. Upon receipt of a change notice, the change should be annotated on the "Record of Changes" sheet.

The General Director is responsible for AEP updates and maintenance. Federal Aviation Administration officials are authorized to make any inspections, including unannounced inspections, or tests to determine compliance with Part 139.

Persons desiring to submit changes, recommendations, and/or additions to the AEP will forward their requests in writing to the below address following address:

Luis Muñoz Marín International Airport
General Director
Airport Station
San Juan, P.R. 00937-0250

An official copy of the AEP will be located at the General Director's office, and is available for inspection.

Promulgation

SJU has prepared this AEP in accordance with the requirements of the Federal Aviation Regulation Part 139.325. Coordination of this plan has been accomplished with those persons and agencies tasked in this AEP.

Agustin Arellano
Chief Executive Officer and General Director
Aerostar Airport Holdings, LLC
Luis Muñoz Marín International Airport

Agustin Arellano

Record of AEP Changes

Change #	Description	Date of Change	Date of Entry	Approval

DISTRIBUTION LIST

	Agency/Company	Date
	Public Entities and Airport Divisions	
1	PR State Emergency Management Agency and Disaster Administration (PREMA)	
2	9-1-1 Puerto Rico	
3	PRPA Executive Director	
4	Aerostar General Director	
5	Aerostar Airside Operations	
6	Aerostar Maintenance	
7	Aerostar Security	
8	Aerostar Public Relations	
9	Aerostar Accounting	
10	Aerostar Legal	
11	Aerostar SMS Coordinator	
12	Aerostar Aircraft Rescue & Fire Fighting	
13	Aerostar Landside	
14	Aerostar Quality	
15	Aerostar HBS	
16	Aerostar Acquisition	
17	PR Police Department	
18	Aerostar Interagency Coordinator	
19	PR Electric Power Authority	
20	FAA San Juan Air Traffic Control Tower	
21	Transportation Security Administration	
22	Federal Bureau of Investigation – PR	
23	Customs & Immigration – SJU	
24	PR Air National Guard	
25	US Coast Guard – PR	
26	National Weather Service – PR	
27	American Red Cross – PR	

	Airlines/Aviation Tenants	Date
1	AirTran Airways	
2	United Airlines	
3	US Airways	
4	Delta Airlines	
5	Copa Airlines	
6	jetBlue Airways	
7	Spirit Airlines	
8	American Airlines	
9	American Eagle	
10	Insel Airlines	
11	WestJet Airlines	
12	Iberia	
13	British Airways	
14	Cape Air	
15	LIAT	
16	Seaborne Airlines	
17	Ameriflight	
18	AmeriJet	
19	Roblex Aviation	
20	Mountain Air Cargo	
21	PRAMS	
22	Air Sunshine	
23	Vieques Air Link	
24	Tradewinds	
25	FedEx	
26	UPS	
27	DHL	
28	GMD	
29	PSS	
30	Airport Aviation Services	
31	M&N Aviation	
32	ROME International	

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CHAPTER 1 BASIC PLAN

SECTION 1-1: PURPOSE

The information contained in this section is an overview of the general information of agencies or personnel that may or may not respond to an emergency at the airport and addresses the purpose, scope, plan maintenance, review of the plans, planning assumptions, and command and control that are the basics of the AEP. This AEP is incorporated into the SJU ACM, which contains definitions of defined terms not otherwise defined herein.

This AEP has been developed to provide an overall sequence and scope of the planned emergency response and coordinate all actions assigned by the Governor of the Commonwealth of Puerto Rico regarding assignment of responsibility for emergency response agencies to minimize, prevent, or reduce the direct or indirect effects of an emergency or disaster on or in the vicinity of SJU in accordance with Public Law 211, August 2, 1999, and Executive Order Number OE-1993-23 and 4974-E.

SECTION 1-2: SITUATION AND ASSUMPTIONS

It is understood that not every airport will have the human resources to fill each of the positions described below. It is important, however, that each of the functional areas is addressed, even if the same person must cover two or more. Detailed responsibilities are included in the Hazard-specific Sections. It is also understood that under the Lease, PRPA will provide services to Aerostar sufficient to comply with Part 139, the ACM, the AEP and any other legal requirements, including without limitation statutes, regulations, orders, directives, or other requirements imposed by a Governmental Authority or Aerostar.

Situations

1. The AEP establishes fundamental policies, program strategies and assumptions.
2. The AEP establishes a concept of operations spanning the direction and control of an emergency from initial monitoring through post-disaster response, recovery and mitigation.
3. The AEP defines interagency and intergovernmental coordination mechanism to facilitate delivery of immediate assistance.
4. The AEP assigns specific functional responsibilities to appropriate local agencies and organizations, as well as outlines methods to coordinate with the private sector and voluntary organizations.
5. The AEP addresses the various types of emergencies likely to occur, from local emergencies, to minor, major or catastrophic disasters.
6. The AEP identifies actions that local response and recovery organizations will take, in coordination with local, state and federal counterparts as appropriate, regardless of the magnitude of the disaster.
7. The AEP identifies actions that local organizations will take with respect to mitigation activities, in coordination with state and federal agencies.

Assumptions

1. The assumption of the AEP is that all personnel have a working knowledge of the Puerto Rico State Management Agency and Disaster Administration (PRSMADA) Emergency Response Plan, an understanding of the National Incident Management System (NIMS) and have completed all required NIMS courses.
2. That all Memorandum of Understanding (MOU) and Letters of Agreements (LOA) are in place between local emergency agencies.

3. That an incident or disaster may occur with little or no warning, and may escalate more rapidly than a single organization or jurisdiction can manage.
4. That SJU has limited resources and personnel; accordingly SJU's response to emergencies and disasters would be directly correlated to the resources and personnel available within the airport. It is likely that these resources will become overtaxed very quickly and require assistance from neighboring agencies.
5. That SJU will initiate actions toward saving lives, protecting property, providing relief efforts including damages assessment and required recovery functions, while working to maintain direction and control.
6. The United States Coast Guard (USCG) would be lead agency for incidents involving water rescue. Secondary agencies include, but are not limited to: the Puerto Rico State Fire Department Maritime Division and Puerto Rico State Police Department Maritime Division.
7. That requirements of Part 139, Sections 139.315, 317, and 319 must not be compromised by allowing limited or unlimited airport assets to be used in the local system on an off airport response.
8. That the Puerto Rico Ports Authority and SJU, as a Certificate Holder, shall maintain sufficient and qualified personnel to comply with the requirements of its ACM.

SECTION 1-3: OPERATIONS

1. As part of the incident notification, off-airport agencies will be advised to respond to a designated staging and/or access area depending on the incident/accident site. All fire department units will report to the ARFF Chief, however, they shall not enter the Air Operations Area (AOA) unless authorized and escorted by the Operations personnel.
2. Response of all personnel involved in an airport emergency must be directed toward the following actions in the priority listing:
 - a. Rescue and lifesaving.
 - b. Safety of personnel, equipment, and property.
 - c. Firefighting.
 - d. Protection of the incident site/wreckage and preservation of the site for later investigation.
 - e. Keeping unaffected areas of the airport operating.
 - f. Returning the airport to normal operating status as soon as possible.
 - g. Aircraft, cargo, and equipment recovery and removal.
3. Escorts will be assigned by the Airside Operations Department, if required. However, as soon as practical, a secured transport corridor will be established from the access perimeter gate to and from the incident site. This action will be coordinated with TSA.
4. An Entry Control Log Book is required at every entry perimeter gate. Security Personnel maintain and safeguard the logbook, and should include the following information:
 - a. Date, Time (entry and exit), Destination (exiting)
 - b. Vehicle ID: Agency, Number, or License Plate
 - c. Copies of Log Book should be made available to ARFF, Airside Operations, Unified Command, Security/Law enforcement, Medical, FAA, and NTSB.

NOTE: Record of Ambulances should include name (or description) of patient/victim and indicate to which hospital the patient is being taken.

5. Daily Events Log – It is required to record all daily activities and afford a smooth changeover for shift changes.
6. SJU's emergency response operations are based on the premise that incidents/accidents are definable anyplace on the airfield. It assumes that crash fire rescue requirements will be restricted to an exclusive area surrounding an incident site

February 11, 2013

Chapter I Section 1.3.1

and that supporting functions can be maintained in a designated area outside this exclusive area. Positions are defined in relation to their proximity to each other and in terms of their logistic needs and value to the recovery effort.

7. Medical requirements include establishing a triage site and casualty support areas, and positioning medical supplies and equipment.
8. Aircraft Rescue and Firefighting (ARFF) first duty is to open up a route allowing airplane passengers to escape. ARFF crews should prevent fire by using appropriate procedures and control any fires that have already started.
9. Airport Security's primary task is to control access to/from the emergency site, set up traffic control points to enable emergency vehicles to get through without hindrance, and to preserve materials such as cargo and the personal property of victims.
10. State Police will establish a security perimeter around the incident site and support the evacuation process.
11. Area designation: Other proximity related functional areas include those designated for personnel assembly, rest, parking, press, and security.
12. Airside Operations personnel will notify aircraft operator or his or her representative, if able, and Fixed Base Operator.
13. Public Relations: Deal with the media in a way that enables emergency response operations to continue unimpeded.
14. Restoration of normal operations: The restoration phase begins after all victims have been evacuated.
 - a. Maintenance: Takes necessary action to restore the airport to a safe operating condition under the direction of the Airside Operation Manager.
 - b. Airside Operations: Determines that the airport is ready to operate safely again, and gives approval to the appropriate airport tenants and personnel for resuming normal operations.
 - c. Security: Works closely with the investigative and law enforcement authorities in the debriefings of witnesses.
15. National Transportation Safety Board (NTSB) and other investigative authorities will dispatch representatives to the airport to investigate the emergency. All airport functions will turn over the responsibility to the investigators, follow their directions, and make all resources available to them as required. The NTSB or the FAA may ask the airlines to transport the wreckage to a secure area where investigations can proceed without interference.
16. Helicopters responding to an incident scene must be under ATC positive control in order to prevent interference with emergency functions and entry to the area by unauthorized

personnel. They must be in two-way radio contact with air traffic control authorities and airfield operations meeting the following criteria:

- a. A reasonably flat, preferably paved area of a minimum of 150m feet (495Ft) in diameter.
- b. Area should be clear of obstacles such as high mast lights. Any such obstructions should be reported to the pilot well in advance, prior to landing.
- c. At night, the landing zone should be illuminated with strobe lights placed at 75 feet (25) paces intervals in a Y-shaped configuration.
- d. Helicopters should always be approached from the front; while operating they should never be approached from the rear.

NOTE: Except for ARFF and airfield operations vehicles, no vehicles will be operated within 25 feet of an aircraft without a guide. Non-essential vehicles will be parked clear of an incident site.

17. Reports

- a. Airside Operations - will prepare a detailed report of observations, circumstances surrounding the incident and actions taken to the accident investigation. Maps and photographs detailing the original position of all aircraft parts, skid marks, and other markings shall accompany the report.
- b. Airport Security - will complete reports in accordance with internal procedures, informing the General Director of the circumstances surrounding the incident.
- c. Aircraft Rescue Unit - will submit a report informing the General Director of the circumstances surrounding the incident.
- d. Aircraft Owner/Operator - will report every aircraft flight accident/incident involving aircraft of United States registry wherever it may occur, when there is serious or fatal injury to a non-occupant of the aircraft accident, not incident to flight, or for any pilot, owner, or operator when requested by an authorized representative of the FAA.

18. Airside Operations

- a. Will close surfaces affected by the incident or the supporting services, and issue appropriate NOTAMs.
- b. Will develop protected route/s to/from the rendezvous point gate to the incident site.
- c. Will escort all vehicles crossing airfield surfaces other than on the service roads or protected routes.

19. Airport Police

- a. Will secure the incident support area by restricting access to authorized personnel only.
- b. Will ensure that the perimeter around the incident site to include securing access to the incident support area.
- c. Shall secure the Minor/Non-Injured Passenger Area, Designated Airport Waiting Friends and Relatives Holding Areas, and morgue operations.
- d. Will provide assistance, direction, or escort, as necessary to responding Red Cross personnel, clergy, etc.
- e. Personnel responding to airport emergencies shall visibly display the identification badge which authenticates their authorization to access the incident site.

SECTION 1-4: ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES WITH AEP

This section of the AEP establishes the emergency organizations that will be relied on to respond to an emergency situation. It includes a listing by position and organization responsibilities, along with related tasks to be performed. When two or more organizations perform the same type of task, one should be given primary responsibility with the others given a supporting role.

Aerostar General Director

Assume responsibility for overall response and recovery operations once life, property and safety matters have been mitigated. Until such time, the ARFF or designee will be the Incident Commander. In addition, will establish, promulgate, coordinate, maintain, and implement the AEP to ensure a quick and efficient response to the emergency. Finally, coordinate the closing of the airport when necessary and initiate the dissemination of relevant safety-related information to the aviation community (NOTAMs).

Aerostar Airside Operations Manager

Responsible for all areas of the Airport and oversees the daily operations, and assumes responsibility of the General Director in his/her absence. Will coordinate with airport staff and all agencies involved in any emergency to ensure a quick and efficient response to the emergency.

Aerostar Airport Security Manager

Responsible for the day-to-day security of the airport and oversees the activities of law enforcement, the airport security staff and is responsible for administrating the daily activities under 49 C.F.R. Part 1542. It includes, but not limited to, overseeing of all areas of access to the airport that include personal and vehicle movement in to and out of the SIDA areas, and the training for this access. Will coordinate with airport staff and all agencies involved in any emergency to ensure a quick and efficient response to the emergency.

They are the lead division/office in charge for all bomb threats to building or aircraft, aircraft hijacking and for any kind of terrorist threats on airport property, until the Federal Bureau of Investigation (FBI) assumes command and control.

Aerostar ARFF Chief

Manage and direct firefighting and rescue operations until life, property and safety matters have been mitigated and may respond to aircraft accidents or incidents within 5 miles of the airport. Provide response and recovery support for hazardous material emergencies and EMS personnel.

Automatic mutual aid for the fire suppression comes from the Puerto Rico Air National Guard (PRANG). It means that if an incident/accident occurs they will be call at the same time as the airport ARFF unit. Other mutual aids are the PR State Fire Department and the Municipal Fire Department. It is most likely that all of these agencies will be needed in any MCI over a level 3.

Air carrier(s)/Aircraft operator(s)

1. Provide full details of aircraft related information, as appropriate, to include number of persons, fuel, and dangerous goods on board.
2. Coordinate transportation, accommodations, and other arrangements for uninjured passengers.
3. Coordinate utilization of their personnel and other supplies and equipment for all types of emergencies occurring at the airport.
4. Perform duties in accordance with the air carrier's Aviation Disaster Family Assistance Act plan.

Air Traffic Control

1. Contact ARFF regarding aircraft incidents/accidents and provide them with information relevant to the emergency. Provide ARFF vehicle operators with information regarding the last known position of the accident aircraft, the best estimate of the accident.
2. Coordinate the movement of non-support aircraft away from any area on the airport that may be involved in an emergency.
3. Coordinate the movement of support aircraft to/from the emergency scene.

Airport tenants

1. Coordinate the use of their available equipment and supplies.
2. Coordinate the use of their employees who may have knowledge of the airport, aircraft, and other technical knowledge.

Animal Care/ Control

1. Coordinate the services and assistance provided to the animal victims impacted by the emergency.
2. Removal and care of wildlife involved in collision with aircraft.

Clergy

1. Provide comfort to victims and victims' relatives. Clergy responsibilities should be made clear to avoid conflicts or duplication of effort from other providers of such services, such as the American Red Cross (ARC) or other arrangements made by the air carrier or the National Transportation Safety Board (NTSB) under the Aviation Disaster Family Assistance Act (ADFAA).

Coast Guard/PR Police Maritime Unit

1. Provide primary rescue and other support services in large bodies of water on or adjacent to the airport, as appropriate.
2. Coordinate their services with other mutual aid rescue services.

Coroner (Fiscalia)

1. Coordinate and provide body identification and other investigative activities.

Emergency Medical Services

1. Provide emergency medical services to the airport during emergency conditions to include triage, stabilization, first aid, medical care, and the transportation of injured.
2. Coordinate planning, response, and recovery efforts with hospitals, fire and police departments, American Red Cross, etc.

SMS Coordinator Aerostar

1. Coordinate response and recovery support for environmental and other hazardous material emergencies.

Explosive Ordnance Disposal (EOD)

1. Provide technical support for related situations.

FAA

1. Provide investigation service and enforcement of the regulations, as necessary.

Federal Bureau of Investigation (FBI)

1. Investigate any alleged or suspected activities that may involve federal criminal offenses (usually related to bomb threats, hijackings, hostages, and dignitaries).
2. Assume command in response to criminal situations, including but not limited to hijackings.

Health and Medical

1. Coordinate overall planning, response, and recovery efforts with hospitals, EMS, fire and police departments, American Red Cross, General Director, etc. to ensure practicality and interoperability.

Mental Health Agencies

1. Provide coordinated program for survivors, relatives, eyewitnesses and emergency response personnel for dealing with the possible long-term effects of the emergency.

PR Air National Guard

1. Integrate and coordinate personnel, supplies, and equipment.

National Weather Service

- (1) Provide related technical support information in support of emergency response and recovery operations.
- (2) Assist with alert and warning processes, particularly with weather related emergencies.

National Transportation Safety Board (NTSB)

1. Conduct and control all accident investigations involving civil aircraft, commercial, and military aircraft.

Police

1. Manage law enforcement resources and direct traffic control and law enforcement operations.

Post Office

1. Ensure the security of the mail, protect postal property, and restore services.

PRPA

1. Provide firefighting and ARFF services as required under the Lease.

Aerostar Public Relations

1. Gather, coordinate and release factual information.

Aerostar Maintenance Manager

1. Manage public works resources and direct public works operations (e.g. road maintenance, debris/trash removal, etc.).
2. Coordinate with private sector utilities (e.g. power and gas) on discontinuance and restoration of services.
3. Coordinate with private sector utilities and contractors for use of private sector resources in public works-related operations.

American Red Cross

1. Coordinate and provide support services to emergency responders, victims, and their families.

All tasked individuals/organizations

1. Analyze need and determine specific communication resource requirements.
2. Identify potential sources of additional equipment and supplies.
3. Provide for continuity of operations by taking the following actions:
 - a. Ensure that lines of succession for key management positions are established to ensure continuous leadership in emergency conditions.
 - b. Protect records, facilities, and organizational equipment deemed essential for sustaining operational capabilities and conducting emergency operations.
 - c. Protect emergency response staff:
 - i. Provide appropriate protective clothing and respiratory devices.
 - ii. Ensure adequate training on equipment and procedures.
 - iii. Provide security.
 - iv. Rotate staff or schedule time off to prevent burnout (exhaustion).
 - v. Make stress counseling available.
4. Ensure the functionality of communication and other essential equipment.

SECTION 1-5: ADMINISTRATION AND LOGISTICS

This section of the AEP covers general support considerations that may need to be addressed during an emergency or disaster. These functions will fall under the Incident Commander or the General Director. As described in the ACM, PRPA provides certain ARFF and emergency response services under the terms of the Lease. PRPA must comply with the terms of the ACM and AEP as related to services provided to Aerostar.

1. Aerostar will provide administrative and logistical support. The aircraft owner/operator or designated representative involved and its handling agent(s) and/or airport tenant(s) will be expected to provide resources, facilities, and services necessary to support the operation.
2. Personnel - Unless otherwise authorized, access to the incident area will be restricted to personnel representing the following:
 - a. Aircraft Owner/Operator or Tenant
 - b. Airside Operations
 - c. General Director/Duty Manager
 - d. Aviation Director
 - e. Commonwealth of Puerto Rico State Emergency Management Agency and Disaster Administration (AEMEAD)
 - f. Fire Department
 - g. Aerostar and Airport Management Staff
 - h. Airport Police
 - i. Aerostar Security
 - j. TSA
 - k. FAA
 - l. Facility, Warehouse or Shipper Handler
 - m. Hazardous Materials Team
 - n. NTSB
 - o. FBI

- p. Any other agency as needed and authorized by the General Director
3. Logistics - The following equipment will be either committed to or placed on immediate standby for commitment:

EQUIPMENT	COORDINATING AGENCY
Fire Apparatus	ARFF
Operation Vehicles	Airside Operations Division
Police Vehicles	Airport Security Department
Portable Flood Lights	Maintenance Department
Passenger Transportation	Affected Airline & Car Rentals
Portable Toilets - Responders	Maintenance
Accident Perimeter Area Tape	Airport Security Department
Tents (Triage; Press, etc)	Airside Operations
Transportation Vehicles	Airside Operations
Water/Food for Responders	Aerostar Acquisition
Communication Devices	Aerostar Acquisition
Safety Equipment	Aerostar Acquisition

4. Medical:
- a. ARFF Unit is responsible for alerting and coordinating emergency medical services and appropriate burn center.
 - b. Emergency Phone Line 9-1-1 tracks, on a 24-hour basis, emergency medical vehicles and coordinates immediate availability of medical resources. This information includes the name, location, telephone number, and emergency capability of each hospital and other medical facilities, including the business address and telephone numbers of medical personnel in the surrounding communities available to provide medical assistance and/or transportation. It also includes rescue ambulance service, and an inventory of surface vehicles, and aircraft that may provide transportation of injured/deceased persons to locations on the airport and in the surrounding communities.
 - c. The first medical authority arriving at the scene of a major medical emergency will commence triage of victims. Generally, this authority will be from ARFF personnel.
 - d. During a major multi-casualty incident, an ambulance rendezvous point(s) will be established.
 - e. Upon arrival of the first ambulance, the senior member of the paramedic team will establish contact with the ARFF Chief, assume the duties of the Medical Division Supervisor and manage the medical component at the emergency site to include supervising triage, treatment, loading, and transporting victims. The Medical Division Supervisor will also be the Coordinator for any requests of additional ambulance/medical services.

- f. An area will be designated as Airport Holding Area to accommodate the uninjured and treat minor injuries.
 - i. If accident occurs on (or close to) Runway 10: use American Eagle Terminal
 - ii. If accident occurs on (or close to) Runway 8: use of first level of Terminal A
 - g. Upon the arrival of the paramedics, ARFF personnel can be released from triage duties and may assist in the care of the injured. Conditions permitting, medical personnel may then accompany minor/uninjured passengers to a designated Airport Holding Area for follow-up examination and treatment.
 - h. Utilizing established burn and trauma guidelines, patients will be assigned to hospitals throughout the area.
 - i. Any airport hangar or designated facility may be used as a morgue holding area for the identification and processing of deceased persons. Former ToAir Hangar will be used for this purpose until further instructions.
5. Public Affairs:
- a. Press personnel authorized by Aerostar to cover an airport emergency will be directed to a designated press staging area.
 - b. Admission of the press to a non-interfering vantage point can only be authorized by Aerostar Public Relations, or designated representative at the airport.
 - c. Admittance to the airport's press briefing and the emergency scene will be strictly limited to credentialed members of the press and photographers.
 - d. Freelance reporters will not be transported to the emergency scene unless specifically authorized and handled by the General Director or designated representative.
 - e. Press/Media Liaison – News releases will be the responsibility of:
 - i. Federal agencies for cases that fall under their jurisdiction.
 - ii. The airline representative for an accident involving an air carrier. The airline involved will serve as a media liaison in conjunction with an airport representative.
 - iii. The senior military officer present, of the service involved, for an accident involving a military aircraft.
 - iv. The Aerostar Public Relations or designated representative for emergencies not covered above. However, the airport will not issue information unless public property is involved or the tenant or owner is not readily available. Further, all

airport communications relating to the management or operations of the airport which are originated by an Aerostar employee for dissemination to the public must first be submitted to the Aerostar Public Relations for the approval and formal release to the press and other Media.

6. Incident Access:

- a. When the situation has been controlled and initial emergency actions have been completed, conditions permitting, the General Director may allow news media personnel access to the scene. However, under no circumstances will the media be authorized inside the security perimeter. When required, escorts shall be provided and if available, a bus can be utilized.
- b. Airside Operations will escort the press to/from the scene. No TV, mini-cam or news media cars will be permitted on the airfield. No other access to the airfield will be available. Access to major Landside incidents will be granted by the General Director.
- c. Under no circumstances will the press or any other personnel not involved in lifesaving or firefighting operations be permitted inside security lines until all rescue operations have been completed.
- d. News media personnel must obey any lawful orders of federal and/or Commonwealth of Puerto Rico law enforcement officers.
- e. News media personnel will be advised that no smoking will be allowed at the scene of the emergency.
- f. News media personnel will be advised not to move or touch anything involved with the scene.
- g. Under no circumstances, unless authorized by competent authority, will any member of the Aviation Bureau provide any information to the news media.
- h. All questions concerning passengers, crews, or technical matters shall be referred to the airline involved, or other appropriate authority.
- i. Incidents occurring at the airport, which are likely to receive press coverage, shall be brought to the attention of the General Director.

General Policies for Managing Resources

All resources will be managed under (NIMS) Incident Command System, in conjunction with departmental policies and procedures.

1. All resources will be provided through the SJU EOC by the General Director or Incident Commander

2. Resources will be requested by type, work task needed, expected time frame of task.
3. All incoming agencies will have a representative assigned to an incident from an assisting or cooperating agency who has been delegated full authority to make decisions on all matters affecting that agency's participation at the incident. Agency representatives report to Incident Liaison Officer.

SECTION 1-6: PREPARATION

SJU has developed specific procedures in response to potential disasters and emergencies that may occur. The airport performs routine yearly hazard vulnerability analyses that identify areas of vulnerability and undertake provisions to lessen the severity and impact of disasters or emergencies that could affect the service provided by the airport.

The implementation of the AEP is conducted annually either in response to an emergency or as a planned drill (Table Top). One full scale exercise is conducted every 36 consecutive calendar months in coordination with our emergency response agencies.

All new personnel are educated and trained on the disaster plans within the first three months of being hired. This includes education on recognizing specific type of emergencies and the plans available to address those emergencies in addition to their departmental and job specific education/training. All staff members are trained every 12 consecutive calendar months on their duties under the AEP.

Semiannually, the airport will conduct an accurate inventory of the resources and assets that it has on site that might be necessary during an emergency situation, including personnel, personal protective equipment (PPE), water, fuel, medical supplies, ARFF equipment, security equipment, communication equipment, and all assets that may be used. The inventory should reflect the approximate amount of supplies that are on hand at all times throughout the year. The amount of supplies on hand is reviewed during each exercise or event for adequacy.

Airside Operations and the Airport Security department from SJU meet every twelve calendar months with community and supporting agencies to discuss our AEP. These meetings are made before our Table Tops and/or Full Scale Exercise. On these meetings, each Agency or organization defines its command structure and operation and provides names and contact numbers of individuals in the agencies command structure. Available resources are discussed along with the best way to share these resources if necessary.

SECTION 1-7: DEVELOPMENT AND MAINTENANCE

General

Personnel should periodically review the AEP policies, procedures, and additional related information. Training that covers changes in policies, procedures, resource availability, etc. should be provided to ensure that all personnel stay familiar with current information and plans. Each department or division leader will, on a quarterly basis, have their personnel review their part of the AEP and see that all contacted SOP stay up to date and that the Airside Operations Manager and the ARFF are informed of any changes, if any. If changes occur, a list with the new information or changes will be sent to the Operations Manager for the AEP update and dissemination of the changes in a timely manner.

Contact number updating

This AEP identifies the various organizations and personnel whom would be contacted in the event of an emergency. Since contact information is subject to continuous changes, this information is included in the Emergency Phone List as an appendix to the AEP. This will allow for timely emergency number update, as necessary, without requiring a formal AEP revision. Refer to document distribution list for re-distribution of information.

Schedule of Review

Each department at the airport will on a quarterly basis, or after any changes that will impact the AEP, have their personnel review key elements and changes of the AEP. The AEP will undergo revision whenever:

1. It fails during an emergency.
2. Exercises or drills reveal deficiencies.
3. Government/Airport structure changes.
4. Community situations change.
5. Federal or State requirements change.
6. Any other condition occurs that causes conditions to change.

Mutual Aid Agreements

The General Director will coordinate all MOU and LOA with the supporting Stated and Federal Agencies. The agreements will be reviewed annually or as specified in the agreements. This review will be completed by the:

1. ARFF Chief,
2. Airside Operations Manager,

3. Airport Security Manager.

Airports may “incorporate by reference” mutual aid agreements and applicable local, regional, state NIMS plans and to expand on them in the AEP only when necessary for 139.317 and .319 compliance.

Recall of Duty/Work

1. All personnel shall remain at work until properly relieved of duty.
2. To maintain essential services, the General Director or his/her designee shall have the authority to order airport personnel to return to work at times other than their normal work period.
3. Member recalled to work shall report within a reasonable period of time after being notified and reporting to their designated work site.
4. Personnel shall report to an emergency recall unless incapacitated to do so. Any member who refuses to respond shall be subject to disciplinary actions for insubordination.

SECTION 1-8: TESTING, INSPECTIONS AND REVIEW

Radio Frequencies

Any and all used in support of the AEP should be tested quarterly.

Emergency Resources

An accurate inventory should be inspected routinely twice a year on the months of September and March.

Personnel Assignments

Description of duties and responsibilities will be reviewed by new employees. All other employees' duties and responsibilities will be reviewed semi-annually or after any changes in the AEP.

Training Drills and Exercises

An important part of the plan is the continuous maintenance and validation comes from the overall training, drill and exercise program. As training, drills, and exercises are conducted, it is important that a functional critique/feedback program be in place. All drills and exercise programs will be designed to meet all FAA Standards.

SECTION 1-9: CONCEPT OF OPERATIONS

National Incident Management System (NIMS)

Incidents typically begin and end locally, and are managed on a daily basis at the lowest possible geographical, organizational, and jurisdictional level. However, there are instances in which successful incident management operations depend on the involvement of multiple jurisdictions, levels of government, functional agencies, and/or emergency responder disciplines. These instances require effective and efficient coordination across this broad spectrum of organizations and activities. The NIMS uses a systematic approach to integrate the best existing processes and methods into a unified national framework for incident management. Incident management refers to how incidents are managed across all activities, including prevention, protection, response, mitigation, and recovery.

This framework forms the basis for interoperability and compatibility that will, in turn, enable a diverse set of public and private organizations to conduct well-integrated and effective emergency management and incident response operations. The PR State Emergency Management and Disaster Administration Agency is the lead in coordination and integration of all activities necessary to build, sustain, and improve the capability to prepare for, protect against, respond to, recover from, or mitigate against, threatened or actual natural disaster, acts of terrorism, or other man-made disasters.

An effective response requires readiness to act balanced with an understanding of risk. A forward-learning posture is imperative for incidents that have the potential to expand rapidly in size, scope, or complexity, and for no-notice incidents.

Once response activities have begun, on-scene actions are based on NIMS principle. Although some risk may be unavoidable, first responders can effectively anticipate and manage risk through proper training and planning in order to save lives and protect property and the environment.

On a local level, the agency having jurisdiction will have the immediate authority for establishing Command. All responding agencies have the responsibility of becoming part of that Command System and expanding it as the magnitude of the response grows.

Command and Structure

The overall incident command structure specifies who will be in charge during each phase of the emergency.

In a non-complex emergency situation:

1. Incident Commander. Directs and controls personnel and equipment, as well as to provide overall management at a specific incident site, including public safety and public information. IC is also responsible for:
 - a. Scene safety
 - b. Liaison with outside agencies
 - c. Dissemination of information to the news media.
2. The command function within ICS may be accomplished as follows:
 - a. **Single command** will be applicable for alert I and II when there is no overlap of jurisdictional boundaries. In those cases, the IC will be the ARFF Supervisor with overall management responsibility for the incident.
 - b. **Unified command** will be used for alert III when several organizations have major roles and the incident is multi-jurisdictional in nature - it is a shared responsibility for overall incident management. Under the Unified Command process, all involved agencies contribute to the command process, including overall goals, planning tactical objectives, and maximizing the use of all available resources.

Acting swiftly and effectively requires clear, focused communication and the processes to support it. Without effective communication, a bias toward action will be ineffectual at best, likely perilous. An effective response relies on disciplined processes, procedures, and systems to communicate timely accurate and accessible information on the incident's cause, size, and current situation to responder and public.

SECTION 1-10: AUTHORITY AND REFERENCES

Part 139 requires airport certificate holders to adopt and carry out security, safety, and preparedness plans and programs which provide for the safety of persons and property traveling by air transportation. These authorities establish requirements for aircraft rescue and firefighting response, hazardous materials incident planning, medical assistance, structural fire plans, and programs which provide for safety against criminal acts.

CHAPTER II FUNCTIONAL SECTION

SECTION 2-1: COMMAND AND CONTROL

PURPOSE

Aerostar ARFF is responsible for initial and sustained emergency response and recovery activities. It provides for the necessary and critical actions essential to saving lives, protecting property, and restoring the airport during and following emergency situations. In coordination with ARFF and Airside Operations, the General Director provides direction and control of responding emergency personnel during all the phases of an emergency.

SITUATION AND ASSUMPTIONS

SJU uses the NIMS unified command system (UCS) during an emergency. The effectiveness of this system depends on the presence of an individual having a clearly defined position of authority, and to exercise complete command and control during an emergency.

Command and Control is the most critical element of the emergency management function. Effective central control is essential to manage an incident, provide for up/down communications, lateral functional support and the central control of resources.

Emergency response organizations normally execute their respective services as a joint effort during emergencies. However, difficulties can arise in the overall management of an emergency when other agencies, disciplines, or organizations, not accustomed to working together merge to provide collateral support. Therefore, it is essential that all responders have an understanding of who is responsible for what during each type of emergency/disaster.

Upon activation of the Airport Crash Phone, Aerostar initiates notification of key support emergency response agencies. After notification of 9-1-1 and AEMEAD, all Commonwealth of Puerto Rico government agencies, and private support, will standby to assist Aerostar through all phases of emergency management.

OPERATIONS

1. Personnel in charge during each phase of emergency operations:
 - a. Hostage or weapons situation - law enforcement will be in command;
 - b. Fire and hazardous materials situation - ARFF/Fire will be in command;
 - c. Mass casualty with no fire or rescue involvement - EMS will be in command.
2. Key response personnel, including Incident Commander, are authorized to carry on with their duties to safeguard life and property, but must communicate actions to General Director.
3. The relationship between the Emergency Operations Center (EOC) (Centralized Command and Control) and the field Incident Command Post (ICP) (On-Scene Command and Control), when used.

4. EOC coordinates and communicates with all of the jurisdictions and agencies (to include all Federal response agencies) that may be involved in the emergency response and recovery activities.
5. Aerostar General Director and/or designated representative will be in charge and authorized to carry on with duties to safeguard life and property.
6. Typically, airports and communities use two types of Command and Control systems - centralized and on-scene:
 - a. Centralized Command and Control. The typical form of centralized Command and Control is an EOC. It is used to facilitate policy making, coordination, and overall direction of responding forces in large scale emergency situations. The two primary times the airport/community may use this form are:
 1. When they have received advanced warning that a specific event may occur within a given time period, (e.g., a hurricane will strike within 48 hours, flooding, or a tornado is imminent). In these situations, the EOC may be activated and used to coordinate those actions which may be taken before a disaster strikes, such as emergency public information, closure of public facilities, evacuation of people and equipment (e.g., airplanes), establishment of shelters, etc., and
 2. When they have experienced a large scale disaster such as an aircraft disaster. In these situations, the EOC can be used as a central coordinating center to support the Incident Commander(s) in the field. The main roles of the EOC are:
 - a. To provide a centralized fixed location, preferably away from vulnerable areas, yet reasonably accessible to those officials who will use it.
 - b. To provide support to the on-scene Incident Commander(s).
 - c. Act as the command center for localized emergencies such as bomb threats and unlawful seizure of aircraft.
 - d. To be available for operational support 24-hours a day.
7. The EOC is located on the Aerostar Security facilities next to the Control Room and:
 - a. Provides maximum functionality: Operations Room, Communications Center, and Support Area.
 - b. Is equipped with usual furnishings (tables, chairs, lamps, etc.), displays, maps, telecommunications equipment (redundancy systems), wireless computer capability, projector and screen, fax, copier, status boards, whiteboards, and more. Name tags/position identifiers should also be provided.
 - c. Provides Grid Maps.

- d. Is secure. Security personnel and systems keep unauthorized persons from entering the facility.
 - e. Has on-scene command and control. The on-scene control system places the responsibility for the direction and control of all response actions with *an individual agency (Aerostar ARFF)* who has responded to the actual scene of the incident.
8. The Incident Command System (ICS) is based on five functions that should be performed at every emergency incident:
- a. Incident Commander.
 - b. Operations.
 - c. Planning.
 - d. Logistics.
 - e. Finance/Administration.

INCIDENT COMMAND SYSTEM (ICS) STRUCTURE

In a non-complex emergency, situation the Incident Commander directs and controls personnel and equipment, as well as provides overall management at a specific incident site, including public safety and public information. IC is also responsible for:

1. Scene safety
2. Liaison with outside agencies
3. Dissemination of information to the news media.

The command function within ICS may be accomplished as follows:

1. **Single command** will be applicable for alert I and II when there is no overlap of jurisdictional boundaries. In those cases, the IC will be the ARFF Chief with overall management responsibility for the incident.
2. **Unified command (UC)** will be used for alert III when several organizations have major roles and the incident is multi-jurisdictional in nature - it is a shared responsibility for overall incident management. Under the UC process, all involved agencies contribute to the command process, including overall goals, planning tactical objectives, and maximizing the use of all available resources.

An effective UC must recognize the need to delegate these functions when the emergency gets to a point where he/she can no longer effectively perform them. To be effective the UC must be decisive, objective, pro-active, calm, a quick thinker, realistic, and flexible. The UC must be qualified to make the decisions that need to be made under stressful conditions, and most importantly, realistic about his/her limitations.

As soon as possible, representatives from the Airport, Firefighting, Law Enforcement, affected airline, Federal, and State agencies will begin to operate as a UCC. The General Director or his/her representative will act as the Unified Commander.

COMMAND STAFF

1. **A Safety Officer** is responsible for monitoring and assessing the safety hazards and unsafe situations. Response personnel may be exposed to unsafe conditions and may develop and enforce measures to ensure their safety. This individual should keep the IC informed of present problems as well as potential hazards and suggested solutions to minimize risks. The Safety Officer has the authority to bypass the chain of command when immediate correction to unsafe actions is required.
2. **A Public Information Officer (PIO)** is responsible for interfacing with the media and other appropriate agencies. This includes developing and disseminating complete and accurate information applicable to the incident, including size, current situation, resources committed and other information pertinent to the situation at hand.
3. **A Liaison Officer** is responsible for serving as a point of contact with assisting or coordinating agencies. Responsibilities include coordinating the management of these agencies to avoid duplication of effort and to ensure that each agency is allowed to perform what it does best. The Liaison Officer often must act as a diplomat in cases where a responding agency may lack familiarity with ICS or with their involvement with the particular incident.

COMMAND POST

On-scene response operations may be conducted from:

1. A Mobile Incident Command Post (MICP) or
2. A Mobile Emergency Operations Center (MEOC).

The MICP or MEOC should be readily identifiable in both day and night conditions.

PERSONNEL IDENTIFICATION

Key responders in the ICS should be readily identifiable through the use of:

1. Reflective vests,
2. Functional badges,
3. Safety hard hats,
4. Or other distinguishing markings that clearly indicate their respective function.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

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General Director

1. Initiates the activation of the EOC (full or partial), when appropriate.
2. Directs all tasked organizations to ensure appropriate response in accordance with established plans and procedures.
3. Reports to the EOC, when notified.
4. Provides overall direction of response operations until an emergency scene is established and an IC assumes this responsibility (some rapidly developing situations occur where the IC may have already responded to the scene and established command).
5. Designates the ARFF Chief as the IC to direct tactical operations at the emergency scene.
6. Designates the Airside Operations Manager as the IC to direct operations in the EOC.
7. Directs implementation of protective actions (sheltering/evacuation) for airport employees, tenants, and visitors, as appropriate.
8. Terminates response operations and releases personnel, when appropriate.

Aircraft Rescue and Fire Fighting (ARFF)

1. When notified of an emergency situation, responds to the incident scene with the appropriate personnel and firefighting equipment in accordance with the Standard Operating Procedures.
2. Identifies an initial IC and establishes an ICP, if appropriate; assigns appropriate personnel to IC staff functions.
3. Performs IC duties at the scene of the incident, as appropriate.
4. Keeps the IC and EOC informed of scene status, as appropriate.
5. Manages fire/rescue resources, directs fire operations, conducts necessary rescue operations, and determines the need to evacuate the area in the vicinity of the scene or to initially shelter in place.
6. Alerts emergency response personnel of the presence of hazards at the scene, (e.g., fire, hazardous materials, safety, scene evacuation, etc.).

Airport Security & Law Enforcement Agencies

1. When notified of an emergency situation, proceed to the stand by positions (See Appendix 4.7) and reports to the IC with appropriate personnel and law enforcement equipment, in accordance with standard operating procedures (SOP) and as prescribed by:

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- a. 49 C.F.R. Part 1542, Airport Security.
 - b. 49 C.F.R. Part 1544, Aircraft Operator Security: Air Carriers and Commercial Operators.
 - c. 49 C.F.R. Part 1546, Foreign Air Carrier Security.
 - d. 49 C.F.R. Part 1548, Indirect Air Carrier Security.
2. When required, assigns appropriate personnel to IC staff functions.
 3. Performs IC duties at the scene of the incident, as appropriate. Additional information concerning law enforcement can be located at the FEMA Independent Study Program web site: *Introduction to the Incident Command System, I-100, for Law Enforcement*.
 4. Keeps the IC and EOC informed of scene status, as appropriate.
 5. Manages law enforcement resources and directs law enforcement operations, such as:
 - a. Traffic control and traffic diversion.
 - b. Evacuation assistance.
 - c. Scene access control (both personnel and vehicular).
 - d. Scene security.
 - e. Damage assessment.

Aerostar Maintenance

1. When notified of an emergency situation, sends response teams/personnel, equipment, and vehicles to the scene, staging area, or other location, when appropriate or requested.
2. Keeps the IC and EOC informed of scene status, as appropriate.
3. Manages public works resources and directs public works operations, such as:
 - a. Performing debris collection and removal.
 - b. Conducting damage assessment activities.
 - c. Providing emergency generators, fuel, lighting, sanitation to emergency responders.
 - d. Coordinates with utility companies, as necessary.

Public Relations

1. When notified, reports to EOC.

2. Performs interface with media regarding the emergency.

Health and Medical Coordinator

1. When notified, sends a representative to the EOC.
2. Coordinates health and medical activities of all response organizations involved in providing medical assistance at the scene. Additional information concerning medical activities can be located at the FEMA Independent Study Program web site: *Introduction to the Incident Command System for Healthcare/Hospitals*.
3. Coordinate and provide Critical Incident Stress Management (CISM) and counseling.

Communications Coordinator

1. Supports communications operations in the EOC.

Animal Care and Control Agency

1. When requested, sends a representative to the scene and/or EOC.
2. Manages efforts to meet animal services needs, such as:
 - a. Rescue and capture of animals that have escaped confinement.
 - b. Care of injured, sick, and stray; and disposal of dead animals.
 - c. Additional information concerning animal care can be located at the FEMA Independent Study Program web site: *Animals in Disaster, Module A: Awareness and Preparedness*, and *Animals in Disaster, Module B: Community Planning* at www.fema.gov.

Airside Operations

1. Supports unified command with logistical support and airfield responsibilities.

ADMINISTRATION AND LOGISTICS

1. Aerostar Supervisors (Airside Operations, Maintenance, Security, and Rescue) will report all expenditures and obligations during emergency conditions to the General Director.
2. General Director submits reports to the various levels of emergency management agencies as required.
3. Aerostar Acquisition staff will procure necessary resources and make necessary arrangements to support (food, water, emergency power, fuel, equipment, supplies, etc.).

4. Unless otherwise directed during airport contingencies, airport command relationships are as follows:
 - a. General Director is responsible for coordinating with and supporting the ARFF unit and assures necessary departments are represented to accomplish the general functions for which they are responsible.
 - b. Airside Operations is responsible for the safety, security, and integrity of the airfield. This includes responsibility for the continuation or reactivation of aeronautical operations and the discharge of responsibilities under appropriate regulations.
 - c. Airport Police is responsible for the safety and security of the Landside portion of the airport and in coordination with Airside Operations, Airport Security, FAA and TSA the security of airside incident sites.
 - d. In the event of a crash, the ARFF Chief, or his/her designated representative will be the Incident Commander. However, should a crash occur in the water, the US Coast Guard will assume Incident Command responsibility and operational control of all rescue vessels and aircraft.
 - e. In the event of a law enforcement incident, the Airport Police Chief, a Security Department supervisor, or his/her designated representative, or Federal Agency (with jurisdiction) will be the Incident Commander.
 - f. Upon conclusion of an incident, control will be returned to the department or tenant routinely responsible for the area in which the incident occurred.
5. Emergency Command Post:
 - a. When an incident occurs, a Command Post will be established at the scene. The Command Post will have radio/telephone communications with the Coordinator of the Commonwealth of Puerto Rico State Emergency Management Agency.
 - b. Access gates will be identified and secured by Aerostar Security. Escort vehicles and airport personnel will be present at these points whenever an emergency is in progress at the airport. Access gates will be manned and available in an emergency situation according to the type of emergency and location.
 - c. Immediately establish an American Red Cross Family and Friends Reception Center and a Traveler's Aid Center. American Red Cross can be reached at: (787) 729-9400.
 - d. Maintain "Events Log"
 - e. Designate Aerostar personnel to man the Command Post.
 - f. Notify Airline:
 - i. Location of Staging Area.

- ii. Location of Staging Area for relatives and friends of the dead.
- iii. Location of American Red Cross Centers.
- iv. List of hospitals where the injured were taken.

SECTION 2-2: COMMUNICATIONS

GENERAL

This function addresses the processes used to reliably and efficiently transfer, delineate, and disseminate information from one point to another during emergency situations. The entire communication system and process is discussed in detail.

PURPOSE

Establish, use, maintain, augment, and provide redundancy for all types of communications devices needed during emergency response operations.

SITUATION AND ASSUMPTIONS

1. An airport presents some unique operating conditions relative to communications, e.g., potentially high noise levels, air traffic control communications systems and requirements, security, etc.
2. Assumptions applicable to the communication systems the airport will use during an emergency.
 - a. Recognition of the fact that large-scale emergency operations usually require a communications capability beyond the normal capacities of the equipment of the airport. Therefore, the type required and sources (from the private and public sector) for the additional equipment needed to support response and recovery operations will be identified and procured by the Aerostar Acquisition, in coordination with AEMEAD, and/or the Aerostar Information Technology.
 - b. Depending on the type of emergency, communications support from local emergency response agencies may or may not be available.
 - c. Organizations such as Radio Amateur Civil Emergency Service (RACES), Radio Emergency Associated Communications Teams (REACT), local industry, taxi and transit companies, may be available for support.
 - d. All response organizations will maintain operational control of their own communications system(s) while coordinating with the Incident Command Post or Emergency Operations Center during emergency response and recovery operations.
3. Communications - Common Terminology:
 - a. Only Operations and ARFF vehicles are authorized to establish a two-way radio communication with the ATCT. Operations personnel will provide all necessary escorts to the incident site until specific routes be established with ATCT. When a

movement area is closed for construction, vehicles may traverse that area without ATCT authorization but must be escorted if their travels require them to cross an active movement area.

- b. The ATCT controller may use separate or common radio frequency to control all ground traffic, vehicle and aircraft, on the movement areas. The frequency is only to be used to get clearance onto and off the movement area.
- c. For proper phraseology, please refer to the Operations Training Manual.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

1. General Director

- a. Designates the Public Information Officer or the Airside Operations Manager or the COO as the Communications Coordinator to report to the EOC, when required.
- b. Ensures adequate and appropriate communications systems are in place.

2. Communications Coordinator

- a. Manages the communications section in the EOC and supervises all personnel assigned to it.
- b. Supports media center communications, as needed.
- c. Ensures communications section in the EOC has the capability to sustain operations around the clock.
- d. Maintains a chronological event log.
- e. Establishes a secondary communications center.

3. All Tasked Organizations

- a. Maintain their existing equipment and follow established procedures for communicating with their organization personnel performing field operations. All organizations should keep the EOC informed of their respective operations at all times.
- b. Ensure redundant and interoperable communications capability.
- c. Clean, repair, and perform maintenance on all equipment before returning to normal operations or storage.

ADMINISTRATION AND LOGISTICS

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1. Record and report preparation and retention.
2. Accounting and reimbursement procedures.
3. Emergency Telephone Numbers – see Appendix 4.11
4. Logistics. Aerostar will coordinate all general support requirements with AEMEAD

SECTION 2-3: ALERT NOTIFICATION AND WARNING

GENERAL

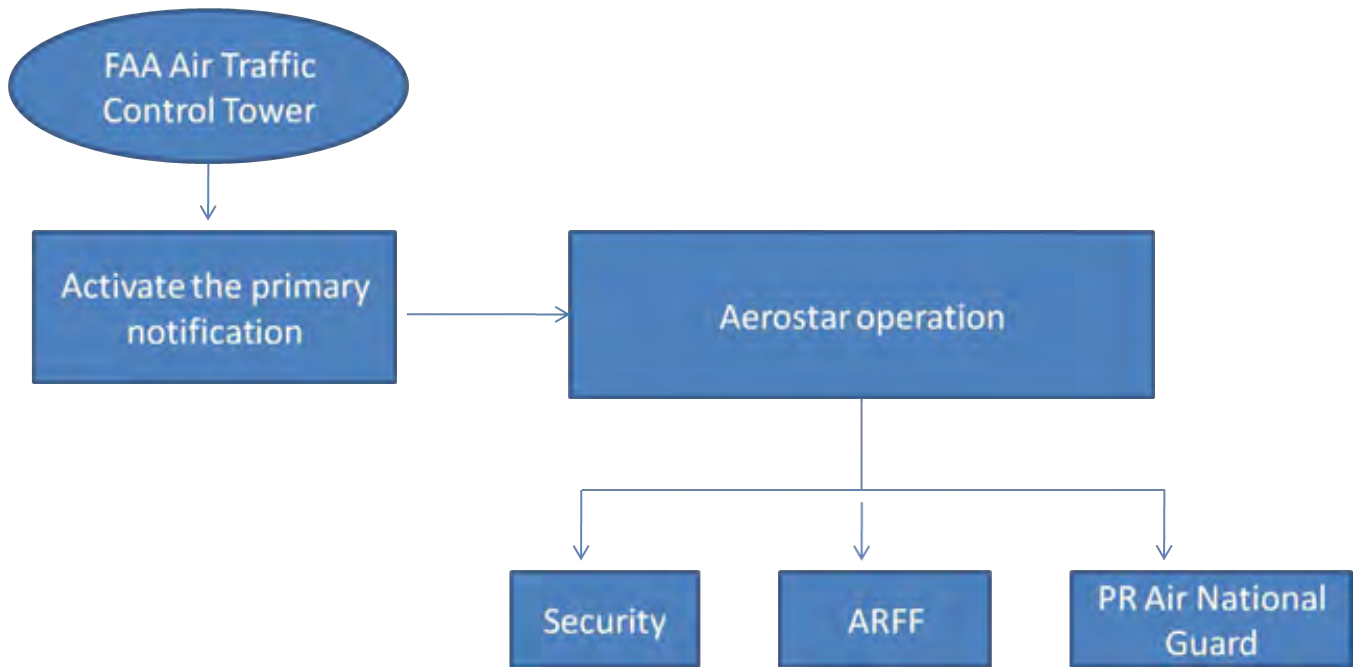
These processes are used to notify and warn emergency response agencies, the employees and tenants, and the general public of potential or actual emergency situations. Alert and warning process ensures the timely notification to emergency organizations and the response of emergency forces; also ensures the public takes protective actions to avoid death, injury, and/or damage to property.

PURPOSE

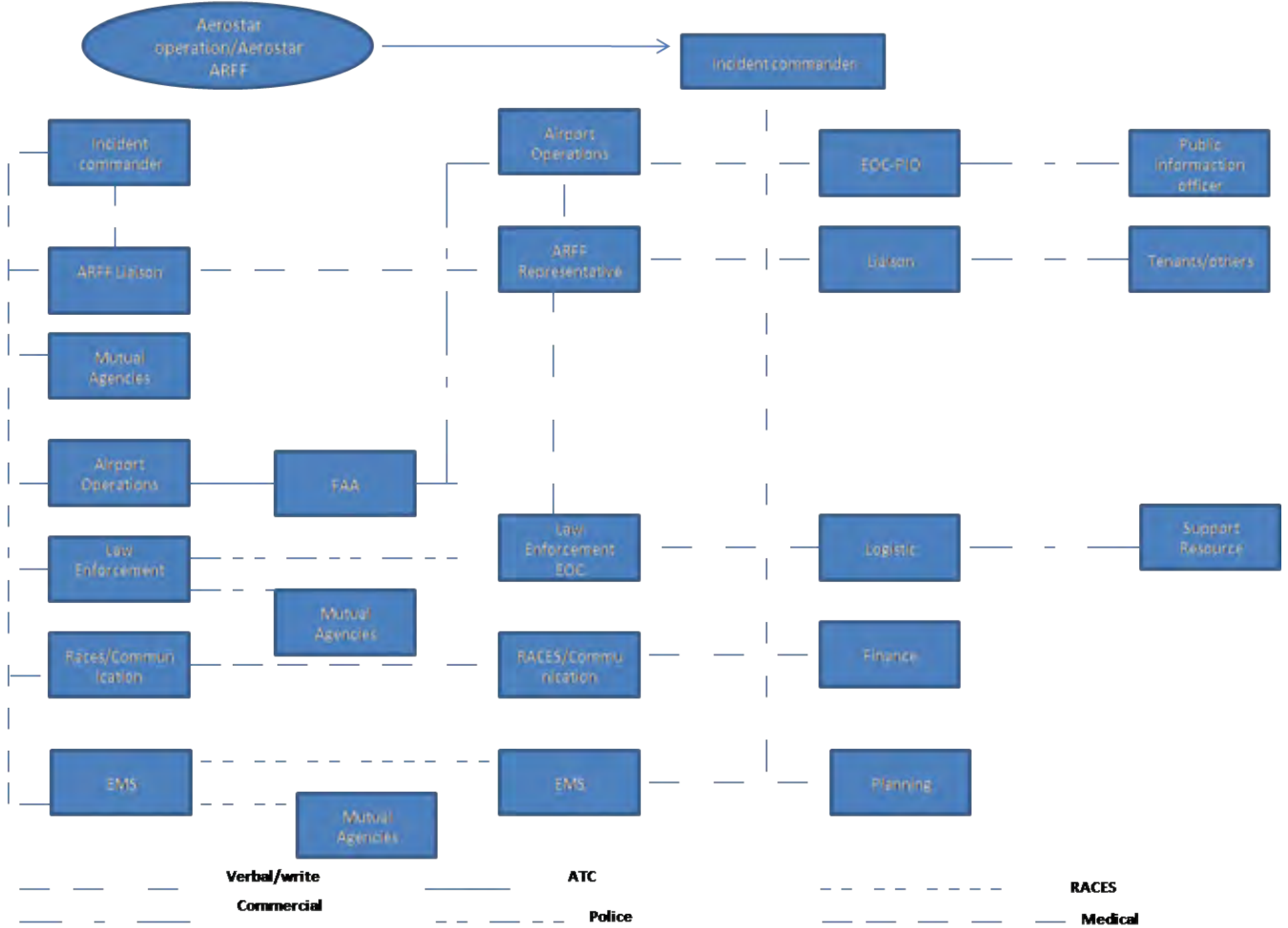
Identify methods and sequences to timely notify all appropriate personnel of an emergency situation on, or in the vicinity of, the airport is as follows:

- 1. Primary Notification System (PNS):** The FAA Air Traffic Control Tower (ATCT) will activate the Primary Notification System (PNS) through the Crash Phone. The Crash Phone will alert Aerostar Operations, Aerostar Security, Aerostar ARFF, and PR Air National Guard (PRANG). If the Crash Phone is not working or fails, there is a Ring-Down line between the FAA ATCT and Airside Operations as a back up for the alert notification.
- 2. Secondary Notification System (SNS):** The Secondary Notification System (SNS) is performed by Aerostar Operations, after receiving the initial notification from FAA ATCT, to activate the AEP and the supporting agencies, if deemed necessary.
- 3. NOTAMs:** Are issued as appropriate by the Operations Division in accordance with FAA NOTAM Advisory Circulars & Part 139 in order to notify all the aviation community.
- 4. Public Address System:** Airport Terminals are equipped with public address systems to notify passengers and especially those who are visually-impaired.
- 5. Notices Posted:** Notices to be posted on Terminal Access doors, Airline Counters and Offices.
- 6. RUNNERS:** Messenger service.
- 7. Internal Radio System:** Aerostar Division Chiefs, Supervisors, and employees are equipped with internal radios for two way communication.

Primary Notification System (PNS)



Secondary Notification System (SNS)



SITUATION AND ASSUMPTIONS

Conditions that warrant the activation of the alert and warning system:

1. Assumptions:
 - a. For some types of emergencies, the local emergency management agency may activate the Emergency Alert System (EAS) to notify the public of the situation.
 - b. Fire, police, other airport personnel, or outside agencies may be called upon to assist in the alert and warning process.
 - c. National Oceanic and Atmospheric Administration (NOAA) Weather Radio Stations will disseminate watches and warnings issued by the National Weather Service (NWS). The NOAA tone alert radios are automatically activated when such watches are issued.
 - d. AEMEAD may activate the Mass Notification System (MNS) to notify response agencies and the public.

OPERATIONS

1. Aerostar ARFF and Airside Operations will identify key and essential personnel and organizations to be notified of the various emergencies, to include emergency response agencies, the public, and airport personnel.
2. Depending on the nature of the emergency, the Airside Operations Manager will identify who is responsible to initiate and make notifications and the methods to be used for the notification of those personnel and organizations.
3. Types of alert and warning systems:
 - a. Crash Phone – It is a two-way direct phone system used exclusively for aircraft emergencies notification between FAA and Aerostar ARFF. Is monitored 24/7 and tested daily.
 - b. Fire Alarms – They are installed all over the airport terminals and Concourses for Structural Fires. They are monitored 24/7 by the ARFF and OPS personnel.
 - c. Sirens – The Municipality of Carolina is a Tsunami Ready City and has installed sirens all over the north shore of the airport to alert the public of a possible tsunami.
 - d. Aerostar Radios – Aerostar has an internal two-way radio system to communicate with their different Departments. In addition to these radios, ARFF Unit has backup internal radios to communicate with each other in case of emergencies.
 - e. Emergency Alert System (EAS) – The State Emergency Management Agency will activate the EAS as soon as they are notified by Aerostar OPS and they deem it necessary to alert the public of an emergency.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

Once an emergency situation is identified, quick notification and exchange of information is crucial. This section describes specific responsibilities that are assigned to tasked organizations for each type of emergency.

1. General Director designates Aerostar Airside Operations and ARFF with the specific responsibility and authority to initiate manually activated alert and warning systems.
2. All Tasked Organizations. Upon receipt of an alert signal or warning message, initiate internal notification procedures to:
 - a. Notify all employees and other volunteers assigned to emergency response duties of the emergency situation.
 - b. As appropriate to the situation:
 - i. Suspend or curtail normal business activities.
 - ii. Notify and recall essential off-duty employees.
 - iii. Send non-critical personnel home.
 - iv. Evacuate the facilities.
3. If appropriate, augment the alert and warning effort through the use of vehicles or personnel equipped with public address systems to deliver the alert signal and warning message.

SECTION 2- 4: EMERGENCY PUBLIC INFORMATION

GENERAL

Public Information Officer (PIO) must provide timely, accurate, and useful information and instructions to the public throughout the emergency period.

PURPOSE

Aerostar Public Relations is responsible to provide timely, accurate, and useful information and instructions throughout an emergency.

SITUATION AND ASSUMPTIONS

Situation

Some airport situations require activation of the EPI response organization. Because of the unique service area of the airport (i.e., potentially world-wide for many facilities), consideration must be given to media needs at point of origin and/or destination airports.

1. Means of dissemination. Aerostar will disseminate the information related to any accident/incident to the media through press conferences, communicates or any other means depending on the magnitude of the information and the public interest.
2. Aerostar has identified as their available resources the local and national television, radio, newspaper, and the Internet. Alternative methods include vehicle-mounted public address, door-to-door, etc.
3. Coverage: Puerto Rico & US mainland.
4. Vulnerability. Natural phenomena such as hurricanes, tornadoes, floods, and earthquakes can render a telephone system (land line and cellular) inoperative. During major media events, the EPI section should plan for the unreliability of cellular telephone systems due to the extremely high volume of usage generated by the media and their equipment.
5. Audience.
 - a. Concessionaires, airlines, general aviation, Fixed Base Operators, and the traveling public.
 - b. Special needs groups. Consideration must also be given to people with sight, hearing, or mobility impairments, as well as the fact that many people at the airport may be unfamiliar with the surroundings and its hazards.

Assumptions

Relevant assumptions about the media include:

1. Local cooperation. Local media will cooperate in placing the airport and communities' need for emergency public information ahead of the need for news coverage, at least in the initial response phase of the emergency.
2. External media interest. Some events, or even forecast events, can bring a significant number of media personnel and equipment to an airport. This will create heavy demands on the EPI organization, requiring augmentation

Relevant assumptions about the audience may include:

1. Preparedness. Level of preparedness is assumed. For example, emergency situations in the terminal building may assume a fairly low level of overall preparedness because of the transient nature of the population.
2. Demand for information. People will want more information and will call to get it if possible.

OPERATIONS

Aerostar Public Relations will provide general guidance on how emergency public information is to be disseminated to the public and airport personnel.

The General Director or designated representative has the authority to activate the EPI organization, under declared emergency conditions. Aerostar employees will receive instructions from General Director or designated representative. Priorities for EPI activities include production and dissemination of information, response to public inquiry, rumor control, and media relations. Aerostar's policy is to have a single point of contact for the EPI center to focus on specific emergency-related information as it relates to the airport's response activities (not the response activities of other organizations), and to provide positive, accurate, and reassuring information when possible.

Phased Activity

1. Increased Readiness (e.g., a known impending Event).
 - a. The following are actions that can be taken with more than a day's notice. These actions are not all-inclusive, but serve as a general guide:
 - i. Coordinate with the General Director.
 - ii. Establish and maintain contact with the media.
 - iii. Provide preparedness information and any instructions, as cleared by the General Director.
 - iv. As necessary, arrange for accelerated printing of any required public information material.
 - v. Monitor the local media.

- vi. Augment public inquiry and/or media relations staffs, if needed.
- vii. Set up any additional facilities for EPI operations (e.g., separate telephone bank or media center).

Pre-Incident Message Content

The following is a suggested general content for pre-incident messages. The message content will depend on the amount of time available for action and on the particular hazard. Hazard-specific information and instructions should be appended to the section:

1. Hazard.
2. Estimated area and time of expected incident.
3. Property protection measures (e.g., sandbagging, boarding windows, relocating aircraft, securing equipment, etc.).
4. Recommended content of disaster supply kits for surviving 72 hours, if appropriate.
5. Evacuation instructions (coordinate with AEMEAD).
6. Other do and don't actions relevant to the emergency.
7. Telephone numbers for specific kinds of inquiry.

Limited Warning Available

1. EPI actions that may be taken with limited notice:
 - a. Coordinate with the General Director to determine/coordinate what protective actions will be taken (e.g., evacuation, in-place sheltering, etc.).
 - b. Complete "standby" EPI instructions with particulars of the event. Coordinate with appropriate EOC staff member to ensure warning system is activated as necessary and ensure any appropriate EPI is distributed.
 - c. Monitor the local media.
2. The following is suggested general content for pre-incident messages with limited warning available:
 - a. Type of hazard and risk posed to people and property.
 - b. Area at risk and predicted time of incident.
 - c. Protective action instructions. Detail the information to be disseminated to the permanent and transient airport population for the emergency at hand, i.e., what are they to do, how are they to do it, etc. If the protective action is such that it may

impact the surrounding communities, e.g., evacuation, be sure it is coordinated with AEMEAD.

- d. Reference any visual information at-hand (e.g., pre-printed instructions that may have been distributed to the airport tenants and employees).

After Impact

1. The following EPI actions may be taken following the initial incident:
 - a. Establish and maintain contact with the local media. Provide relevant information and instructions as approved by the General Director.
 - b. Monitor local media reports and telephone inquiries for accuracy and respond as appropriate to prevent and/or correct rumors.
 - c. Augment public inquiry and/or media relations staffs, if needed.
 - d. Compile a chronology of incident-related events.
2. After Incident Message Content
 - a. Provide an assessment of the current situation.
 - b. Provide current response actions initiated and those in progress by the airport.
 - c. In coordination with AEMEAD, provide information as needed on:
 - i. Where/how to get help.
 - ii. Health hazards information.
 - iii. Key telephone numbers. Include a "hotline", if applicable.
 - iv. Web site address, if applicable.
 - v. Current response actions.

NOTE: Ensure Aerostar disseminates necessary information to the entire airport community, including airport employees.

NOTE: All information/data must be verified and authenticated by the General Director prior to the release of information to the Aerostar Public Relations.

Internal Coordination

1. General Director must coordinate with the PIO convergence of the media to the airport resulting from large-scale events. Provisions include:

- a. Transferring some of the media relations responsibilities to pre-designated meeting rooms in the terminal or more suitable site.
- b. Depending on the scale of the crisis, retention of external public relations personnel with aviation experience to support the PIO or obtaining assistance from another agency's public relations staff.
- c. Providing credentials to media representatives.
- d. Coordinating with law enforcement to allow media access to the scene (if it is safe to do so). Aerostar Security Manager decides how to implement special security measures.

Inter-Jurisdictional Coordination

1. Airport-Local. General Director will ensure coordination between airport tenants, such as the air carriers, and the processes for handling the media where the tenant is a major player. It is important to remember that, even if the airport is not the location of an event such as an aircraft accident, if it happens to be the point of origin or destination for such an event, there will be significant media and public inquiry.
2. Airport-Local-State. For major events which may involve the state, such as a disaster that involves a declaration of emergency by the Governor, information will be channeled according to established procedures.
3. Airport-Local-State-Federal. There may be situations where the Federal government becomes involved, such as major aircraft accidents or a disaster that threatens to overwhelm a state's capabilities to respond and support the local community efforts. In some cases, the Federal Response Plan (FRP) may be activated. The FRP calls for maximum coordination of agencies' information releases through a Joint Information Center (JIC) to ensure consistency and accuracy.

The JIC is a single location where the media have access to information and the public affairs personnel of various agencies can consult with one another. Aerostar has designated the ARFF Conference Room as the JIC. If for any reason, it will not become a viable option, public affairs personnel, decision-makers, and news centers may be connected by electronic mail, fax, and telephone in an electronic "Joint Information System" (JIS). In the JIS, releases of information will be coordinated to ensure that everyone is using the most recent and accurate data.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITY

The following types of tasking may be assigned in support of the overall EPI function:

1. General Director

- a. Serves as the primary spokesperson before media, or delegates the function to PIO.
- b. Serves as the final approval authority to release of emergency instructions and information, or delegates function to PIO.

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- c. In cases where Incident Command has been established, provides policy guidance on the transfer of authority to release information from the Incident Command Post to the Emergency Operations Center.
- d. Designates location for media briefings.
- e. Approves implementation of any special provisions for media convergence.

2. Aerostar Public Relations (PIO)

- a. Manages all aspects of EPI on behalf of the General Director.
- b. Assumes EPI functions delegated by the General Director.
- c. Ensures timely preparation of EPI materials and their dissemination.
- d. Ensures timely and appropriate coordination with off-airport emergency public information personnel.
- e. Briefs public affairs officers who go to the incident site.
- f. Schedules news conferences, interviews, and other media access.
- g. Supervises the media center.
- h. Assigns personnel to monitor all media reports for accuracy.
- i. Coordinates rumor control activity.
- j. Maintains a chronological record of emergency events.

3. General Director/AEMEAD

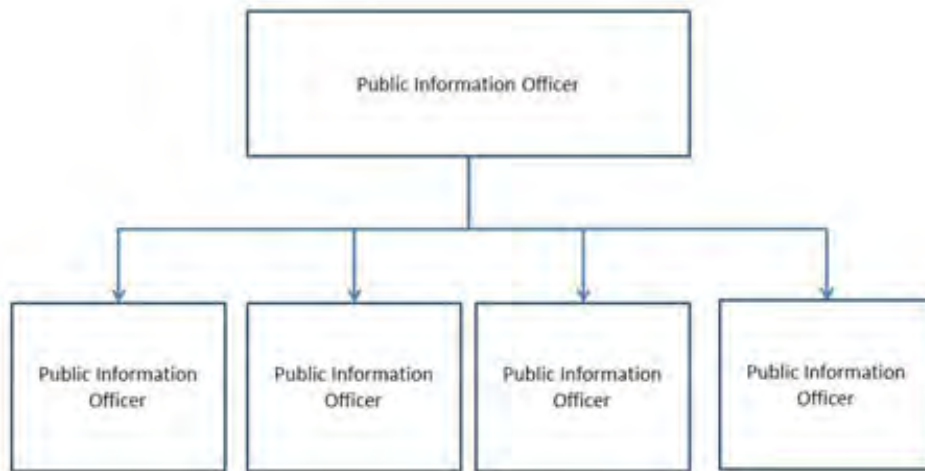
- a. Store/maintain advance emergency information packets for release at the airport PIO's request.
- b. Verify field reports of the emergency's development with the PIO.
- c. Cooperate in any public education efforts (e.g., the airport's triennial emergency exercise).

4. Voluntary Organizations

- a. Provide support to public inquiry telephone lines, as requested by the PIO.
- b. Provide support in disseminating printed EPI material, as requested by PIO.

5. All Tasked Organizations

- a. Provide information as requested by the PIO.
- b. Clear all emergency-related news releases with the Airport's PIO.
- c. Provide public affairs officers to support EPI activities, as requested by the PIO.
- d. Refer media inquiries to the PIO.



Notes:

1. Other organizational structures are possible; this chart suggests function that should be addressed.
2. General Director's office may assume media lead if there is extensive media presence.
3. Depending on the type of emergency, coordination with another tenant, e.g. air carrier may be in order.

Components of the Emergency Public Information Organization

ADMINISTRATION AND LOGISTICS

1. Administration. Common reports from EPI would include:
 - a. Press coverage summaries and/or clips.
 - b. Public reaction and concerns (based on telephone inquiries or post-disaster critiques).
 - c. Final chronology of events.
2. Logistics
 - a. Staffing. Aerostar Public Relations is responsible to ensure how/when EPI staff is to be augmented to handle a surge in the public/media's demands for information.

- b. Facilities and Equipment. The basic facility is the EOC and a nearby conference room or media center. Other possible facilities include a telephone bank and a separate, larger media center. This effort should be coordinated with affected air carriers and other appropriate airport tenants to avoid possible duplication of effort and other potential conflicts.

SECTION 2-5: PROTECTIVE ACTIONS

PURPOSE

This section provides actions to be taken to protect the health and safety of the transient traveling public and airport employee population at the airport. Protective actions for the public are emergency measures intended to eliminate and/or reduce exposure to the consequences of an emergency or disaster through either leaving the area (evacuation), or going indoors (sheltering-in-place). Protective actions include:

SITUATION AND ASSUMPTIONS

Situations

The airport can face situations that may require some type of protective action for its permanent and transient traveling public population.

1. Emergency conditions that could occur at the airport that may require implementation of protective actions.
2. Areas subject to potential protective actions (areas prone to flood, seismic activity, wildfire, etc.)
3. Areas on or near the airport that use, store, produce, or transport hazardous materials, as identified in Section 3-5 below.
4. Site-specific evacuation plans and maps (e.g., terminal building evacuation plans, grid maps).
5. Provisions for the identification of population groups requiring special assistance (e.g., people with sight, hearing, or mobility impairment).

Assumptions

Assumptions focus on probable operational situations under emergency conditions, cover unanticipated contingencies, and establish the parameters within which the planning for evacuation will take place.

1. A focus on hazards (hurricanes) that provide sufficient warning time to implement a planned protective action for people identified as being at risk.
2. AEMEAD is well aware of all resources required to implement protective actions, including the availability of transportation, communications equipment, and personnel.
3. Transient personnel and traveling public may need assistance and guidance in carrying out a protective action.
4. Some people will ignore the protective action recommendation, regardless of the threat.

5. Evacuation of people at risk for emergency situations that occur with little or no warning may be implemented on an ad hoc basis. The ARFF Chief or designated representative will be responsible for implementing it should be the Incident Commander at the scene of the emergency. Evacuation instructions should be based on known or assumed health risks associated with the hazard and a determination made that sheltering is not a viable alternative.
6. There will be some situations where it will be more prudent to shelter people rather than evacuate.

OPERATIONS

According to the characteristics of the hazard or the threat itself; magnitude, intensity, speed of onset, duration; and impact on the airport, such factors will determine the type of protective action (shelter or evacuate), whom will be impacted, how they will be notified, duration of impact, and in the case of evacuation, destination. Sheltering is best suited for those situations where there is little to no lead time, the nature of the event is external, and its duration is relatively short. Evacuation can be partial or full, i.e., a part of the airport or the entire facility, and is generally more long-term.

Sheltering

To make an in-place sheltering protective action decision, there should be a reasonable assurance that the evacuation of people from the airport facility or facilities will endanger their health and safety more so than allowing them to remain in place. An evacuation decision is a resource intensive decision. The availability of transportation, medical, and other resources, including designated destination shelters, may factor heavily in the protective action decision-making process. This section:

1. General Director, in coordination with AEMEAD, would have the final decision to use an airport to shelter people.
2. Aerostar Security, Airside Operations, Landside Operations, ARFF would notify the public of the need for taking a protective action.
3. Consideration should be given to shutting off all sources of outside air (e.g., shutting down air conditioning systems).

Evacuation

General Director, in coordination with AEMEAD would consider complete or partial evacuation options for the traveling public.

Inter-Jurisdictional Relationships

AEMEAD has institutionalized maps or plans to facilitate the movement of evacuees from the hazard area and, if appropriate, provide them shelter and other services in a mass care facilities.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

General Director

1. Coordinates with AEMEAD regarding evacuation actions
2. Issues a statement on the airport's policy on evacuation, including the policy regarding those people who do not comply with evacuation instructions.
3. Issues protective action instructions when appropriate.
4. Designates a Protective Action Coordinator.

Protective Action Coordinator or the Safety Officer

1. Reviews known information about the emergency situation and makes recommendations to the General Director.
2. Coordinates with AEMEAD for transportation and evacuation routes.

Law Enforcement/Security

1. Provides traffic control during evacuation operations.
2. Provides security to evacuated/ sheltered areas/facilities.
3. Controls access to evacuated/sheltered areas.

Public Relations

1. Disseminates protective action instructions materials and information.

All Tasked Organizations

1. Make provisions to protect and secure facilities in the area(s) affected by the protective action
2. Identify and make provisions to relocate the organizational equipment and supplies that will be moved from an evacuated area.

ADMINISTRATION AND LOGISTICS

1. Administration. Maintain records and reports associated with tracking the status of protective action events.
2. Logistics
 - a. Provisions that have been made to move from the area being evacuated those essential supplies and equipment items that are needed to sustain operations and to meet the needs of evacuees.

- b. Coordinate with AEMEAD the support (law enforcement personnel, medical services, vehicles to transport evacuees, etc.) to facilitate evacuation operations.
- c. Consider to close off outside sources of air to buildings used for sheltering.

SECTION 2-6: LAW ENFORCEMENT AND SECURITY

PURPOSE

This section provides information which identifies methods used in mobilizing and managing law enforcement services in response to emergencies. Law enforcement services available at the airport are those provided by Aerostar Security and the PR Municipal & State Police. For the purposes of this section, law enforcement services address response capabilities for response to emergency and disaster situations.

SITUATION AND ASSUMPTIONS

1. On-airport and off-airport law enforcement emergency response support will be available to implement law enforcement functions.
2. Large scale emergencies may require law enforcement support of mutual aid agencies from long distances.
3. Some emergencies, such as bomb incidents or hijacking situations, will require specialized law enforcement and other technical support such as Explosive Ordnance Disposal (EOD), military specialists, or the FBI, as specified in the ASP.
4. Public and private law enforcement/security services, located at the airport and the adjacent communities may themselves be impacted by the disaster.
5. There may be some situations (e.g., wide area disaster) where the airport law enforcement services will be operating without the benefit of mutual aid support due to their commitment elsewhere.

OPERATIONS

Notification

The Airside Operations Office will notify the Aerostar Control Room (Airport Security) of the emergency and the Control Room dispatcher will notify local Law Enforcement of additional needed help.

Response

The Airport Security Department can respond to an airport emergency within five minutes of being notified. They have an average of four (4) Security Officer per shift with vehicles and two-way radio communications available to respond to emergencies. They can provide vehicles and manpower to help secure the scene and implement traffic and crowd control measures as needed. The vehicles are equipped with the airport grid map and drivers are trained annually in accordance with Part 139.329.

AEMEAD has established policies, plans and procedures of the Airport Law Enforcement response to emergency situations, both on and off the airport.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

General Director

1. Designate a Law Enforcement Coordinator (LEC) to report to the EOC, when appropriate which will be the Airport Security Manager.
2. Determine airport policy regarding off-airport response by airport law enforcement personnel and equipment.

PR Police/Law Enforcement Coordinator

1. Ensures availability of sufficient numbers of qualified and trained law enforcement / security personnel to sustain support around the clock.
2. Ensures compliance with all standards and regulations involving law enforcement, including those involving bomb situations, civil unrest, hazardous materials, and other related matters.
3. Ensures availability and operability of all necessary emergency response equipment.
4. Coordinates the response of multi-jurisdictional law enforcement response efforts on the airport.
5. Maintains a chronological event log.

Puerto Rico Air National Guard

Provide personnel and equipment to support non-law enforcement related operations during emergencies.

NOTE: the provision of military personnel is normally activated by the Governor during disaster situations or in accordance with existing mutual aid agreements.

Tasked Organizations

1. Adhere to all professional and legal standards in the performance of duties.
2. Provide ongoing status reports to the LEC.
3. As needed, coordinate with other emergency services such as medical/EMS, fire, and public works.
4. Refer all media requests for information to the LEC or PIO, as appropriate.
5. Maintain updated resource inventories of emergency supplies, equipment, and personnel resources, including possible sources of replacements.
6. Designate staff to perform emergency duties

SECTION 2-7: FIREFIGHTING AND RESCUE

PURPOSE

ARFF services are available to respond to emergencies that may affect life, property & safety mitigation. ARFF response includes coordination capabilities for structural fire, rescue situations, and hazardous materials incidents. The purpose of this section is to provide information which identifies the methods used to mobilize, coordinate, and manage fire and rescue services in response to emergencies including our supporting agencies such as AEMEAD and State and Municipal Firefighters.

AIRCRAFT RESCUE & FIREFIGHTING: EQUIPMENT AND AGENTS (§139.317)

Unless otherwise authorized by the FAA, the following rescue and firefighting equipment and agents are the minimum required for SJU as an Index D facility:

VEHICLES	
One vehicle carrying the extinguishing agents as follows	<ol style="list-style-type: none"> 1. 500 pounds of sodium-based dry chemical or clean agent; or 2. 450 pounds of potassium-based dry chemical and water with a commensurate quantity of AFFF to total 100 gallons for simultaneous dry chemical and AFFF application, and
Two vehicles carrying an amount of water and the commensurate quantity of AFFF so	The total quantity of water for foam production carried by all three vehicles is at least 4,000 gallons.

FOAM DISCHARGE CAPACITY	
Each aircraft rescue and firefighting vehicle used to comply with Index B, C, or D requirements with a capacity of at least 500 gallons of water for foam production shall be equipped with a turret. Vehicle turret discharge capacity shall be as follows	<ol style="list-style-type: none"> 1. Each vehicle with a minimum-rated vehicle water tank capacity of at least 500 gallons, but less than 2,000 gallons, shall have a turret discharge rate of at least 500 gallons per minute, but not more than 1,000 gallons per minute. 2. Each vehicle with a minimum-rated vehicle water tank capacity of at least 2,000 gallons shall have a turret discharge rate of at least 600 gallons per minute, but not more than 1,200 gallons per minute.

AGENT DISCHARGE CAPACITY	
Each aircraft rescue and firefighting vehicle that is required to carry dry chemicals or clean agents for compliance with Index requirements must meet one of the following minimum discharge rates for the equipment installed:	<p>Dry chemical or clean agent through a hand line--5 pounds per second.</p> <p>Dry chemical or clean agent through a turret--16 pounds per second.</p>
EXTINGUISHING AGENT SUBSTITUTION	Other extinguishing agent substitutions authorized by the FAA may be made in amounts that provide equivalent firefighting capability

SJU is classified as Index D, which is determined by a combination of the length of the longest aircraft using SJU (B767) and the average daily departures. Primary Fire Extinguishing Agent AFFF 6% MIL-F-24385F, Aqueous Film Forming Foam Liquid Concentrate. UL 162, Standard for Safety for Foam Equipment and Liquid Concentrate, dated March 30, 1994. Turret discharge rates and the type of dry chemical used (sodium potassium based) is as follows:

The ARFF vehicles are:

Vehicles	Capacity	Turret capacity	Roof turret	Bumper turret
Rescue-9 Titan 1500 4x4 year 2001	1500 gals of water and 180 gals. AFFF, 500 LB Dry Chemical Agent-PKP Potassium Based.	22-270 Straight feet discharge	Flow rates 600/1200 gpm @ 200 psi	Flow rates 300 GPM @ 190 PSI, 1 each-30 pound Dry Chemical Class D fire extinguisher for metal fires, 20 pound Dry Chemical Class BC PKP, 20 pounds CO2 Class BC extinguisher.
Rescue-4 Model -ARFF KME 1500 4x4 year 2002	Capacity: 1500 gals of water and 200 gals. AFFF, 500 LB Dry Chemical Agent-PKP Potassium Based.	22-270 Feet Straight Stream Range	Flow rates 600/1200 GPM @ 200 PSI	Flow rates 300 GPM @ 190 PSI, 1 each-30 pound Dry Chemical Class D fire extinguisher for metal fires, 20 pound Dry Chemical Class BC PKP, 20 pounds CO2 Class BC

				extinguisher
Rescue-3 Model SNOZZLE PANTHER 3000 6X 6 year 2004	3000 gals of water and 400 gals. AFFF, 500 LB Dry Chemical Agent- PKP Potassium Based	22-270 Feet Straight Stream Range	Roof Turret: Flow rates 750/1350 GPM @ 200 PSI Piercing Nozzle 36" to 44" 150 GPM (Water, AFFF)	Flow rates 263 GPM @ 190 PSI 1 each - 30 pound Dry Chemical Class D fire extinguisher for metal fires, 20 pound Dry Chemical Class BC PKP, 20 pounds CO2 Class BC extinguisher.
Rescue-2 MODEL F-550 XL SUPER DUTY QUICK DASH-2001	Capacity: AFFF premixed 500 LB Dry Chemical Agent-PKP Potassium Based/100 gals. 1 each - 30 pound Dry Chemical Class D fire extinguisher for metal fires, 20 pound Dry Chemical Class BC PKP, 20 pounds CO2 Class BC extinguisher.			
Rescue-12 FREIGHTLINER FIRE ELIPTICAL TANKER-2007	Capacity: Support with 3,700 gallons of water, structural pre connected hoses, AFFF and tools.			

Reserve and or Back up Equipment:

Vehicles	Capacity
Rescue-7 MODEL F-550 XL Super duti quick DASH-2001	AFFF premixed 500 LB Dry Chemical Agent-PKP Potassium Based/100 gals.
Rescue-52 MODEL F-350 CREW CAB-QUICK DASH 1994	AFFF premixed 500 lb Dry Chemical Agent-PKP Potassium Based/100 gals.
Rescue-20 Pierce MFG 1000-srtuctural fire truck 1983	750 gals of water and 50 gals AFFF. 1,000 GPM Monitor with a discharge capacity of 22-150 Feet

NOTE:

1. Current copies of the North American Emergency Response Guidebook and Airport Diagrams are kept in all ARFF vehicles at all times.
2. All medical first responder equipment is carried in Rescue 2.

EXTINGUISHING AGENTS IN STOCK

The amount of AFFF is 1.740 Gal
The PQS PKP is 4.850 Lb

NOTE: All cars must be loaded to its maximum carrying capacity.

AVAILABLE PERSONNEL

Chief of ARFF	1
Sub-Chief of ARFF	1
Supervisors	5
Specialist in rescue operations	28
Total	35

RESCUE AND FIREFIGHTING CAPABILITIES

The General Director or designated representative must ensure that during air carrier operations at the airport, the ARFF Unit has at least the minimum rescue and firefighting capability specified for an Index D facility. ARFF services are provided under the direction of Aerostar by the PRPA pursuant to the terms of the Lease. The requirements of Part 139 and the ACM shall be incorporated into any agreements between PRPA and Aerostar for the provision of ARFF services.

Personal Protective Equipment used by SJU ARFF crews consists of Proximity suits, helmet, safety glasses, gloves, steel toe boots, breathing apparatus, hearing protection, and safety vests as minimum.

COMMUNICATIONS

ARFF communication systems include:

1. Alarm System: Telephone
2. Crash line between ARFF Unit and ATCT
3. ATCT Discrete Emergency Frequency: 120.75
4. Alerting System
 - a. Crash line and Alarm system is testing daily at 0800 Local with the ATCT and ARFF station.
 - b. Radios and telephones are tested daily on each shift

VEHICLE COMMUNICATIONS

Each required ARFF vehicle to comply with the airport index is equipped with two-way voice radio communications that provides for contact with at least:

1. All other required emergency vehicles
2. The air traffic control tower
3. Fire station

VEHICLE MARKING AND LIGHTING

Each required vehicle shall:

Have a flashing or rotating beacon

Be painted or marked in colors to enhance contrast with the background environment and optimize daytime and nighttime visibility and identification.

VEHICLE AND PERSONNEL READINESS

1. Vehicle Cover/Storage: Rescue vehicles 2, 3, 4, 7, 9, 12, 52 are stored at ARFF Hangar.
2. All ARFF vehicles are stationed at the airport. They are housed at the Airport Fire Station building. This ARFF facility is centrally located on the airport and has direct access to the ramp areas, taxiways, and runways. These units are maintained in a quick response readiness status 24 hours a day.
3. Airport Fire Station Building is located to the east of the platform 2 and the taxiway "N", beside the check point 3. (Figure 1)

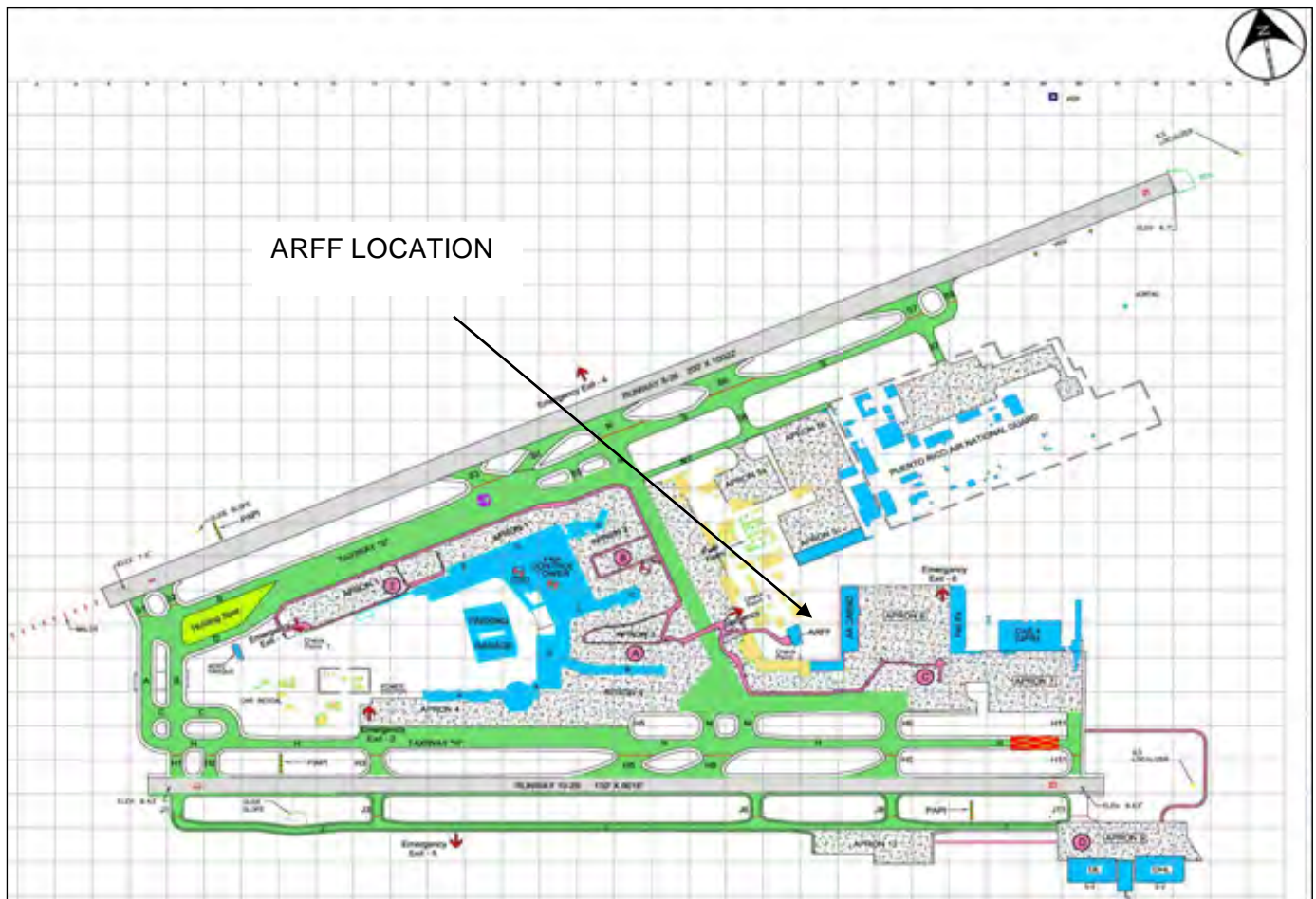


Figure 1

SITUATION AND ASSUMPTIONS

1. On-airport and off-airport fire and rescue emergency response support organizations will be available to assist.
2. All responding fire and rescue units are familiar with their responsibilities.
3. Large scale emergencies may require fire and rescue support of mutual aid agencies from long distances.
4. Public and private fire and rescue services, located at the airport and the local communities may themselves be impacted by the disaster.

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5. There may be some situations (e.g., wide area disaster) where the airport fire and rescue services will be operating without the benefit of mutual aid support due to their commitment elsewhere.

OPERATIONS

1. The mobilization processes of fire and rescue services as they relate to the airport environment, including such things as security access (personnel and vehicles) and vehicular operations on the Air Side Operations Area (AOA).
2. Emergency response from response to post-event considerations.
3. ARFF Chief will be in charge of directing operations (e.g., Incident Command System).
4. In incidents involving water rescue, the U.S. Coast Guard (USCG) will be lead agency. Secondary agencies include, but are not limited to the Puerto Rico State Fire Department Maritime Division and Puerto Rico State Police Department Maritime Division.
5. ARFF Chief will interact with other emergency response organizations (e.g., law enforcement, EMS, etc.) and will serve as the "ARFF Coordinator," in accordance with section 1-4 above.
6. General Director will determine the airport emergency response.
7. ARFF personnel and equipment are available on the airport to respond to emergencies.
8. ARFF Chief will coordinate fire and rescue operations with other responding agencies, such as EMS and law enforcement.

Staging Officer

The ARFF Chief shall appoint a Staging Officer to operate the designated staging areas as soon as practical.

Training

Airport Staff: Participates in periodic mini-drills and Annual airport drills and exercises.

PRANG Staff: Cross trained to use ARFF equipment, and participates in periodic ARFF mini drills, Annual Drills, and exercises.

Grid Map

Grid maps of the airport property are located in each fire truck, the fire station, emergency response vehicles and airport management offices.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

General Director

1. Designate an ARFF Coordinator (FRC) to report to the EOC, when appropriate.
2. Establishes airport policy regarding off-airport response by ARFF personnel and equipment.
3. Conducts periodic mini-ARFF drills and table top exercises to test first response capability.

ARFF Chief/Fire and Rescue Coordinator

1. Ensures availability of sufficient numbers of qualified and trained ARFF personnel in accordance with:
 - a. AC 150/5200-12, *Fire Department Responsibility in Protecting Evidence at the Scene of an Aircraft Accident.*
 - b. AC 150/5210-7, *Aircraft Rescue and Fire Fighting Communications.*
 - c. AC 150/5210-14, *Aircraft Rescue Fire Fighting Equipment, Tools and Clothing.*
 - d. AC 150/5210-17, *Programs for Training of Aircraft Rescue and Firefighting Personnel.*
 - e. AC 150/5220-4, *Water Supply Systems for Aircraft Fire and Rescue Protection.*
2. Ensures compliance with all standards and regulations involving fire and rescue response, which may include hazardous materials.
3. Ensures availability and operability of ARFF equipment as required by 14 C.F.R. Part 139.
4. Ensures representation of a qualified FRC in the EOC, when required.
5. Coordinates the response of multi-jurisdictional fire and rescue response efforts on the airport.
6. Provides information regarding the fire and rescue response effort through and to the Public Information Officer (PIO) for release to the news media.
7. Ensures emergency fire and rescue response information is provided to the EOC, as appropriate.
8. Maintains a chronological event log.

Law Enforcement/Security

1. Provides traffic and personnel access control, and security assistance to fire and rescue scene operations.

2. Assists in the identification of any fatalities.

Military

1. Provides personnel and equipment to support non-law enforcement-related operations during emergencies, such as fire and rescue operations.

All Tasked Organizations

1. Adhere to all professional and legal standards in the performance of duties.
2. Provide ongoing status reports to the Fire and Rescue Coordinator.
3. As needed, coordinate with other emergency services such as medical/EMS, law enforcement, and public works.
4. Refer all media requests for information to the Fire and Rescue Coordinator or PIO, as appropriate.
5. Maintain updated resource inventories of emergency fire and rescue supplies, equipment, and personnel resources, including possible sources of replacements.
6. Designate staff to perform emergency duties.
7. Maintain updated contact information and mechanisms for notifying personnel; step-by-step procedures for performing assigned tasks; contact information for similar services in other jurisdictions, to include contact information for fire and rescue resources (air, land, water); and a listing of the radio communications call signs and frequencies used by responding organizations.

SECTION 2-8: HEALTH AND MEDICAL

PURPOSE

The Health and Medical function addresses the activities associated with the provision of emergency health and medical services at the airport. For the purposes of this section, health and medical include emergency medical service (EMS), public health, environmental health, mental health, and mortuary services. Related activities include:

1. Treatment, transport, and evacuation of the injured
2. Removal of the dead; and disease control activities related to sanitation.
3. Prevention of contamination of water and food supplies during response operations during and after an emergency.
4. Depending on the needs and resources of a particular airport, consideration may be given to the preparation of separate sections for these functions.

SITUATION AND ASSUMPTIONS

1. Airport will coordinate with AEMEAD and 9-1-1 to provide medical care, treatment, and transportation.
2. Maximum coordination and efficient use of off-airport medical resources will be required for large scale emergency and disaster events that would involve sufficient casualties and/or fatalities which may overwhelm local medical, health, and mortuary services capabilities.
3. Public and private medical, health, and mortuary services resources located in the communities it serves will be available.
4. Large-scale emergencies and disaster threat situations (hurricane, earthquake, flood, etc.) may affect large areas, requiring use of mutual aid from long distances.
5. Public and private health and medical resources, including human resources, located at the communities it serves may themselves be impacted by the disaster.
6. Emergency services to protect life and health during the first 12 to 24 hours after the disaster will probably be exclusively dependent on local resources.
7. Suspected Communicable Diseases. In the case of persons exhibiting signs/symptoms of a possible disease requiring quarantine, the airport will be required to contact state and/or federal Centers for Disease Control (CDC) for further instructions. The diseases subject to quarantine are established by Presidential Executive Order 13295. In the event that quarantine is required to protect public health, the emergency should be

conducted in two phases: Short-term (approximately 6-8 hours) and Long-term (lasting several days).

8. Volunteers will come forward to help perform essential tasks; their presence and efforts must be anticipated and coordinated.

OPERATIONS

1. The mobilization of health and medical services, mainly as it relates to the airport, will start with a call to 9-1-1 & AEMEAD
2. The mobilization processes of medical services as they relate to the airport, including such things as security and vehicular operations on the AOA.
3. The initial person in charge of Health and Medical Operation will be the Senior Paramedic in shift at the time of the emergency. This person will also become the Health and Medical Coordinator (HMC) until released by a higher authority (Medical Doctor) or otherwise specified by the PR Health Department.
4. The interaction with other emergency response organizations (e.g., law enforcement, fire, public works, etc.) during response and post emergency operations will be vested in Health and Medical Coordinator (HMC).
5. Medical services including transportation and medical assistance for the maximum number of persons that can be carried on the largest air carrier aircraft that the airport reasonably can be expected to serve.
6. Establishment of a medical command post at the emergency scene.
7. ARFF Chief will coordinate, through AEMEAD local health and medical response team efforts.
8. Former TolAir Hangar will be used as a temporary place to accommodate deceased persons. Uninjured and minor injured passengers will be relocated to former American Eagle Concourse or Terminal A (as appropriate). Severely injured passengers will be treated in the triage area, if possible, and relocated to the nearest hospital for immediate medical care.
9. AEMEAD has the name, location, contact information, and emergency capability of each hospital and other medical facility that agrees to provide medical assistance or transportation.
10. Triage of the injured, if appropriate.
11. The transportation of the critically injured to medical facilities as quickly as possible, with a goal of within 60 minutes of the injury's occurrence.
12. Provide for the identification, transportation, and disposition of the deceased.
13. Isolating, decontaminating, and treating victims of hazardous materials, as needed.

14. Once per year, all local medical and health agencies are invited to participate in an Emergency Plan Tabletop exercise, by which attendees are given an overall airport familiarization and training program for off-airport health and medical personnel.
15. AEMEAD manages mobilization processes for designated on and off-airport medical personnel and equipment.
16. AEMEAD manages coordination of medical operations with other responding agencies, such as fire rescue and law enforcement.
17. AEMEAD manages the process for requesting support of Disaster Medical Assistance Teams (DMATs).

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

General Director

1. Designates a Health and Medical Coordinator (HMC) to send a representative to the EOC when notified of an emergency situation, as appropriate.

Health and Medical Coordinator (HMC)

1. Upon notification of an actual or imminent emergency or disaster, takes appropriate action.
2. Reports to the EOC or other designated location; sends a representative if unable to report in person.
3. Coordinates efforts with local jurisdiction EOC, if appropriate.
4. Provides initial assessment of health and medical needs.
5. Oversees and coordinates the activated health and medical organizations to assess their needs, helps them obtain resources, and ensures that necessary services are provided.
6. Ensures a medical command post is established by emergency medical teams responding to an emergency site.
7. Coordinates multi-jurisdictional health and medical response efforts (e.g., CDC).
8. Ensures proof of licensure is made for all responding volunteers.
9. Maintains a patient/casualty tracking system. If an air carrier aircraft is involved, coordinates this effort with appropriate air carrier personnel.
10. Provides information regarding the health and medical response effort, including the number of injuries, deaths, etc. to the news media through the Public Information Officer (PIO). If an air carrier aircraft is involved, coordinates this effort with appropriate air carrier personnel.

11. Ensures emergency health and medical response information is provided to the EOC, as appropriate.
12. Coordinates support to the appropriate agency's (e.g. air carrier, airport, etc.) efforts to respond to inquiries from family members.

Emergency Medical Services

1. Respond to the emergency scene with appropriately trained emergency medical personnel and equipment.
2. Upon arrival at scene, assume appropriate role within the ICS. If ICS has not been established, initiate in accordance with established local standards.
3. Organize the necessary actions for triage, stabilization, and treatment of casualties and prepare for their eventual transport.
4. Provide control and dispatch of the casualties to the appropriate medical facilities. Coordinate with the local and regional medical facilities to ensure casualties are transported to appropriate locations.
5. If an aircraft is involved, coordinate with the owner/operator representative the transportation of the uninjured to the designated holding area.
6. Establish and maintain field communications and coordination with other responding emergency teams (medical, fire, law enforcement, engineering, etc.), and radio or telephone communications with medical facilities, as appropriate.
7. Maintain an accurate list of casualties, to include their names and destination medical facilities.
8. Arrange for restocking of medical supplies, as necessary.

Hospitals

1. Implement the appropriate hospital disaster plan.
2. Advise the Health and Medical Coordinator or appropriate EOC representative of the number and type of available beds. If an area-wide disaster is involved, also provide information regarding the condition of the hospital.
3. Provide medical care to casualties as they arrive.
4. Establish and maintain inter-hospital communications, as appropriate.
5. Provide medical guidance to EMS.
6. Coordinate with EMS, other hospitals, and any medical response personnel at the scene to ensure casualties are transported to the appropriate medical facility. Take into

account special requirements such as trauma or burn centers. Consider use of clinics to treat less than acute injuries.

7. Coordinate with local emergency responders to isolate and decontaminate incoming patients, if needed, to avoid the spread of chemical or bacterial agents to other patients and staff.
8. Depending on the situation and pre-emergency planning efforts, deploy medical personnel, supplies, and equipment to the emergency scene(s) or retain them at the hospital for incoming patients.
9. Establish and staff a reception and support center at each hospital for the relatives and friends of victims. If an air carrier aircraft is involved, coordinate this effort with appropriate air carrier personnel.
10. Provide patient identification information to the American Red Cross, air carrier, or other agency having a need for the information (e.g., NTSB).

Environmental Health Officer (EHO)

1. The SMS Coordinator is the Environmental Duty (EHO)
2. Provides for the monitoring and evaluation of environmental health risks or hazards as needed. Ensure appropriate actions are taken to protect the health and safety of disaster victims, responders, and the general public.
3. Inspects damaged buildings for health hazards.
4. Detects and inspect sources of contamination.
5. Coordinates with animal care and control agency to dispose of dead animals.
6. Ensures that adequate sanitary facilities are provided in emergency shelters and for response personnel.

Mental Health Agencies

1. Ensure that appropriate mental health services are available for disaster victims, survivors, bystanders, responders and their families, and other airport care-givers during response and recovery. Services may include crisis counseling, critical incident stress debriefings, information and referral to other resources, and education about normal, predictable reactions to a disaster experience and how to cope with them. There should be specialized family crisis assistance available for those affected by a traumatic event or who become traumatized by cumulative stress related to the disaster experience.
2. Provide outreach services to identify and serve those in need of mental health support.
3. Coordinate with the PIO to arrange for dissemination of information to the public.

4. Coordinate with the American Red Cross (ARC) to identify victims who may require assistance.

Mortuary Services

1. Provide for the collection, identification, and care of human remains, determining the cause of death, inventorying and protecting deceased's personal effects, and locating and notifying next of kin, as appropriate.
2. Establish temporary morgue sites.
3. Obtain refrigeration vehicles for temporary storage of remains.
4. Establish and maintain a comprehensive record-keeping system for continuous updating and recording of fatality data.
5. Coordinate with:
 - i. Search and rescue teams, hospitals, EMS, and other emergency responders.
 - ii. Funeral directors, morticians, and transportation assets for the movement of the deceased.
 - iii. Other pathologists.
 - iv. The American Red Cross for location and notification of relatives.
 - v. Dentists and x-ray technicians for purposes of identification.
 - vi. Law enforcement agencies for security, property protection, and evidence collection

NOTE: *If this effort is in response to an aircraft accident, actions taken should be coordinated with the air carrier's plan developed under the PL 104-264, Title VII - Aviation Disaster Family Assistance Act (ADFAA) of 1996. Details of the ADFAA can be obtained at www.nts.gov.*

American Red Cross (ARC)

1. Provide food for emergency medical responders and patients, if desired.
2. Maintain a record-keeping system in coordination with hospitals, aid stations, and field triage/transportation units to collect, receive, and report information about the status of victims.
3. Assist in the notification of next of kin of the injured and deceased.
4. Assist with the reunification of the injured with their families.
5. Provide first aid and other related medical support at temporary treatment centers, as requested, and within capability.

6. Provide supplementary medical, nursing aid, and other health services upon request, and within capability.
7. Provide assistance for the special needs of the people with sight, hearing, or mobility impairments, elderly, and those children separated from their parents, within capability.

Social Service Agencies

1. Assist in providing for the special needs of the people with sight, hearing, or mobility impairments, elderly, and children separated from their parents; also provide for special needs of orphaned children.

Animal Care and Control Agency

1. Coordinate with veterinarians and animal hospitals to arrange for animal services, as needed.
2. The only animal hospitals, veterinarians, and animal control shelters for use during regular and non-regular business hours is located at the Domenech Ave. There are other animal hospitals in the vicinity of the area, but do not operate on a 24/7 basis.
3. Coordinate with environmental health personnel regarding the location, collection, and disposal of dead animals.

Law Enforcement

1. Provide security assistance to medical facilities and to health and medical field personnel upon request.
2. Assist in the identification of fatalities.

Military

1. Provides personnel and equipment to support non-law enforcement-related medical operations during emergencies.

All Tasked Organizations

1. Adhere to all professional and legal standards in the performance of duties.
2. Provide ongoing status reports to the HMC, including number of deaths, injuries, and other appropriate information, etc.
3. As needed, coordinate with other emergency services such as fire, law enforcement, and public works.
4. Refer all media requests for information to the HMC or PIO, as appropriate.
5. Maintain updated resource inventories of emergency medical supplies, equipment, and personnel resources, including possible sources of replacements.

6. Designate staff to perform emergency duties.
7. AEMEAD is equipped with SOPs and checklists that include:
 - a. Contact information and mechanisms for notifying personnel.
 - b. Step-by-step procedures for performing assigned tasks.
 - c. Contact information for similar services in other jurisdictions
 - d. Contact information for transportation resources (air, land, water).
 - e. Listing of the radio communications call signs and frequencies used by responding organizations.

ADMINISTRATION AND LOGISTICS

Administration

1. AEMEAD will be relied upon to obtain personnel, equipment and supplies, transportation, facilities, services, and other resources necessary to support emergency response and recovery operations.

Logistics

1. AEMEAD will coordinate all support needs of the emergency health and medical response organizations.
2. Sources of medical supplies and equipment:
 - a. Local area resources/stores (hospitals, pharmacies, emergency vehicles, local government resources, etc.).
 - b. Private sector suppliers.
 - c. Private sector health care organizations that maintain a supply system for medical supplies and equipment.
 - d. National Disaster Medical System (NDMS) - includes Department of Defense, Department of Health and Human Services, and FEMA.

NOTE: *Access to these federal resources must be initiated through AEMEAD and FEMA*

3. Acquisition of medical/health equipment and supplies including:
 - a. Initial supply and resupply for field medical operations.
 - b. Initial supply and resupply for health and mortuary services.

4. Transportation of medical/health supplies, personnel and equipment:
 - a. Airport/government-owned and commercial aircraft, trucks, and buses.
 - b. Armed Forces aircraft and trucks.
 - c. Private and public ambulance companies.
 - d. Water transport.
 - e. Limousine and taxi companies.
 - f. Mortuaries (for hearses).
 - g. Four-wheel drive and high-centered vehicles for medical evacuations under bad weather or terrain conditions.
 - h. Acquisition of embalming supplies, body bags and/or heavy-duty plastic and heavy equipment suitable for dealing with a mass fatality situation.

AUTHORITY AND REFERENCES

Federal Aviation Regulations require the airport certificate holders to adopt and carry out security, safety, and preparedness plans and programs which provide for the safety of persons and property traveling by air transportation. These authorities establish requirements for aircraft rescue and firefighting response, hazardous materials incident planning, medical assistance, structural fire plans, and programs which provide for safety against criminal acts.

SECTION 2-9: RESOURCE MANAGEMENT

PURPOSE

Emergencies require the dispatch of personnel, equipment, supplies, and facilities. The purpose of this section is to identify requirements, expeditiously locate, acquire, allocate and distribute those resources to satisfy needs that are generated by an emergency.

SITUATION AND ASSUMPTIONS

1. Major emergencies which close airport operations will require activation of the resource management function.
2. Potential critical resource shortages: electrical power, potable water, firefighting agents, portable equipment.
3. Possible effects on the transportation infrastructure: collapsed bridges, restricted airport access, highways closed.
4. Aerostar councils with electricians, Plumbers, Carpenters, Mechanics, and General Maintenance Personnel (See Appendix 4.14).
5. All employees are provided with an internal two-way radio while on their shift. Any other communication will be via commercial telephone line or via cellular phones. The AEMEAD is equipped with interoperability radio communication system.
6. The Maintenance Division is equipped with heavy equipment such as: diggers, bobcats, flatbeds, trucks, fingers lifts, cranes, etc. for the debris removal. Vehicles for passengers (injured and non-injured) transportation are coordinated with the local transportation Authority.
7. Portable pumps and hoses.
8. Post incident recovery materials and tools such as fuel, sand and sandbags, plastic sheeting, plywood, lumber, shovels, picks, chainsaws, etc.
9. Mass care supplies such as first aid supplies; potable water; blankets; sanitation services and supplies (e.g., portable toilets); lighting (lanterns, light sticks, candles, etc.).
10. Mutual Aid. Aerostar will coordinate with AEMEAD required procurement need of resources
11. Information. AEMEAD maintains a resource inventory.
12. Response agencies will sustain themselves during the first 24 hours of an emergency.

OPERATIONS

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General Director participates in a local mutual aid agreement. To solve those emergency situations where airport resources do not meet requirements, Aerostar will work with the community in order to obtain the services that can produce the desired level of protection.

The following resources will be accessed and provided by the various supporting agencies. Those not provided will be rented.

1. Personnel (including skilled labor, task specialists, and professionals)
2. Communications equipment
3. Vehicle (land, air, water) for passengers (injured and uninjured) cargo and debris removal.
4. Heavy equipment for public works applications and for handling materials.
5. Mass care supplies such as first aid supplies, potable water, blankets, sanitation services and supplies, and lighting.
6. Portable power generators.

Sequence of Activities

1. Notification of the Resource Manager which will be the General Director and/or the Maintenance Manager.
2. Activation and deployment. General Director or Maintenance Manager will activate the resource management function and identify staff that will perform this function and where it will be performed.

Needs assessment

General Director will use the following criteria to determine initial needs of supplies and equipment:

1. WHAT specific item(s) is required to support the emergency
2. WHY is a specific item(s) required (will an alternative item perform the same task)
3. HOW MUCH of the item(s) is required (specify quantities in pounds, feet, sq. yards, gallons, number, etc.)
4. WHO needs the item(s) (provide the organization needing the item(s))
5. WHERE is the item(s) required to be delivered to or used (precise location)
6. WHEN is the item(s) required to be in-place (provide a time line).

Prioritization (ongoing)

1. The designated Resource Manager will apprise “the Needs Group” of established priorities.

Follow-up

1. Resource requests should be logged, prioritized, passed on to those responsible for obtaining and committing resources, and then tracked from “the Supply Group” and “the Distribution Group,” and the requesting party. A recommendation is to use a “Resource Request” display board or automated resource request information program in the EOC on which each request can be visually monitored by the EOC staff.

Obtaining supplies

1. Notification of suppliers. When warning is available, the Supply Group (Acquisition Manager/Supervisor) should notify suppliers with whom agreements exist of the airport’s intent to activate the agreement. Availability of supplies should be validated and key items should be reserved.
2. Evaluation of requests against known supplies (ongoing). Upon receipt of a request, the Supply Group should attempt to fill the need with airport resources or resources for which agreements are in place. If the needed resource is on hand, the Supply Group contacts the supplier, confirms transportation responsibilities, notifies the Distribution Group of the incoming resource (or of the need to pick it up) and its priority, and informs the Needs Group that action has been taken on the request. If the needed resource is not available from prearranged suppliers, the next step is to procure (or hire) or solicit a donation of the needed resource.
3. Procurement and hiring. When requests are of high priority for the airport, an expedited procurement or hiring process may be in order. Procurement involves contacting suppliers, negotiating terms (in coordination with the Financial Officer and Legal Advisor, if necessary), making transportation arrangements, notifying the Distribution Group and Needs Group of the action taken. Often during a declared state of emergency, procurement procedures can be streamlined.

Maintaining financial and legal accountability

1. The Finance Officer should keep the Resource Manager and Supply Group aware of their authorized budget, log and process transactions, track accounts, and secure access to more funding if necessary and feasible. The Legal Advisor should keep them aware of their legal obligations—and, as mentioned above, of any special powers granted by law to expedite their tasks under declared emergency conditions.
 - a. Distributing goods and services.
 - i. Activating and operating key facilities. Determine where incoming resources should be received. If possible, identify a Central Resource Receiving Point. The Distribution Group should be responsible for operating the receiving facility.

- ii. Traffic control. The Distribution Group ensures that high priority resources are dispatched quickly to where they need to be.
- iii. Hauling. Provisions for transport of procured resources.
- iv. Reporting and co-ordination. From the EOC, the Distribution Group would notify the receiving facility of incoming resources to expect, as well as their priority designation. The receiving facility should provide regular reports to the Distribution Group regarding the arrival of resources, allowing the Distribution Group to track the status of the resources.

Post-emergency activity (recovery)

1. When needs have largely been met, the crisis subsides, and the airport can begin to function as normal, the resource management function will have to address four areas:
 - a. Disposal of excess stocks. Loaned equipment will have to be returned to its owner.
 - b. Surplus property can be dealt with through normal procedures, except perhaps where hazardous materials are involved.
 - c. Stand down (Return to normal duties). Deactivate facilities and staff as soon as is feasible; reports and documentation completed and filed.
 - d. Financial settlement. Reimburse or compensate the owners of private property. Submit required reports for financial assistance.

Support Acknowledgement

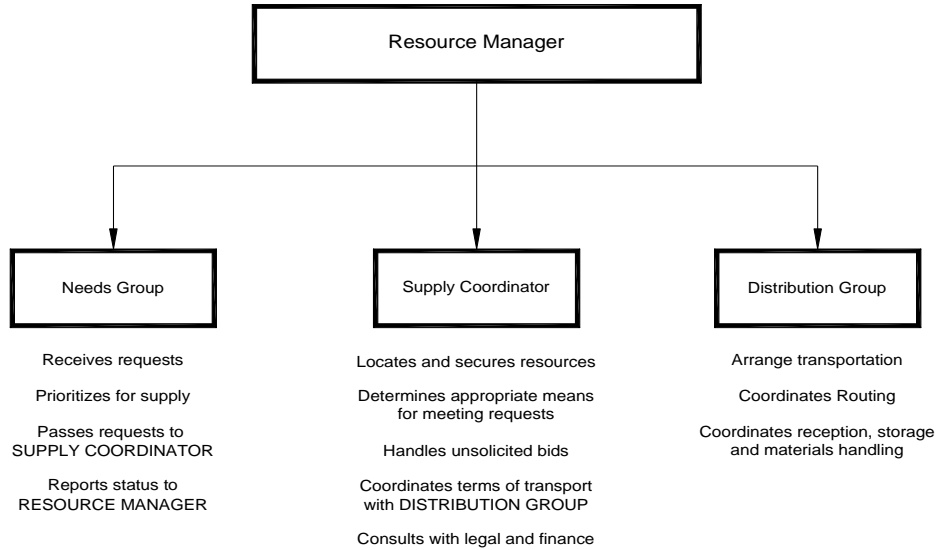
Suppliers and donor should receive acknowledgment for their support. This should be coordinated with Airport Management. New suppliers might be approached regarding their interest in developing an agreement in time for the next emergency.

Coordination with Voluntary Agencies

A resource management section should address how the airport will coordinate its resource management activities with voluntary agencies. It should also address policies and liability on the use of volunteer labor.

NOTE: *Caution should be exercised when allowing untrained volunteers access to areas where they may be exposed to traumatic events.*

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES



Note: Other organizational structures are possible; this chart suggests functions that should be addressed.

Components of a Resource Management Organization

The following tasking should be performed for resource management:

1. **Resource Manager.** Upon arrival at EOC:
 - a. Directs and supervises the activities of the Needs, Supply, and Distribution Groups.
 - b. Coordinates with PRPA-AEMEAD Coordinator needs and priorities
 - c. During the emergency, monitors potential resource shortages and advises the PRPA-AEMEAD Coordinator.
 - d. Identifies locations for storage of resources, if needed.
2. **Needs Group**
 - a. Receives requests and reports on the function's success in meeting needs.
 - b. Receives specific requests.
 - c. During multiple scene emergencies or disasters, monitors resource demands from Incident Command Logistics Officers and maintains list of all staging area resources, itemized by incident location.

- d. Report to the Resource Manager on the status of resource requests.

3. Supply Group

- a. Locates and secures resources. As needed, includes teams for procurement, personnel, and donations. Should be supported with financial information and legal advice.
- b. Determines appropriate means for satisfying requests.
- c. Handles unsolicited bids.
- d. Keeps Needs Group informed of action taken on requests.
- e. Keeps Distribution Group informed of expected movement of resources, along with priority designation for the resource.
- f. Requests transportation support from Distribution Group, as needed.
- g. Undertakes procurement using database and/or resource listings to fill requests through prearranged supply channels.
- h. When advance warning is available, confirms availability of resources, and reserves supply.
- i. Contacts suppliers, settles terms for transportation, and provides necessary delivery information.

4. Financial Officer

- a. Oversees the financial aspects of resource management, including record-keeping, budgeting for procurement and transportation, and facilitating any donations.

5. Legal Officer

- a. Advises resource management team on contracts and other relevant legal matters.

6. Distribution Group

- a. Ensures delivery of resources by overseeing routing, transportation, collection, sorting, storage, and inventory.
- b. When multiple scene emergencies or disasters occur, establishes liaison with all Incident Command Staging Officers to monitor location, passage, and inventory of resources.

7. All Airport Agencies

- a. Provide knowledgeable staff to support Resource Management, as requested.

ADMINISTRATION AND LOGISTICS

This section addresses the administrative and general support requirements for carrying out resource management tasking.

Reports and records

Airport Management will maintain records and logs.

Finance

Determine use of existing funds and how contingency funds will be made available. In addition, establish procedures to buy, invoice, and budget control.

Hiring and other Personnel Matters

Airport Management will issue waivers of normal procedures for matters of hiring, assigning of work outside the normal job description, for job requirements on airport property.

Maximum complement

Aerostar will maintain an optimum number and kind of resources at their warehouses (Isla Grande and SJU) for the daily operation. The Acquisition Manager should attempt to address the number and kind of resource which may need to be activated and the maximum number of personnel that would be needed to support them.

Augmentation

In case of an emergency, each division will evaluate how they will perform their duties assigned under the AEP. First, employees from other divisions not having responsibilities under the AEP will be reassigned to other divisions, temporarily, depending on their knowledge and abilities. Secondly, the use of airport tenants employees. Third, off-duty employees will be called to work. Fourth, employees from other airports will be called to assist.

Facilities

The basic resource management activities will be conducted at the Aerostar Acquisition Department in coordination with the Accounting Manager. The Resource Manager may establish other additional facilities such as the following:

1. Central Resource Receiving Point. .
2. Staging Areas.
3. Warehousing. To store excess resources.
4. Lodging. Coordinate needs with Tourism Co.

Communications

Because of the multi-location nature of resource management, a successful operation will depend on reliable communications. The number of telephones, telephone lines, fax machines, computer terminals, two-way radios, and other standard equipment will depend on the anticipated size of the airport's resource management operation.

Computers and software

Airport Management will use its in-house financial and operational computer resources.

Office equipment, Supplies, and Forms

Airport Management will ensure that there is a sufficient supply of office equipment, supplies and forms to get things going. These items though often forgotten are critical to success of the operation.

Transportation

General Director will use its own transportation system to support the resource management functions.

SECTION 2-10: AIRPORT OPERATIONS AND MAINTENANCE

PURPOSE

This section provides information which identifies the roles and responsibilities of Airside Operations and Maintenance personnel during an airport emergency.

SITUATION AND ASSUMPTIONS

1. Airside Operations and/or Maintenance personnel may be the first to respond to many airport emergencies.
2. Airside Operations and/or Security may have to represent the General Director during the initial stage of some emergencies.
3. For some emergencies, Maintenance personnel may have to make an initial determination if airport structures are safe to use.

OPERATIONS

1. Personnel from Airside Operations will respond to the emergency, while airport maintenance personnel will standby to respond to requests for assistance.
2. Airside Operations personnel will evaluate the situation and its impact (real and/or potential) on overall airport functions.
3. Airside Operations personnel will ensure appropriate personnel/organizations are notified of the emergency.
4. Airside Operations personnel will make initial determinations regarding the requirement for the issuance of Notices to Airman (NOTAMs).

ASSIGNMENTS OF RESPONSIBILITIES

General Director

1. Designate an Airside Operations Manager/Supervisor to report to the EOC, when appropriate.
2. Designate a Maintenance Coordinator (MC) to report to the EOC, when appropriate.

Airside Operations Manager/Supervisor

1. Ensure that the command vehicle (e.g. mobile command center, bus, etc.) is provided at the scene as soon as possible.
2. Ensure any and all required NOTAMs have been issued.

3. Ensure completion of necessary airport inspections upon emergency termination.
4. Emergency Notification (See Appendix 4.6)
5. Provide means (e.g. buses), to evacuate people from the accident scene.
6. Provide information regarding the status of the airport to the news media through the PIO.
7. Maintain a chronological event log.

Maintenance Manager/Coordinator

1. Prepare and maintain an airport resource list.
2. Ensure the restoration of utilities to critical and essential facilities, when necessary.
3. Ensure the safety of facilities (e.g. post-fire, flood, earthquake, tornado, hurricane, explosion).
4. Provides backup electrical power.
5. Clears debris, as necessary.
6. Ensures availability of potable water supply.
7. Provides sanitation services.
8. Maintains a chronological event log.

All Tasked Organizations

1. Provide related status reports to the Operations and/or Maintenance Coordinator, as appropriate.

Administration and Logistics

Accounting

1. Support requirements and sources that will be relied upon to obtain personnel, equipment, and supplies.

Acquisition

1. Necessary resources may include:
 - a. Portable emergency shelters.
 - b. Portable lavatories.

- c. Portable lighting.
- d. Portable power supplies.
- e. Cones, stakes, flags, and signs.
- f. Machinery, heavy equipment, cranes, etc.
- g. Transportation resources (e.g. buses, vans, trucks).
- h. Fuel removal equipment.
- i. Portable heating equipment

CHAPTER III HAZARD SPECIFIC SECTION

SECTION 3-1: AIRCRAFT ACCIDENTS OR INCIDENTS

PURPOSE

The information contained in this hazard-specific section defines responsibilities and describes actions to be taken in the event an aircraft incident/accident affects the airport. Any incident happening off the airport jurisdiction will be the responsibility of that jurisdiction. The airport will respond as Mutual Aid as requested.

DEFINITIONS

- 1. Aircraft Accident.** Any occurrence associated with the operation of an aircraft that takes place between the time a person boards the aircraft with the intention of flight and the time such person has disembarked, in which a person suffers death or serious injury as a result of the occurrence or in which the aircraft, including cargo aircraft, receives substantial damage. (See 49 C.F.R. Part 830.) (Refer to *Reporting an Accident to the NTSB* at www.nts.gov.)
- 2. Aircraft Incident.** Any occurrence other than an accident that affects or could affect the safety of operations.

SITUATION AND ASSUMPTIONS

1. SJU is classified as Index D.
2. SJU operates 24hrs/7days a week.
3. The Airport Traffic Control Tower (ATCT) also operates 24hrs/7days a week.
4. Runways: 8/26 and 10/28
5. Daily operations include air carrier, cargo, commuter, general aviation, and military.
6. Types of aircraft that normally use the airport includes: B-737, B-757, B-767, B-777, A-320, A-330, A-340, Saab 340, MD-11, DC-10, CRJ, including cargo aircraft, etc.
7. Airport staffing: Aerostar ARFF, Security & Law Enforcement: PR Police, Airside Operations, Land Side Operations and Maintenance.
8. Each aircraft incident/ accident is considered a potential hazardous materials incident.

OPERATIONS

1. Actions to be taken if an aircraft incident/ accident should occur on or adjacent to the airport.

Classifications

1. **Alert I (Local Standby Alert):** An aircraft that is known or suspected to have an operational defect that should not normally cause serious difficulty in achieving a safe landing. This is a notification only. No response is required. All units involved will be manned and will standby at ARFF station.
2. **Alert II (Full Emergency Alert):** An aircraft that is known or is suspected to have an operational defect that affects normal flight operations to the extent that there is danger of an accident. All units respond to pre-designated positions.
3. **Alert III (Aircraft Accident Alert):** An aircraft incident/accident has occurred on or in the vicinity of the airport. All designated emergency response units proceed to the scene.

NOTE: *Airport Operations will coordinate with ARFF personnel as to when the runway can be reopened after an Alert II response. After a runway/taxiway inspection and confirmation that all vehicles and aircraft are clear of the runway and taxiways, only then will the runway/taxiways will be reopened.*

Response Description

1. ARFF responses are designed to render immediate control and mitigation of an aircraft incident, perform rescue or other lifesaving services, prevent property damage to structures or equipment, and may warrant the medical treatment of injured personnel.
2. In-flight or Airborne Emergency: An emergency condition that affects the operational integrity of an aircraft while in flight.
3. Medical Emergency: Any condition or situation in which an individual perceives a need for immediate medical attention.
4. Ground Emergency: An emergency condition involving aircraft operations while on the ground and is not incident to flight operations nor classed as an in-flight or airborne emergency. These emergencies may involve ground servicing, maintenance activities, pre-departure checks, and or support equipment operations.
5. Structural Emergency: An emergency condition (other than those involving aircraft or other transportation mediums) that warrants the delivery of emergency services (including rescue, fire suppression, emergency medical care, special operations, law enforcement, and other forms of hazard control and mitigation) involving structures, infra-structures, and or utility systems or services.

Categories

Estimated Casualties

<i>Aircraft Occupants</i>	<i>Number of Casualties</i>	<i>20 % casualties Immediate Care Priority I</i>	<i>30 % casualties Delayed Care Priority II</i>	<i>50 % casualties Minor Care Priority III</i>
500	375	75	113	187
450	338	68	101	169
400	300	60	90	150
350	263	53	79	131
300	225	45	68	112
250	188	38	56	94
200	150	30	45	75
150	113	23	34	56
100	75	15	23	37
50	38	8	11	19

These figures are based on the assumption that the maximum number of surviving casualties at an aircraft accident occurring on or in the vicinity of the airport is estimated to be about 75% of the aircraft occupants.

Emergency Phases

1. Response Phase

- a. Activities will be focused on the dispatch and arrival of emergency first responders, initial fire suppression, rescue operations, and dealing with any hazardous materials issues.

b. Site Control Zones

i. HOT (RESTRICTED) ZONE

Area where ARFF Operations are being conducted. Includes the area identified as Immediately Dangerous to Life and Health (IDLH). Only personnel who are performing ARFF related task and wearing proper PPE are allowed in the Hot Zone. The size of this zone may vary greatly depending upon the nature and extent of the entire incident itself. This zone should stay active throughout the entire incident. If the aircraft has broken apart, there may be more than one Hot Zone.

ii. WARM (SUPPORT ACCESS) ZONE

An area immediately outside of the hot zone. Access to this zone should be limited to personnel who are not needed in the hot zone, but are directing aiding ARFF personnel working in the Hot Zone.

iii. COLD (SUPPORT) ZONE

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These areas may include the ICP, the PIO, and Staging areas for personnel and portable equipment. In addition includes staging areas for additional apparatus and other resources. The outer boundary should be established to control the movement of vehicles and personnel into and out of the controlled areas.

2. Investigatory Phase

- a. The investigatory phase includes gathering and analysis of information, the drawing of conclusions, including the determination of probable cause. This activity may, depending upon conditions, begin during the Response Phase and continue through the Recovery Phase. The investigation is normally the responsibility of the National Transportation Safety Board (NTSB). However, emergency first responders should adhere to the criteria contained in AC 150/5200-12, *Fire Department Responsibility in Protecting Evidence at the Scene of an Aircraft Accident*.
- b. The wreckage cannot be moved or disturbed until so authorized by the NTSB Lead Investigator in charge (IIC) and State and Local law enforcement have completed their investigation.
- c. The recovery phase may start at the completion of the Investigatin Phase. The Agency having authority (NTSB/FAA) will turn the incident over the Airport Management for removal of the aircraft.

3. Recovery Phase

- a. During this phase, all efforts will be focused in returning the airport to a normal operational condition. The Airside Operations Manager will lead this phase.
- b. The aircraft owner/operator is responsible for the wreckage removal/recovery from the accident site. The Airort FBO or any private company that is neede or perceive to be needed will be called to facilitate, in a timely manner, the aircraft/wreckage.

Billing of Costs

Aerostar shall bill all cost for the recovery and removal of aircraft from the operational areas of the airport, allowing the airport to return to normal operations, to the owner/operator of the involved aircraft.

Runway Re-Opening to Air Traffic

Once the removal of recovery phase is completed, the Airside Operations Manager/Supervisor shall inspect the runway/ taxiways pavement surfaces for damage/debris, and surrounding environment as the Runways/Taxiways Safety Areas to determine whether the facility can safely provide service to the community. If satisfactory, the airport will reopen and return to normal operations the facility.

Aerostar Procedures for Response and Recovery Actions

1. After initial notification, ARFF responds

2. Airside Operations initiate Secondary Emergency Notifications
3. Based on the ARFF Chief's determination, PR Police will establish and implement "Crime Scene" protocol. The Aerostar Security Department will support and augment PR Police force, as required and requested by PR Police.
4. All other Aerostar personnel will stand-by for further instructions

Response and Recovery Actions of all the Local Response:

1. ARFF Chief will request augmentation of Fire response personnel from local community.
2. All other request for personnel or resources will be coordinated through AEMEAD.

Preservation of Evidence

Whenever possible, the wreckage should remain undisturbed until the arrival of the first National Transportation Safety Board (NTSB) accident investigator. Prior to that time the NTSB or its authorized representative takes custody of aircraft wreckage, mail, or cargo, it may not be disturbed or moved except to the extent necessary:

1. To remove persons injured or trapped.
2. To protect the wreckage from further damage.
3. To protect the public from injury.

Where it is necessary to move aircraft wreckage, a sketches, descriptive notes, and/or photographs will be made, if possible, of the original position and condition of the wreckage and any significant impact marks. (Refer to 49 C.F.R. Part. 831, *Accident/Incident Investigation Procedures*.)

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

General Director or Designated Representative

1. Identify and designate hangars or other key buildings to be used to accommodate injured and deceased persons.
2. Activate the EOC, as needed.
3. Ensure all appropriate notifications have been made, including:
 - c. National Transportation Safety Board (NTSB).
 - d. FAA.
 - e. Airport response personnel.

- f. FEMA, FBI, Military Services, etc.
4. Provide emergency support services, as requested, through the EOC

Airport Traffic Control Tower

1. Activate the appropriate Primary Notification System through the Crash Phone. This includes Aerostar ARFF, Airside Operations, Security, and PRANG.
2. Control aircraft and ground vehicle operations on the airport in support of the emergency response, if the airport remains open.
3. Control airspace in the vicinity of the incident/accident to ensure other aircraft do not interfere with emergency response activities.
4. Notify the FAA Communication Center and the NTSB.
5. Update the ATIS information as needed.
6. Issue appropriate NOTAMs as needed.

Aerostar ARFF

1. Respond to aircraft incident/ accident.
2. Assume the lead position in Incident/Unified Command System for initial fire and rescue operations.
3. Ensure appropriate mutual aid emergency response organizations have been notified and are taking appropriate action.
4. Create the hot, warm, and cold zones.
5. Establish the triage area.

Law Enforcement/Security

1. Initiate and maintain appropriate Traffic and Access Control.
2. Provide scene support and security.
3. Provide AOA access control and assist with escorts.
4. Ensure appropriate mutual aid organizations have been notified and are taking appropriate action.
 - a. PR Police Department
 - b. PR Municipal Police

- c. FBI, TSA, Coroner
- d. Provide necessary investigative support.

Emergency Medical Services

1. Provide necessary triage and on-scene initial treatment of casualties.
2. Ensure appropriate mutual aid organizations have been notified and are taking appropriate action.
3. Provide for the movement (land, water, air) of casualties to appropriate treatment facilities as expeditiously as possible.
4. Maintain an accurate list of casualties and their respective destination treatment facilities.
5. Coordinate with the involved air carrier the transportation of the uninjured to the designated holding area.
6. If accident/incident occurs in Runway 8; use Second Level of Terminal A
7. If accident/incident occurs in Runway 10; use First Level of the former American Eagle Terminal E
8. Arrange for restocking of medical supplies, as necessary.

NOTES:

1. *PL 104-264, Title VII - Aviation Disaster Family Assistance Act (ADFAA) requires each air carrier to deal with the families of victims involved in an aircraft accident. However, there may be some instances where it may take some time before the air carrier can fully implement its plan. In the interim, family members may look to the airport for information and assistance. Organize all air carriers serving the airport to respond and assist the affected carrier during the first 12 hours. This group could also respond to charter carriers or emergency diversions that involve non-tenant air carriers.*
2. *Collect names, addresses, and telephone numbers of passengers that do not receive medical attention.*
3. *Pre-determine locations for key facilities, such as a "Friends and Relatives" reception area, and other areas where families may gather.*
 - a. If accident/incident occurs in Runway 8; use First Level of Terminal A
 - b. If accident/incident occurs in Runway 10; use Second Level the old American Eagle Terminal E
4. *Identify and disseminate information of location of Temporary "Friends and Relatives" reception area, and other areas where families may gather.*

5. *Identify information that Station Managers and airport operator may need concerning passengers, their families, and the accident site. Relay this information to the affected air carrier and emergency operations centers.*
6. *Establish emergency access to the terminal by air carrier employees and emergency service providers during an event.*
7. *Assist airline in securing hotel rooms in the local area for non-tenant air carriers involved in an emergency diversion or for charter carriers that have no employees at the airport.*

Airside Operations

1. Activate the Secondary Notification System via commercial telephone.
2. Ensure that supporting emergency response agencies (fire, medical, law enforcement, etc.) have responded.
3. Coordinate response actions with the ATCT and establish an access route for entry and exits.
4. Determine the need to totally/ partially close the airport and issue appropriate NOTAMs.
5. Provide all necessary escorts to and from the incident/accident site.
6. Keep and maintain the open portion of the airport running safely.
7. Make an initial assessment of damages.
8. In the event of an accident or significant incident that impacts airport operational or a significant portion of public safety areas, the airport will be closed immediately either by the General Director, or designated representative. Further, the airport, or portions thereof, will not be reopened until:
 - a. Aircraft operating areas are safe and secure;
 - b. Aircraft movement areas that are to be reopened have been properly inspected;
 - c. Adequate ARFF protection is available for aircraft operations and;
 - d. Public safety is assured.

Maintenance

1. Assist/provide critical services, including utility support (activation/cut-off), as needed.
2. Provide sanitation services for extended operations.
3. Assist in the provision of required resources.

4. To the extent possible, arrange to have available the following equipment/supplies/services:
 - a. Portable lavatories.
 - b. Drinking water.
 - c. Ropes, barricades, barrier tape, etc.
 - d. Portable lighting.
 - e. Cones, stakes, flags and signs.
 - f. Portable shelter(s), as needed.
 - g. Machinery, heavy equipment, and extraction tools.
 - h. Coordinate Fuel removal operations
 - i. Portable public address system.
 - j. Participate in EOC activities.

Accounting

1. Provide budgeting, payment and other financial support.
2. Provide procurement services.
3. Procure communications equipment (cellular telephones, two-way radios, etc.).
4. Participate in EOC activities.
5. Provide tracking of expenses for potential reimbursement.

Public Relations

1. Determine from the IC if there are any limits on the information release.
2. Obtain IC's approval for media releases.
3. Develop and provide press releases as needed.
4. Arrange for tours and other interviews or briefings that may be required.
5. Interface with the media, as well as with air carrier and emergency response on-scene public relations personnel.
6. Maintain current information summaries and/or displays on the incident and provide information on status of incident to assigned personnel.

7. Participate in EOC activities.

Aircraft Owner/Operator or Designated Representative

1. Provide pertinent information to IC, to include:
 - a. Number of persons on board.
 - b. The presence and location of any dangerous goods.
2. Provide EOC representation.
3. Make necessary notifications, to include the FAA and NTSB.
4. Arrange for appropriate passenger services, to include:
 - a. The transportation of uninjured passengers/crew members.
 - b. Adequate holding facilities for uninjured passengers/crew members.
 - c. Commissary items, telephone facilities, clothing, and additional medical services, as needed.
 - d. Facilities for friends and families of victims/passengers.
 - e. Passenger/crew accountability and tracking.
 - f. Hotel and/or other alternative travel arrangements for passengers.
 - g. Critical Incident Stress Management (CISM) support
5. Coordinate news releases with Aerostar Press and Communications Division.
6. Provide for the timely removal of the wrecked or disabled aircraft as soon as authorized by the appropriate authority (NTSB).

Other Airport Tenants

1. Continue to provide services based upon conditions.

National Transportation Safety Board (NTSB)

The NTSB "...is responsible for the organization, conduct, and control of all accident investigations involving civil aircraft, or civil and military aircraft, within the United States, its territories and possessions. (Refer to *Responsibility of the Board*, 49 C.F.R. §831.2.)

ADMINISTRATION AND LOGISTICS

This section of the document covers those general support requirements specific to aircraft incidents and/or accidents. Specialized resources, policies and procedures may be appropriate because of the unique nature of aircraft incidents/accidents.

UNIQUE CONSIDERATIONS

General

General Director will coordinate the planning, response, and recovery efforts with AEMEAD.

Command and Control

1. Use the Unified Command System (reference *Command and Control*). This provides for joint field participation and coordination with all agencies, including the airport and the aircraft owner/operator (See Appendix 4.6).
2. Each aircraft incident/accident will be treated as a potential hazardous materials site.
3. Upon determination that the incident/accident site no longer poses a fire or hazardous materials threat to the health and safety of personnel, the IC may terminate the Response Phase of the emergency and allow the Investigatory Phase to begin. However, have ARFF remaining as the lead agency until all injured and deceased have been removed from the scene and during any hazardous materials mitigation activities, such as aircraft defueling.
4. Once that has been completed, and upon consultation with other Unified Command representatives, IC lead may be transferred to the investigating agency.
5. The appropriate investigating agency may provide IC lead during the Investigatory Phase of the emergency.
6. Upon determination by the agency(s) that the airport can begin site recovery, and upon consultation with other Unified Command representatives, IC lead may be transferred to the Operations Division.
7. The Operations Division may provide the lead during the Recovery Phase.

Communications

1. A communications network will consist of a sufficient number of radio transceivers, telephones (land line and mobile), and other communications equipment sufficient to establish redundant communications capability. This network will link all participating agencies, including the ICP and EOC(s).
2. Radio and telephone communications will be limited to those which are essential; they will be concise.
3. Runners will be included to augment the communications system, especially in high noise areas.

4. The airport will consider use of amateur radio operators (RACES, REACT) as source of communications, including Packet radio and TV capabilities.
5. A dedicated communications vehicle/ mobile command post with self-contained electrical power will be provided by the State Emergency Management Agency and Disaster Administration.

Emergency Public Information (EPI)

1. Coordinate all news releases with other participating agencies, such as the air carrier and NTSB.
2. Aerostar Press Representative will provide controlled scene access for the media.
3. Airport will speak only about activities for which they are responsible.

Protective Actions

1. General Director may consider evacuation/sheltering in the event the aircraft incident/accident occurs in such a manner or location that it may threaten the health and safety of other personnel on the airport.

Law Enforcement/Security

1. Major law enforcement tasks and responsibilities:
2. PR Police is the primary law enforcement agency responsible for establishing, and methods used to establish, site security.
3. All mutual aid support will be coordinated through AEMEAD.
4. Establish traffic and access control points to facilitate the movement of emergency response vehicles in and out of the airport/ accident site.
5. Ensure identification of authorized responders at the accident site (e.g. ID vests, armbands, escort, etc.).

ARFF

1. Advise fire/rescue & mutual aid emergency response organizations of:
 - a. Accident location.
 - b. Access routes.
 - c. Staging area(s)/rendezvous point(s).
 - d. Additional equipment/manpower.
 - e. Water re-supplies points.

- f. Location of on-scene Command Post.
- g. Protection of evidence.

Health and Medical

- 1. On-scene
 - a. Provide triage, initial medical care, and transportation to health care facilities.
 - b. Medical facilities and personnel are notified of the accident via calling 9-1-1 & AEMEAD.
 - c. First to arrive on the scene, will designate a “Medical Coordinator” who will assume command of emergency medical operations at the accident site and whose responsibilities, in coordination with a “Medical Transportation Officer” include:
 - i. Verifying that mutual aid medical and ambulance services have been alerted and verify their subsequent arrival at the designated Staging Area.
 - ii. Organizing the necessary action for triage and treatment of the casualties and their eventual evacuation to a health care facility.
 - iii. Arranging for the re-stocking of medical supplies, if necessary.
 - iv. Providing medical analysis of the walking wounded or traumatized.
 - d. Designate a Medical Transportation Officer whose responsibilities include:
 - i. Ensure that hospitals and medical personnel have been notified of the emergency.
 - ii. Direct transportation of casualties to health care facilities suited for the particular injury.
 - iii. Account for casualties by recording the victim’s name, destination health care facility, and transporting agency.
 - iv. Advise hospitals when casualties are en-route.
 - e. Hospitals
 - i. Facilitate the distribution of the critically injured.

NEWS MEDIA ACCESS ON TO SJU/ ACCIDENT SCENE

Federal Aviation Administration (FAA) Restrictions

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Because Part 139 requires that non-essential personnel be controlled in their access to the airport flight and operational areas, reaching the scene of an aircraft incident or accident at the airport will require cooperation. The airport will be carefully controlling access to the emergency site to make sure that we can move emergency vehicles to and from the site as necessary. The movement of these emergency vehicles will always take priority over everything else.

Access to the Accident Scene

In this regard, members of the news media must understand that access to the accident scene WILL ALWAYS BE RESTRICTED UNTIL ALL FIRES ARE EXTINGUISHED, RESCUE OPERATIONS HAVE BEEN COMPLETED, ALL SURVIVORS AND INJURED HAVE BEEN TRANSPORTED AWAY FROM THE SCENE, AND ACCIDENT SITE HAS BEEN SECURED AND MARKED OFF. Under the very best of circumstances, this process will take at least two hours and very probably longer. Member of the media should understand this time delay and plan their activities accordingly.

QUICK REACTION CHECK LIST

RESPONSE TO AIRCRAFT ACCIDENT / INCIDENT

AIRLINE EMERGENCY RESPONSE PLAN		
Accommodations	If accident occurs on Runway 8:	If accident occurs on Runway 10:
Passengers Reception Center – (Survivors)	Terminal A – First Level	Terminal D – American Eagle Between Gates 1 – 4
Family Member - Reception Center - Assistance Center	Baggage Claim Area – First Level Terminal B – C	Terminal D – First Level – American Airlines Baggage Claim Area
Passengers (wounded) awaiting transportation to Hospitals	Nearest Hangar facilities	
Pilots & Crew Members	<ol style="list-style-type: none"> 1. Airline Manager’s Office or Airline Operations Center 2. FBO – Aircrew Lounge 3. Aerostar ARFF – Conference Room 	
Media Center	Salon Puertos 787-791-2300 & 787-791-1784	
Federal Agencies Staging Area	SJU ARFF Training Room	
Aerostar Emergency Operations Center (next to the Chapel)	TSA Command Post 787-253-5622 & 787-253-5392 & 787-791-1785	

AUTHORITY AND REFERENCES

Federal Aviation Regulations require the airport certificate holders to adopt and carry out security, safety, and preparedness plans and programs which provide for the safety of persons and property traveling by air transportation. These authorities establish requirements for aircraft rescue and firefighting response, hazardous materials incident planning, medical assistance, structural fire plans, and programs which provide for safety against criminal acts.

References: ACM, ARFF Training Manual, AC

SECTION 3-2: TERRORISM INCIDENTS

INTRODUCTION

No report or rumor, however vague, can be ignored. Each case must be thoroughly investigated in a manner that will safeguard the public and minimize damage if a bomb is actually present.

Specific information regarding terrorism incidents is considered Sensitive Security Information (SSI). Specific information is contained at the Airport Security Program. SSI information is distributed on a need-to-know basis only.

Jurisdiction

The U.S. Department of Justice has jurisdiction to investigate cases involving airline sabotage, attempted sabotage, or bomb threats. State and local ordinances might also apply. The assistance the Department of Defense Explosive Ordnance Disposal (EOD) personnel may offer is governed by the Posse Comitatus Act of 1878. This act is United States Federal Law: 18 U.S.C. §1385. This Act prohibits Army/Air Force personnel from assisting civil authorities in the execution of civil law enforcement. Rendering a bomb harmless does not violate the Posse Comitatus Act; however, searching the area does, because the search can be construed as an act contributing to the enforcement of a law. As a result, EOD personnel cannot be expected to assist with this task.

Airports regulated under 49 C.F.R. Part 1542, *Airport Security*, (www.tsa.gov), will have procedures for responding to bomb threats already specified in their Airport Security Program (ASP). Similarly, air carriers have bomb threat procedures specified in their security plans as required by 49 C.F.R. Part 1544, *Aircraft Operator Security*, (www.tsa.gov). Any terrorism threat response procedures should be coordinated with procedures in these TSA-approved security plans.

PURPOSE

The information contained in this hazard-specific section is intended to supplement the Basic Plan and Functional Section of the AEP. It defines responsibilities and describes actions to be taken in the event a bomb threat or actual incident occurs at the airport.

SITUATION AND ASSUMPTIONS

1. Every airport is a potential target for a terrorism threat. Threats may be received against the airport, an aircraft, an aircraft owner/operator, or any other agency operating at the airport.

2. Airports regulated under 49 C.F.R. Part 1542 have established response procedures for bomb threats as specified in their ASP. Air carriers regulated under 49 C.F.R. Part 1544 also have established procedures in their FAA approved security program to respond to bomb threats.
3. All terrorism threats will be taken seriously until the validity of the threat can be determined.
4. The designated parking area is away from terminals, hangars, and other public areas. The designated area is in taxiway Hotel between H11 and H9.
5. Airport SJU counsels with TSA's Bomb Appraisal Officers, stationed at the airport, as the first available Explosive Ordnance Disposal personnel until the FBI and PR Police Explosive Division arrives at the scene.
6. The Bomb threat mitigation procedure will be to evacuate the affected area.

OPERATIONS – BOMB THREAT

When a bomb threat is received, the person receiving the information should attempt to get as much information as possible. If in direct communication with the individual, an attempt should be made to establish the approximate location and time the bomb is set to detonate. Immediately, the person receiving the information/threat will call the Aerostar Security Control Room by calling 787-253-2500 & 787-791-1786 and notify in details the information provided.

It is the responsibility of the Aerostar Security Manager/Supervisor to evacuate the affected building following a bomb threat. If a bomb is found, all decision will then be the responsibility of the PR Police Department. If the terrorist incident involves a commercial aircraft, the FBI will take jurisdiction or control of the situation.

SJU is regulated under 49 C.F.R. Part 1542 and have response procedures for terrorism threats specified in their Airport Security Program.

UNATTENDED BAGGAGE

Any person discovering unattended baggage or packages are to immediately notify the Aerostar Security Control Room by calling (787) 253-2500 & 787-791-1786. No attempt is to be made to move or tamper with the unattended objects; Security Personnel will take appropriate actions in accordance with existing Standard Operating Procedures and the Airport Security Plan.

SUSPICIOUS ITEM

Any person discovering suspicious Items/packages are to immediately notify the Aerostar Security Control Room by calling (787) 253-2500 & 787-791-1786. Aerostar Security will

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immediately notify the Puerto Rico Police Department (PRPD) and other relevant agencies. No attempt is to be made to move or tamper with the suspicious objects; Security Personnel will take appropriate actions in accordance with existing Standard Operating Procedures and the Airport Security Plan.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

Aerostar Security, in coordination with Operations, TSA, FBI, and PR Police Department will respond to all terrorism incidents.

General Director or Representative

1. Notifies the Aerostar Security Control Room
2. Give notice to evacuate the building(s)
3. Establishes a danger area no closer than 1,000 feet from the building and prohibit entrance into the area except by emergency personnel.
4. Tours the building to ensure that everyone is out of the affected building or clear of the suspected area.
5. Meet and brief responding LEO's
6. Assist the LEO's with traffic and crowd control (especially those trying to reenter the building) until the LEO's have enough personnel on the scene to do so on their own.

Aerostar Security Control Room

1. Notifies the PR Police, TSA, FBI
2. Notifies Aerostar Security Manager, ARFF, Maintenance Manager and Airside Operations

Law Enforcement

1. Secures the area around the building
2. LEO's properly trained in bomb threat procedures will conduct a search of the building or area and will advise the General Director when it is safe to reenter the building or area.
3. The responding bomb expert will remove and/or detonate any explosive device that is found. They will request State and Federal assistance as necessary.

ARFF/EMS

1. Stands-by at a safe distance in the event the bomb should prematurely detonate
2. Search ALL PUBLIC AREAS of the building for suspicious looking or out of the ordinary items.

Building Tenants

1. Makes a quick search of their leasehold areas for any suspicious looking or out of the ordinary items prior to evacuating the building. Any items of interest should be reported to the local law enforcement authorities as soon as possible.
2. Tenants should not attempt to re-enter the building until the General Director indicates that it is safe to do so.

BOMB THREAT (AIRCRAFT)

Airport Management Responsibilities

1. Directs aircraft, in flight or taxiing, to the designated Isolation Area located between H9 and H11.
2. Once the aircraft is in the Isolation Area, Runway 10/28 will be closed until the Threat has been resolved as well as N3, N and M intersections and H Taxiway until Apron 4 abeam gate 38.
3. If the aircraft is on Runway 8/26 and can not be moved to the Isolation area, Runway 8/26 will be closed until the threat has been resolved as well as S taxiway and N-S intersection. If the aircraft is located on the first 5,000' of the Runway 8, A, B and D Taxiways will also be closed.
4. Directs aircraft at gate to the Isolation Area. If for any reason, this movement can not be made, all aircraft at the affected concourse will have to be relocated away from the affected aircraft.
5. Establish a danger area no closer than 500 feet from the aircraft and prohibit entrance into the area except by Emergency Personnel
6. Notifies the Aerostar Security Control Room.

Aerostar Security Control Room

1. Notifies the PR Police, TSA, FBI
2. Notifies Aerostar Security Manager, ARFF, Maintenance Manager and Airside Operations.

Law Enforcement

1. Secures the area around the aircraft.

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2. LEO's properly trained in bomb threat procedures will conduct a search of the aircraft and will advise the General Director when it is safe to move the aircraft back to the passengers' terminal.
3. The responding explosive expert will rendered the item safe. They will request State and Federal assistance as necessary.

Aerostar Airside Operations

1. Once the aircraft is parked at Isolation Area and ARFF/FBI gives the go ahead, staircases will be placed by any available personnel (FBO, Airline, Aerostar) and passenger deplanement will start with the coordination of the aircraft flight attendants.
2. Passenger Busses will form a shuttle system between the aircraft and the terminal building escorted by Operations vehicles under radio contact with Ground Control until all passengers and required crew members are in the terminal.

Aircraft Owner/Operator

1. Makes a quick search of the aircraft/ baggage and cargo for any suspicious looking or out of the ordinary items prior to evacuating the aircraft. Any items of interes should be reported to the local law enforcement authorities as soon as possible.

Airlines/Operators & FBOs Available Equipment

The SJU main agreement regarding the transportation of Passengers is with the Puerto Rico Metropolitan Bus Administration (AMA). Their busses have a capacity of 30+ passengers each one and the arrival time, in normal driving and traffic conditions, are 15-20 minutes from the time the call is received. In the mean time, we have the following equipments available:

1. JetBlue Airways – 2+ Staircases/mobile stairs
2. American Airlines – 1 Staircase/mobile stair at Apron 6
3. GMD – 5+ Staircases/mobile stairs
4. PSS – 1 Staircase/mobile stairs
5. IMC – 1 Staircase/mobile stairs
6. Avis/Budget Rent a Car – 2+ Shuttle busses
7. National & Hertz Rent a Car – 2+ Shuttle busses each one
8. Puerto Rico Air National Guard – 1 Passenger Bus (Business hours)
9. Air BP and ARFF – 1 Passenger Van each (15 Pax Capacity)

Bomb Threat Procedure/Check List

BOMB THREAT CALL PROCEDURES

Most bomb threats are received by phone. Bomb threats are serious until proven otherwise. Act quickly, but remain calm and obtain information with the checklist on the reverse of this card.

If a bomb threat is received by phone:

1. Remain calm. Keep the caller on the line for as long as possible. DO NOT HANG UP, even if the caller does.
2. Listen carefully. Be polite and show interest.
3. Try to keep the caller talking to learn more information.
4. If possible, write a note to a colleague to call the authorities or, as soon as the caller hangs up, immediately notify them yourself.
5. If your phone has a display, copy the number and/or letters on the window display.
6. Complete the Bomb Threat Checklist (reverse side) immediately. Write down as much detail as you can remember. Try to get exact words.
7. Immediately upon termination of the call, do not hang up, but from a different phone, contact FPS immediately with information and await instructions.

If a bomb threat is received by handwritten note:

- Call _____
- Handle note as minimally as possible.

If a bomb threat is received by e-mail:

- Call _____
- Do not delete the message.

Signs of a suspicious package:

- No return address
- Excessive postage
- Stains
- Strange odor
- Strange sounds
- Unexpected Delivery
- Poorly handwritten
- Misspelled Words
- Incorrect Titles
- Foreign Postage
- Restrictive Notes

DO NOT:

- Use two-way radios or cellular phone, radio signals have the potential to detonate a bomb.
- Evacuate the building until police arrive and evaluate the threat.
- Activate the fire alarm.
- Touch or move a suspicious package.

WHO TO CONTACT (select one)

- Follow your local guidelines
- Federal Protective Service (FPS) Police
1-877-4-FPS-411 (1-877-437-7411)
- 911

BOMB THREAT CHECKLIST

Date: Time:

Time Caller Hung Up: Phone Number where Call Received:

Ask Caller:

- Where is the bomb located? (Building, Floor, Room, etc.) _____
- When will it go off? _____
- What does it look like? _____
- What kind of bomb is it? _____
- What will make it explode? _____
- Did you place the bomb? Yes No
- Why? _____
- What is your name? _____

Exact Words of Threat:

Information About Caller:

- Where is the caller located? (Background and level of noise) _____
- Estimated age: _____
- Is voice familiar? If so, who does it sound like? _____
- Other points: _____

Caller's Voice	Background Sounds:	Threat Language:
<input type="checkbox"/> Accent	<input type="checkbox"/> Animal Noises	<input type="checkbox"/> Incoherent
<input type="checkbox"/> Angry	<input type="checkbox"/> House Noises	<input type="checkbox"/> Message read
<input type="checkbox"/> Calm	<input type="checkbox"/> Kitchen Noises	<input type="checkbox"/> Taped
<input type="checkbox"/> Clearing throat	<input type="checkbox"/> Street Noises	<input type="checkbox"/> Irrational
<input type="checkbox"/> Coughing	<input type="checkbox"/> Booth	<input type="checkbox"/> Profane
<input type="checkbox"/> Cracking voice	<input type="checkbox"/> PA system	<input type="checkbox"/> Well-spoken
<input type="checkbox"/> Crying	<input type="checkbox"/> Conversation	
<input type="checkbox"/> Deep	<input type="checkbox"/> Music	
<input type="checkbox"/> Deep breathing	<input type="checkbox"/> Motor	
<input type="checkbox"/> Disguised	<input type="checkbox"/> Clear	
<input type="checkbox"/> Distinct	<input type="checkbox"/> Staccato	
<input type="checkbox"/> Excited	<input type="checkbox"/> Office machinery	
<input type="checkbox"/> Female	<input type="checkbox"/> Factory machinery	
<input type="checkbox"/> Laughter	<input type="checkbox"/> Local	
<input type="checkbox"/> Lisp	<input type="checkbox"/> Long distance	
<input type="checkbox"/> Loud		
<input type="checkbox"/> Male		
<input type="checkbox"/> Nasal		
<input type="checkbox"/> Normal		
<input type="checkbox"/> Ragged		
<input type="checkbox"/> Rapid		
<input type="checkbox"/> Raspy		
<input type="checkbox"/> Slow		
<input type="checkbox"/> Stammered		
<input type="checkbox"/> Soft		
<input type="checkbox"/> Stutter		

Other information: _____



SECTION 3-3: STRUCTURAL FIRES, FUEL FARMS AND FUEL STORAGE AREAS

INTRODUCTION

Definitions

1. **Structural fires:** are fires occurring at or in airport properties, structures, facilities, buildings, equipment, and or infrastructure support systems.
2. **Fuel farm and fuel storage area fires:** are fires occurring in fuel storage facilities.

Fire Alarm/Sprinklers Systems

SJU has a fire alarm system that will notify the ARFF of a structure fire. This system will tell the ARFF Station what building and the fire location in the building.

The following building at the airport are designed with a fire alarm and sprinkler system in addition to a visual alarm system:

1. Terminal A, B, C, D, and E
2. Baggage Claim Areas of Terminal A, B, C, D, and E
3. ARFF Building
4. Aerostar Airside Operations Center
5. ATC Tower
6. Airport Hotel
7. Multi-Level Parking

At this time, Aircraft Hanger and Fix Base Operation Building are designed with a fire alarm system, a sprinkler system, or both.

PURPOSE

This Emergency Response Plan has been develop to facilitate the timely and appropriate response to Structural Fires on or in the immediate vicinity of SJU. The principal goal of this plan is to render necessary assistance and minimize further injury and damage to persons and property involve in an emergency situations at SJU

SITUATION AND ASSUMPTIONS

1. The assumptions of these Emergency Plans are that all personnel have a working knowledge of the Puerto Rico State Management Agency and Disaster Administration (PRSMADA) Emergency Response Plan, an understanding of the National Incident Management System (NIMS) and have completed all required NIMS courses.
2. That all Memorandum of Understanding (MOU) and Letters of Agreements (LOA) are in place between local emergency agencies.
3. That an Incident or disaster may occur with little or no warning, and may escalate more rapidly than single organization or jurisdiction can manage.
4. That SJU has limited resources and personnel; subsequently the airport's response to emergencies and disasters would be directly correlated to the resources and personnel available within the airport. It is most likely that these resources will be overtaxed very quickly and require neighboring agency for assistance.
5. That SJU will initiate actions toward saving lives, protecting property, providing relief efforts including damages assessment, and required recovery functions while work to maintain direction and control.
6. That incidents involving water rescue, the United States Coast Guard (USCG) would be lead agency. Secondary agencies includes, but not limited to: the Puerto Rico State Fire Department Maritime Division and Puerto Rico State Police Department Maritime Division.
7. That requirements of FAR Part 139.315, .317, .319 must not be compromised by allowing limited or unlimited airport assets to be used in the local system on an off airport response.
8. That the Puerto Rico Ports Authority and SJU, as a Certificate Holder, shall maintain sufficient and qualified personnel to comply with the requirements of its Airport Certification Manual. Airport has limited capability for response to structural fires that affect airport Landside structures.
9. Training of ARFF personnel is accomplished in accordance with FAA FAR Part 139, Airport Certification Manual, and NFPA standards.
10. Augmentation of firefighting personnel and additional firefighting equipment shall be accomplished via calling 9-1-1 and coordination of all firefighting efforts with the PR State Fire Department and AEMEAD.
11. ARFF Section has identified water supply systems, including hydrant locations, and supporting structural fire response operations.

OPERATIONS

Mutual Aid Agreements

SJU will request the mutual aid from the PR State Fire Department and the Local Fire Department on all structural fires. It will be the responsibility of the ARFF Chief/Supervisor to request them. In addition the PRPA provides ARFF services to Aerostar under the Lease.

If there is a fuel farm fire, SJU will request the mutual aid of the PR Air National Guard as their primary support and the PR State and Local Fire Departments.

Activation of the EOC

Activation of the EOC should occur anytime a fire is beyond the capability of the Airport ARFF, and/or fire fighting efforts threaten life and/or endangers significant amounts of private property.

Sequence of Actions

Training and Drills

SJU has an ongoing training program that covers the response to structural fire on the airport property. This program has included in it drills for each building, and a monthly walkthrough of each building.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

Air Traffic Control Tower

1. If involved in a fire emergency, inspect FAA owned/operated/maintained facilities for damage and operability.
2. Provide information and directions to aircraft operators, as appropriate.
3. Provide necessary air and ground traffic control support for emergency response activities, as necessary.

General Director

1. Implement protective actions for the public and employees, when necessary.
2. Coordinate response activities with airport tenants and local jurisdictions, as needed.
3. Coordinate/provide news releases and other interface with the media, as needed.
4. Activate the EOC, as needed.

Airside Operations

1. Issue appropriate NOTAMs
2. Activate Secondary Notification System as appropriate.
3. Coordinate with ATCT the relocation of aircraft from jet bridges as appropriate.

ARFF

1. Respond to alarms/fires in accordance with established policies and procedures.
2. Provide Incident Command at fires involving airport structures.
3. Determine need to evacuate, or perform other public protective action, for the occupants of any facility impacted by the fire.

Law Enforcement/Security

1. Provide crowd and traffic control, as needed.
2. Provide continued law enforcement and security services on the airport, as needed, including those prescribed in the Airport Security Program required by 49 C.F.R. Part 1542, *Airport Security*.

Emergency Medical Services

1. By calling 9-1-1, coordinate needs for emergency medical services.

Airport Maintenance

1. Assist/provide critical services, including utility support (activation/cut-off), as needed.
2. Provide safety inspections, as needed.
3. Assist in facility restoration.

Airport Public Relations

1. Interface with the media, as conditions warrant.

2. Provide news releases relative to the airport's operational capability.
3. Assist with the interface with other airport tenants.

Airport Tenants

1. Provide assistance on a voluntary basis, as needed and/or requested.

RESPONSE CONSIDERATIONS

Command, Direction, and Control

1. ARFF Chief will decide when additional response organizations should be placed on standby or dispatched to the scene.
2. General Director will determine the need to activate the Airport Emergency Operations Center (EOC).
3. General Director will determine the need to suspend or curtail day-to-day functions and services and focus on emergency response tasks.
4. General Director determine timing for action taking on the following critical concerns:
 - a. Alert the public.
 - b. Close businesses and terminating operations.
 - c. Evacuate the involved facility, or adjacent facilities, in conjunction with recommendations from the Incident Commander.
5. ARFF will remove trapped and injured persons from burning/collapsed structures, administer first aid, and assist in transporting the seriously injured to medical facilities.
6. Aerostar Maintenance will conduct survey to determine the scope of damage.
7. Aerostar Maintenance will identify, remove, and dispose of rubble, wreckage, and other material.
8. Aerostar Security will coordinate control access to the involved facility and surrounding area until it has been inspected and determined to be safe and/or will not impede emergency response operations. Only personnel directly involved in emergency response operations and subsequent investigations should be allowed to enter.

9. Aerostar Maintenance will cut-off/restore electrical power, natural gas, and water, as necessary.
10. ARFF will inspect the involved building(s) or facility for safety of occupancy.
11. ARFF will coordinate & conduct any necessary investigations.

Alert and Warning

1. PR State Fire Department will be notified for structural or fuel fires and how it is accomplished, to include:
2. ARFF would coordinate AEMEAD and 9-1-1 capability calls.
3. Physical notifications will alert and guide the hearing impaired.

Emergency Public Information.

1. Concessionaires and airlines call ARFF via telephone.
2. ARFF would instruct evacuating a specific airport facility.

Protective Actions

1. Evacuation is the normal protective action for occupants of a building involved in a structural fire.
2. Evacuation should be geared to the Landside portion of the airport.
3. The nearest emergency exit may lead to the Air Operations Area (AOA). Consideration must be given to the related safety and security issues.

FIRE RESPONSE

During the Emergency (Response)

1. The degree of response will depend upon the severity of the fire.

After the Emergency (Recovery)

1. The recovery effort will be dependent upon the severity of the fire, the amount of damage, facilities/equipment/systems impacted, and the availability of resources. Recovery efforts should involve:
 - a. If the situation is serious enough, consider the formation of a Situation Analysis Team consisting of representatives from appropriate airport organizations, functional areas, tenants, etc., that:
 - i. When safe to do so, ensures periodic damage assessments are conducted;
 - ii. Prepares an Incident Action Report to include:
 - a) Final damage assessment (written, pictorial, including video).
 - b) Public information announcements.
 - c) Facility repair.
 - d) Supply inventory and restoration.
 - e) Cost documentation.
 - f) Economic impact.
 - g) Documentation of actions taken.
 - h) Personnel utilization by time on duty.
 - i) Critical Incident Stress Debriefing requirements, if necessary.
 - j) Equipment utilization documentation.
 - k) Overall cleanup activities.
 - l) Air Operations Area (AOA) inspections.
 - m) Issuance of appropriate NOTAMs.

ADMINISTRATION AND LOGISTICS

This section will cover general support requirements specific to a structure or fuel fire on the airport.

STRUCTURAL FIRES

Objectives

1. Means to protect persons from exposure to fires in buildings such as the terminal, including means for safe exit. Review Mutual Aid Agreement between Aerostar and PRANG.
2. ARFF will coordinate arrangement to the firefighting services from nearby municipalities where needed.
3. Ambulance services on a standby basis, phone 9-1-1.
4. Firefighting services available to protect FAA and related government facilities on the airport.

Response

1. Initial response to a structural fire will be made by the ARFF Unit with an appropriate unit. Other equipment will be called for as needed. If the equipment to be committed may deplete the airport response capabilities below the ARFF Index, or if the fire could be beyond the capabilities of the ARFF Unit, the OIC will request assistance from the State Fire Department. Upon arrival at the scene of the fire, the ARFF Unit will withdraw.
2. If any aircraft are exposed to or endangered by the fire, fire and security units will concentrate their efforts toward protecting the aircraft.
3. Airport police will set up barricades to keep unauthorized persons clear of the emergency equipment.
4. PR Police Department and other supporting agents may be notified to respond to assist in crowd and traffic control as the emergency warrants.

Responsibilities and Procedures

1. Witness will notify the ARFF station by dialing 791-0224, dialing X232, or 791-1787.
2. ARFF Unit will respond upon notification through ring down phone or regular telephone, and determine assistance required.
3. Airport Police will respond upon notification in areas of evacuation, crowd, and traffic control.

4. General Director will provide coordination between various agencies and obtain additional help if required. The overall control of the operation will be the PR Fire Service representative upon assuming command.
5. Maintenance will cut off power supply switches if the fire occurs near high voltage installations. This procedure not only is necessary for safety but also reduces the possibility of damage to electrical equipment.

Post Fire Procedures

1. Replenishment of fire rescue equipment.
2. News releases by the Aerostar Public Relations.

STRUCTURAL FIRE CHECKLIST:

TOWER

- Report incident to Airport ARFF and Airside Operations via direct line to Communications

ARFF

- Respond to scene and direct all Fire-Rescue operations
- Request fire mutual aid

AIRSIDE OPERATIONS

- Activate the Secondary Notification System
- Advise engineers, electricians and plumbers to respond to the incident site
- Notify General Director
- Assist with building evacuation using the public address system, if requested
- additional notifications as required and/or requested
- Provide, maintain and monitor incident communications
- Provide incident documentation

- Designate evacuation staging area
- Coordinate secure area and perimeter control with Airport Security and Police
- Upon conclusion of the incident, return control to the department or tenant routinely responsible for the area
- Coordinate with the Tower and supervise relocation of aircraft and ground equipment from the incident site and/or adjacent areas
- Ensure affected fueling systems are shut down
- Suspend contract and maintenance work in affected area

SECURITY

- Assist passengers and employees away from incident site
- Report to ARFF Unit for mutual aid escort
- Develop routes to/from rendezvous point and incident site
- Escort all vehicles on and off Airside Operations Area
- Barricade field side incident site

POLICE

- Establish secure area or perimeter control
- Conduct crowd control and perimeter security on the airfield side of the incident site
- Establish evacuation staging area
- Assist evacuation process and in coordination with the Fire Department sweep areas to be evacuated
- Upon all clear, support pre-flight process for returning passengers
- Secure scene from looters

AIRLINE

- Coordination meeting with Police and Operations

- Personnel to assist with evacuation
- Estimate of passengers and employees in incident area
- Coordinate and designate holding area for uninjured
- Designate holding area for friends and relatives

MAINTENANCE

- Stationary engineers, electricians and plumbers respond to Tactical Command Post and standby
- Transport light units to incident site
- In coordination with the Fire Department, conditions permitting, check all elevators for trapped persons

MISCELLANEOUS

Red Cross	-	Standby
Medical	-	Standby
Coroner (Fiscal)	-	Standby
Police	-	Standby

FIRES AT FUEL FARM OR FUEL STORAGE AREAS

Objective

To facilitate the extinction of a fire at the fuel farm with a minimum of risk and protect personnel, equipment, and the environment.

When the Fire is detected

1. Suspend every transfer of products from the Pipeline or to trucks.
2. Activate the EMERGENCY SHUT OFF.
3. Call ARFF utilizing the "HOT LINE" phone located at the recovery room.

4. Sound the alarm to alert all the personnel.
5. Remove all the vehicles without risking lives to a safe place out and away from the plant.
6. While Rescue arrives, try to extinguish the fire by utilizing the fire extinguishers available in the plant.
7. Attempt to close all the valves without risking your own life.
8. Cut off all electrical power.
9. Recall all personnel.
10. Inform Company staff.
11. Do not let anyone to approach the plant. Order the evacuation of all not necessary personnel.
12. Maintain the main gate open so that ARFF and Firemen have easy access to the plant. Maintain security at the gate.
13. Collect and keep all the official documents of the company and carry them to a secure place.
14. If the fire is small and located in an area without danger, try to fight it using the fire extinguishers.

To Fight Fuel Farm Fire

1. After sounded the alarm and notified all corresponding personnel, fight the fire with the available team without risking its security.
2. Upon arrival of ARFF, report to the ARFF Chief. Instruct ARFF Regarding the facilities and the equipment available in the plant and the avenues of access, fuel systems, and fuel storage tanks, etc.

Fires after Duty Hours or Holidays

1. Emergency phones numbers are placed in a sign on the wall of the plant.
2. Supervisor on duty will make the call to the personnel below in strictly order:
 - a. Airport ARFF
 - b. Airport Operations

- c. PR Police
- d. Aviation Fuel Farm Supervisor

General Procedures

1. Vehicular Traffic Control

- a. The Maintenance Supervisor will take control of the evacuation of all the equipment and not needful vehicles for the extinction of the fire.
- b. The employees in a quick way but also ordinate, will drive the equipment outside the plant.
- c. A barricade will be placed at the entrance of the plant and all access will be denied to every person and/or vehicle not authorize.
- d. The Police will take control of the traffic upon their arrival.

2. Organizational responsibilities

- a. Superintendent of the Plant will be initially in charge of the extinction of the fire until the Fire Department has arrived.
- b. Superintendent will notify the superintendent of the terminal, airlines and P.R. Pipeline of the incident so they can take the pertinent precautions.

3. Public Relations

The Legal Advisor of the Company or the person that appoints/designates the General Director will be responsible and the only authorized employee to give information to the press or to notify the media.

4. Evacuation of vehicles

The evacuation will be outside and away from the plant.

5. First Aid

Render assistance and first aid to any injured personnel during the incident until been replaced by medical personnel. Offer your support to medical personnel support.

Brigades for Fire Extinction

They will be composed of the personnel of the plant and they will become assistants of the Firemen once these arrive.

Close Fuel Valves and Fuel Pumps

Close every valve of access or exit to the tanks affected.

FUEL FARM CHECKLIST:

Security Guard

- Opens gate and makes sure that the trucks, hydrants and other equipment for service are moved out of danger.
- Guide the firemen truck to the fire area and will restrain the access of other vehicles to the terminal.
- Only authorized personnel are: ARFF, Aerostar Officials. Firemen, law enforcement officers, FAA, and Company Officials.

Evacuation

The evacuation, in case of a fuel farm tank is involved in fire, will be to isolate for ½ mile in all directions and start evacuation of all airport property and personnel.

For small spill or leak, the evacuation will be for 150 feet in all directions.

For large spill, the evacuation will be for 1,000 feet in all directions.

All Personnel

- Move the hydrants trucks, use the fire extinguishers to fight the fire, call the Firemen and sound the alarm.
- Do not give information or comments to any person other than the Company, neither to the press or television.
- Do not take unnecessary risks.
- Move materials and equipment away from the fire.

a. Plant Manager

1. Direct all the actions to fight the fire till the Fire Department arrives.
2. He is the only person authorized to meet the press, to give out information to the media, law enforcement officers, firemen, etc. as for causes and losses.
3. Relieve from duty all non-essential personnel.
4. Secure files. Prevent files from damage from (fire or water).
5. Inspect damages.
6. Prepare damage assessment report.

b. Supervisors

1. Suspend/STOP all petroleum/fuel products receiving and delivery, regardless if by truck or P.R. Pipelines.
2. Announce the evacuation of personnel, vehicles, and equipment to a secure area.
3. Call ARFF, ATCT, Police, and Aerostar Operations.
4. Lead ARFF to the facilities of the plant, ways of access, tanks and main switches of the electric panel.
5. Instruct and assist the personnel that will be necessary to help to fight the fire according to the general instructions of this plan, without exposing their own life or the lives of others to unnecessary risks.
6. If the Superintendent of the Terminal is not available the supervisors in turn will assume the responsibilities during that emergency.

c. Fuelers

1. Handle fire extinguishers and other available equipment to help to fight the fire.
2. Close the valves of products through the available plant, without endangering life.
3. Shut off the main switch electric power of the plant.
4. Maintain the main gate open so that the Firemen have easy access to the plant and prevent the entrance of curious or alien people to the Plant.
5. Move equipment and vehicles to a secure area.
6. Help ARFF, if necessary, for locating tanks, ways of access, etc.
7. Offer the first aid to any injured personnel.

8. Prepare a barricade to the entrance of the plant.

AUTHORITY AND REFERENCES

Federal Aviation Regulations require the airport certificate holders to adopt and carry out security, safety, and preparedness plans and programs which provide for the safety of persons and property traveling by air transportation. These authorities establish requirements for aircraft rescue and firefighting response, hazardous materials incident planning, medical assistance, structural fire plans, and programs which provide for safety against criminal acts.

References: ACM, ARFF Training Manual, AC

SECTION 3-4: NATURAL DISASTERS

HURRICANE EMERGENCY PLAN

INTRODUCTION

A hurricane is a severe tropical storm that has sustained winds of 74 miles per hour (mph) or greater and primarily occurs along the United States gulf coast, the eastern Atlantic seaboard, and the Pacific west coast, Hawaii, in the Caribbean, or in the Pacific and along the west coast of Mexico.

A Tropical Cyclone is the general term for all cyclone circulations originating over tropical waters, classified by form and intensity as follows:

1. **Tropical Disturbances:** Moving area of thunderstorms in the Tropics that maintain its identity for 24-hours or more.
2. **Tropical Depression:** Rotary circulation at surface, highest constant wind speed of 38 miles per hour (33 knots).
3. **Tropical Storm:** Distinct rotary circulation, constant wind speed ranges 39-73 miles per hour (34-63 knots).
4. **Hurricane:** Pronounced rotary circulation, constant wind speed of 74 miles per hour (64knots) or more.
5. **Storm Warning:** May be issued when winds of 55-73 miles an hour (48-63knots) are expected. If hurricane is expected to strike a coastal area, or storm warnings will not usually precede hurricane warnings.
6. **Hurricane Watch** is issued for a coastal area when there is a threat of hurricane conditions within 24-36 hours.
7. **Hurricane Warning** is issued when hurricane conditions are expected in a specified coastal area in 24 hours or less. Hurricane conditions include winds of 74 miles an hour (64 knots) and/or dangerously high tides and waves. Actions for protection of life and property should begin immediately when the warning is issued.
8. **Hurricane Season** runs from the first of June until the end of November, but a hurricane can happen in any month.

GENERAL INFORMATION

Airport must prepare itself to lessen or avoid major damage to structures; and preserve life. Information pertaining to hurricanes is available from the National Hurricane Center, FEMA, and from the American Red Cross. Training on hurricane preparedness is also available from FEMA.

1. **Puerto Rico:** Island of Puerto Rico is a High Risk Area for hurricanes that may cause loss of life or major damage.
2. **Risk Assessment.** All airport Landside and airside facilities, properties, equipment, etc. are vulnerable to the hazards associated with a hurricane.
 - a. All airside and Landside portions of the airport which may be subject to flooding caused by storm surge.
 - b. All surfaces exposed to high winds are vulnerable to severe damage.
 - c. Essential equipment, tools, vital records, etc. need to be moved to a safe location.
 - d. Essential automation systems may not be available.
 - e. Auxiliary generators will provide power to essential equipment and key facilities.

SITUATION AND ASSUMPTIONS

1. Impact of such an event on the community as a whole will result in limited off-airport resource accessibility.
2. Airport access roads and bridges are subject to flooding and or obstructions that could render them impassable.
3. Utilities are vulnerable to wind and/or flooding damage (e.g. power - generators, communications, etc.).
4. Communication systems will be rendered inoperable during and after a hurricane. Systems which rely on hard wires or antenna to antenna for operation, such as cellular phone services and two-way radio repeaters cannot be relied upon.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

Airport Traffic Control Tower

1. Inspect FAA owned/operated/ maintained facilities for damage and operability.
2. Restrict aircraft operations on the airport until the runway(s), taxiways, and ramps have been cleared of debris and inspected.
3. Issue appropriate Notice to Airmen (NOTAM) upon receipt of information from authorized airport personnel, if requested.

ARFF

1. Conduct fire suppression and rescue operations, as needed.
2. Assist in coordinating emergency medical assistance, as needed.
3. Check for petroleum leaks and other potential HAZMAT problems.
4. Survey ARFF property, to:
 - a. Determine integrity of building(s).
 - b. Assess status of gas, electricity, water, and sanitation.
 - c. Test all telephones and notification systems.
 - d. Test apparatus mounted radios.
 - e. Test station and portable radios.
 - f. Test alerting system(s).
 - g. Prepare sand bags to prevent entry of water into key station areas.
 - h. Secure outside storage areas and equipment.
5. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.
6. Review personnel requirements and adjust accordingly.
7. To the degree communications systems will permit, coordinate activities with local community fire departments, if necessary.
8. Participate in Incident Command/ Unified Command System.

Law Enforcement/Aerostar Security

1. Provide for overall traffic control in support of evacuation operations, as needed.
2. Provide continued law enforcement and security services on the airport, as needed, including those required by 49 C.F.R. Part 1542, *Airport Security*.
3. Survey law enforcement property, to:
 - a. Determine integrity of building(s).
 - b. Assess status of gas, electricity, water, and sanitation.

- c. Test all telephones and notification systems.
- d. Test apparatus mounted radios.
- e. Test station and portable radios.
- f. Test alerting system(s).
- g. Prepare sand bags to prevent entry of water into key building areas.
- h. Secure outside storage areas and equipment.
4. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.
5. Review personnel requirements and adjust accordingly.
6. To the degree communications systems will permit, coordinate activities with local community law enforcement agencies, if necessary.
7. Participate in Incident Command/ Unified Command System in accordance with pre-established protocols.

Emergency Medical Services

1. Organize the necessary action for triage and treatment of any casualties.
2. Provide for the transportation (air, land, or water) of casualties to designated medical facilities.
3. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.
4. Review personnel requirements and adjust accordingly.
5. To the degree communications systems will permit, coordinate activities with local community EMS units, if necessary.
6. Maintain an accurate list of the casualties to include names and addresses.
7. Provide medical analysis of walking wounded or traumatized patients.
8. Provide for the restocking of medical supplies, as needed.
9. Provide Critical Incident Stress Management support, as appropriate.
10. Participate in Incident Command/Unified Command System.

AIRPORT GENERAL PROCEDURES

Airside Operations

1. Conduct airfield inspections, as needed.
2. Issue appropriate NOTAM(s), if conditions warrant and permit.
3. Activate the Airport Emergency Operations Center (EOC), as appropriate.
4. Provide emergency support services through the EOC.
5. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.
6. Review personnel requirements and adjust accordingly.
7. To the degree communications systems will permit, coordinate activities with local community emergency management agencies, if necessary.
8. Coordinate activities with the ATCT, as needed.
9. Interface with, coordinate, and utilize as needed, the resources made available by other airport tenants, including air carriers.
10. Participate in Incident Command/Unified Command System.

Maintenance

1. Assist/provide critical services, including utility support (activation/cut-off), as needed.
2. Provide safety inspections, as needed.
3. Assist in facility restoration.
4. Provide sanitation support services.
5. Assist in the provision of required resources.
6. Participate in EOC operations.
7. Participate in Incident Command/Unified Command System.

Accounting

1. Provide procurement services.

2. Provide appropriate budgeting, payment, and cost recovery authorization and services.
3. Provide personnel services.
4. Participate in EOC operations.
5. Provisions for purchasing, stockpiling, or otherwise obtaining essential hurricane response items, such as ice machines, water purification systems, polyethylene sheeting, sand bags, fill, pumps (of the right size and type, with necessary fuel, etc.), generators, light sets, etc.
6. Resource lists which identify the quantity and location of the items mentioned above, as well as points of contact (day, night, and weekend) for obtaining them.

Public Relations

1. Interface with the media, as conditions warrant.
2. Provide news releases relative to the airport's operational capability.
3. Assist with the interface with other airport tenants.
4. Participate in EOC activities.

Aircraft Owners/Operators

1. Provide EOC representation, as needed.
2. Provide for the initial notification to families of casualties.
3. Provide for passenger casualty tracking.
4. Inspect tenant owned, operated, or maintained facilities for damage and operability.

Airport Tenants

1. Provide assistance on a voluntary basis or in accordance with established agreements.
2. Participate in Incident Command/Unified Command System.
3. Inspect tenant owned, operated, or maintained facilities for damage and operability.

National Weather Service (NWS)

1. Predicts weather patterns
2. Tracks the movement of storms that may be determined hazardous, such as:
 - a. Hurricane or other conditions causing high winds
 - b. Heavy rains and/or thunderstorms likely to cause flooding or interrupt electrical power.
 - c. Notifies the public of potential danger.
3. Weather information is available thru:
 - a. Local television/radio networks
 - b. Internet – www.srh.noaa.gov
 - c. NWS offers hourly weather reports, available to view “on-line” or for pick up at NWS counter
 - d. Flight Service Station – offers aviation weather reports
 - e. AEMEAD

GENERAL HURRICANE RESPONSE SCHEDULE

General Procedure:

1. Ensure airlines, fixed based operators, and concessionaires are informed of the “Hurricane Season”. Recommend review of Emergency Plans.
2. In addition to protecting the lives and physical safety of airport personnel and airport users, precautions should be taken to preserve power throughout the airport and to protect buildings.
3. Power and water interruptions. Electrical power and water are important for responding to emergencies, such as fires. Take measures to minimize interruptions to power and water supplies, by providing either standby engine generators or dual sources of commercial power for areas and facilities.
4. Crucial Airport Systems. Identify and assign one or more employees to operate the crucial airport systems listed below:
 - a. Emergency alarm systems

- b. Emergency Generators
 - c. Passenger terminals
 - d. Essentials airport water system (pumping stations and water distribution lines)
 - e. Refrigeration units
5. All divisions, with at least 3 months of advance notice, should revise their hurricane season emergency equipment inventory and:
- a. Request emergency materials/equipment
 - b. Follow-up requisitioned materials/equipment

General Response Schedule

A Hurricane Response Schedule describes emergency response actions for hurricane response. The schedule establishes phases for the approaching hurricane, describes the activities to be completed during each phase, and establishes some priorities for actions to be taken. Each phase covers a specified period of time and details the actions that should be included in the phase.

HURRICANE AWARENESS CONDITION: 60 – 72 HOURS

Hurricane Awareness Condition is in effect during the entire hurricane season

General Procedures:

1. Update Key Personnel Listings – Listing of personnel available for duty
2. Update Key Support Agencies Listings
3. Perform Equipment and Supplies Inventory
4. Inspect critical airport systems
 - a. Emergency alarm systems
 - b. Lighting
 - c. Passenger terminals
 - d. Airline operations facilities

- e. Essential airport computer facilities
 - f. Airport water system (pumping stations and water distribution lines)
 - g. Refrigeration units
 - h. Ramps
 - i. Runways
 - j. Taxiways
 - k. Fuel storage and distribution systems
5. Perform tools, supplies, (equipment, and construction materials inventory
 6. Identify command post (location and telephone numbers)
 7. Inspect fences
 8. Obtain emergency materials
 9. Fuel all available Aerostar vehicles
 10. Top off fuel (MOGAS & DIESEL) storage tanks
 11. Operational vehicles inventory
 12. Adequate supplies inventory for rapid runway repair
 13. Serviceable construction and available vehicles inventory
 - a. Park vehicles in safe area
 - b. Location of vehicles and keys
 - c. Identify Emergency Operators
 14. Pre-Storm Action Checklist:
 - a. Inspect storm drains for obstructions.
 - b. Secure loose objects which might cause damage in heavy winds.
 - c. Implement special fastening or tie down methods for equipment.
 - d. Inspecting airport facilities which meet the construction.
 - e. Inspect Construction Areas: loose materials, equipment, vehicles, etc.

- f. Apply special protection to glass.
- g. Ensure all aircraft have relocated or are securely tied down.
- h. Test emergency generators and fill all fuel reservoirs.
- i. Inventory of resources, including any special supply storage lockers which may be in place.

Aerostar SECURITY - Preparation Phase:

Upon notification of a hurricane, resources availability will be determined. People, facilities, supplies equipment, and emergency funds should be earmarked in advance for rapid deployment during the crisis.

- 1. Security personnel who are potential candidates for emergency service will be informed of the contingency and made aware of their likely work schedule and duties. Review and ensure adequacy of personnel vehicles and control procedures. Review emergency communications procedures.
- 2. Establish itinerary for 24 hours support and personnel recall roster (name, telephones, beepers, address).
- 3. Security Supervisor immediately begins reconnaissance of the airport perimeter fencing system, all AOA access gates and doors, public areas, and develops a list of potential safety hazards (i.e. repairs to perimeter gates and fencing system, potential projectiles, fire, flood, etc.) that require immediate attention. Ensure that all unmanned access control points (gates) remain closed and locked when not on use and are monitored by vehicular roving patrols.
- 4. Assess availability and operating condition of all vehicles, specialized equipment, communications equipment, back-up utilities equipment, flood lights, rain protection gear, office supplies, food, etc. Report availability and shortage items, to CMT. Refuel, equip and store all vehicles.
- 5. Report status of:
 - a. crisis management room & command post
 - b. food and refreshment
 - c. personnel rest area
 - d. storage and warehouse space
 - e. staging area for specialized equipment and vehicles
 - f. conference area

6. Pick-up hourly weather reports.
7. Coordinate with Law Enforcement Support elements. Determine the type and extent of external support that could assist the airport security organization in its tasks.
8. Security Chief becomes the Commander of all security forces within the airport boundaries. This can include a broad range of security and security-related resources, from federal, state, city, and private security representatives.

AIRPORT MAINTENANCE

1. Inventory of serviceable and available vehicles
2. Status (location, gas, keys) of:
 - a. sweeper
 - b. digger
 - c. fingers
 - d. Sky master (quantity)
 - e. truck-crew cab
3. Supplies (location, quantity) of:
 - a. flashlights
 - b. batteries
 - c. radio
 - d. raincoats
 - e. rope
 - f. potable water
 - g. check and top-off fuel storage tank levels-MOGAS & DIESEL
 - h. personnel protection equipment
 - i. access to airport warehouse
4. Supervisor shall secure the keys of all available vehicles.

5. Identify Key Hurricane Emergency Maintenance Personnel
 - a. Electrician
 - b. Plumber
 - c. Driver
 - d. Refrigeration Technician
 - e. Supervisor
 - f. Workers
 - g. Conveyors

ARFF

1. Key Emergency Personnel
2. Inventory (requisition if necessary) First Aid Kit
3. Review Mutual Aid Plans with support agencies
4. Inspect communications equipment

ACCOUNTING

1. Purchase Orders
2. Overtime Requests
3. Equipment & Materiel Requisitions
 - a. chain saws
 - b. Shovels, picks, machetes, saws, hammers, sledge hammers, axes, brooms, etc.
 - c. Ladders
4. Communications
5. Expedite Fuel Purchases
6. Personal Protection Equipment: boots, raincoats, lanterns, etc.

7. Hurricane Preparedness Personnel: order foods, drinks, coffee, water, sleeping arrangements, etc.
8. Emergency Personnel Work Schedules
9. Prepare & Submit Hourly Airport Status Reports to: FAA Southern Region (ASO-620) FAX: 404-305-6730

HURRICANE STANDBY CONDITION: 48 – 60 HOURS

Hurricane Standby Condition is in effect when National Weather Service issues a Hurricane Alert

GENERAL DIRECTOR

1. Obtain Weather Briefing form NWS
 - a. Schedule staff meeting
 - b. Schedule briefing at Salon Puertos with airlines and concessionaries
2. Update and verify Emergency Key Personnel Notification Listing
3. Conduct airport staff meeting
 - a. Conference with all hurricane designated Aerostar officers, review procedures, responsibility, etc., for smooth operation, during and post operations.
 - b. Establish list of Essential Personnel.
 - c. Non-essential Personnel will be released from duty.
 - d. Schedule electrical shutdown of facilities not needed & remove power from equipment.
 - e. Alert personnel selected remain on duty as the hurricane watch.
 - (1) Make hotel room reservations
 - (2) Food and water arrangements
 - (3) Transportation vehicles
4. Coordinate with ATCT and Airway Facilities for the protection of NAVAIDS, etc.
5. Hourly Airport Hurricane Emergency Status Reports to FAA Southern Region: FAX: 404-305-6730

6. Prepare News Media Report
EMERGENCY PUBLIC INFORMATION

This section addresses provisions that should be made to prepare and disseminate notifications, updates, and instructional messages. While many of the businesses operating on the airport can and will receive emergency information regarding the weather through the local media, there may be a need to inform the transient population on the airport.

- (1) Instructions for preparing businesses (inside and outside) to weather the storm.
- (2) Hurricane-specific survival tips for those who choose not to evacuate (e.g. a reminder that the eye of the hurricane is not the end of the storm).
- (3) Instructions on implementing any hurricane-specific provisions for evacuation of the facility (e.g. where they are to go, when to leave, and how to get there).

PROTECTIVE ACTIONS

Usually, there should be enough lead time to minimize the number of people at the airport who may be impacted by a hurricane. The air carrier schedules should have been adjusted sufficiently to avoid having large numbers of passengers in the terminal building. From a planning perspective, however, it is always prudent to prepare for the worst case scenario. In this instance, the airport may have to provide for a significant number of stranded transient and/or non-essential airport personnel. As with other emergency situations, there are two basic protective actions:

- (4) evacuate, or
- (5) Shelter-in-place.

It is usually best to remove people from harm's way, and then only after determining that the evacuation process itself will not be more hazardous than not evacuating. Considering the evacuation is not always practical. The airport may, determine that it may be best to relocate stranded passengers to a designated shelter.

- (1) Evacuation. In the development of airport evacuation procedures, consideration should be given to:
 - (a) Coordinate with Aerostar-AEMEAD Coordinator & Tourism
 - (b) Number of people requiring transportation.
 - (c) Availability of transportation.
 - (d) Susceptibility of local roads to flooding.

- (e) Clearance times needed to conduct a safe and timely evacuation under various hurricane threats. Consider the following complications that could impede or delay the evacuation process:
 - (i) Heavy rains and localized flooding may slow traffic movement.
 - (ii) Stranded transient personnel may have no transportation.
 - (iii) Airport businesses that may need time to close (e.g. some manufacturing firms have lengthy shut down procedures.

HURRICANE RESPONSE CONDITION: 36 – 48 HOURS

Term: Hurricane Watch is issued for a coastal area when there is a threat of hurricane conditions within 24-36 hours.

General Procedures:

1. Remove and / or secure all loose materials and / or equipment
2. Verify vehicle fuel levels
3. Verify there is no hazardous water / used oil, etc.,
4. Inspect for unsecured equipment/materials in ramp areas.

GENERAL DIRECTOR

1. Issue Hurricane Notification to all Aerostar employees and concessionaires with instructions.
2. Schedule a public address announcement in terminal areas during the hurricane with the following advice:
 - a. Hurricane Alert
 - b. Do not panic
 - c. Stay away from glass
 - d. Seek shelter
3. Instruct all office employees to:
 - a. Secure and close windows
 - b. Disconnect all electrical equipment

- c. Move furniture and equipment away from windows. Desks and file cabinet drawers must lean against a wall.
 - d. Secure all essential equipment and official documents
2. Secure critical airport systems
 - a. Lighting
 - b. Emergency alarm systems
 - c. Passenger terminals
 - d. Airline operations facilities
 - e. Essential airport computer facilities
 - f. Airport water system (pumping stations and water distribution lines)
 - g. Refrigeration units

Aerostar MAINTENANCE

1. Ensure adequate water supplies

Aerostar RESCUE

1. Coordinate with Airside Operations a preventive inspection to verify that all aircraft and support equipment been secured by owners or Fixed Base Operators.

PUBLIC RELATIONS

1. Verify the following information prior to a press release:
 - a. Flight cancellations'
 - b. Flight schedule changes
 - c. Availability of services at the airport
2. Coordinate information with Tourism
3. Press releases will be issued by:

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- a. General Director
- b. Chief, Communications and Press Division
- c. Public Relations Coordinator

HURRICANE “WARNING” CONDITION I - 24 HOURS:

Term: Hurricane Warning is issued when hurricane conditions are expected in a specified coastal area in 24 hours or less. Hurricane conditions include winds of 74 miles an hour (64 knots) and / or dangerously high tides and waves. Actions for protection of life and property should begin immediately when the warning is issued.

Action – Hurricane Warning – When a hurricane warning has been declared, the following actions should be taken:

1. Maintain an accurate log of events and actions taken from the time the hurricane warning is received.
2. Establish emergency net operations
3. Ensure that necessary precautions are taken to keep vital records, equipment manuals, facility drawings, etc., from becoming wet.
4. Board up all exterior windows which could be damaged by flying debris.

Aerostar General Director

1. Issue instructions to Airside Operations, Security, Maintenance, Land Side to close the airport
 - a. Issue NOTAMS
 - b. Coordination with:
 - i. FAA ATCT
 - ii. CERAP
 - iii. Airports District Office & Southern Region
2. Inform the airport community of actions to be taken during the hurricane
 - a. Notify all owners of aircraft that are based at the airport or currently on airport grounds.

- b. Warn all aircraft pilots en-route to the airport
- c. Advise aircraft in flight to divert to an alternate destination (NOTAM)
- d. Notify the appropriate emergency response personnel and organizations
- e. Work with Maintenance to Coordinate the following airport functions (if necessary)
 - i. Maintaining adequate electrical power for all essential airport functions
 - ii. Maintaining an adequate water supply for firefighting
 - iii. Establishing road blocks and barricades
 - iv. Mobilizing maintenance personnel to begin repairs
- f. Work with other public agencies in its emergency efforts
- g. Work with the tower to continue or resume operations
- h. Protection of buildings – collect or secure all loose objects that may be blown about by the winds

Aerostar AIRSIDE OPERATIONS

1. Upon receipt of instructions and to close the airfield coordinate closure with:
 - a. FAA ATCT
 - b. Publish NOTAMS
 - c. FAA Airports Division (Atlanta) & FAA Southern Region (ASO-620)
 - d. PRANG
 - e. Airlines and FBOs
 - f. Fuel Farm
2. Notify
 - a. ARFF
 - b. Maintenance
 - c. Airport Security and PR Police

3. Issue instructions to evacuate Aerostar Operations Tower
4. Keep minimum personnel

Aerostar ARFF

1. Minimum Crew

Aerostar SECURITY

1. Control vehicle traffic as necessary
2. Close access gates and release Guard personnel
3. Provide surveillance, act as a deterrent, and respond as necessary to security related incidents
4. Secure Supply Room
 - a. Issue supplies as required during the emergency
 - b. Maintain a log of materials issued

Aerostar MAINTENANCE

1. Secure Boarding Bridges

PUBLIC RELATIONS

1. Verify the following information prior to a press release:
 - a. Flight cancellations
 - b. Flight schedule changes
 - c. Availability of services at the airport
 - d. Public interest information issued by Federal, state, and / or other airport agencies
2. Coordinate information with Tourism
3. Press releases will be issued by:
 - a. General Director/Public Relations Coordinator

- b. Chief, Communications and Press Division

DURING THE HURRICANE

ACTIONS

1. Remain calm
2. Avoid unnecessary risk to repair damage during the height of the storm unless personal safety is threaten
3. Vacate areas with exposed glass when the wind conditions exceed 40 mph
4. Beware of the eye of the hurricane. Conditions become very calm and serene when the eye passes overhead. Exceeding high winds with blowing debris will recommence quite suddenly when the eye passes. Many persons have sustained serious injuries or loss of life because they thought the hurricane was over when the eye passed overhead. The hurricane is not over until local civil defense authorities advise that it is over.
5. Do not go outdoors during the lull when the eye passes unless it is absolutely necessary. It is possible to effect some temporary repairs during this lull but this should not be attempted unless absolutely necessary.

AFTER THE HURRICANE

ACTIONS POST HURRICANE:

1. The high wind/storm surge period of the storm will pass within hours; however, heavy rains could continue for a much longer period of time. As soon as it is determined safe for personnel to move about outside, restoration activities should begin:
2. Provide whatever assistance is necessary to ensure the safety and well-being of personnel.
3. A complete damage assessment and recovery plan should be prepared. Facility restoration should be prioritized, personnel assigned, and actions taken to obtain assistance. One photograph says a million words. Record:
 - a. Debris removal
 - b. Damage to roads, bridges, and sewage
 - c. Property damages – Landside and Airside
 - d. Electrical structures/equipment damage
4. Provide a report to the Aerostar AEMEAD Coordinator
5. Follow up as appropriate, to ensure a prompt return to normal operations.
6. Remove all special protective measures and restock emergency supplies

Post-Storm Cleanup, Restoration, and Damage Assessment Report:

1. Personnel listing – reporting to duty
2. All personnel try to contact control point for assignments and report
3. Inventory facilities for damage assessment
4. Establish priority restoration list
5. Implement restoration of facilities
6. Survey and excess all damage material (take pictures if possible). As soon as weather conditions permits, section supervisors shall make a report of sustained damage, the estimated cost of repair, and / or any extended facility outages to the Aviation Director.
7. Remove public information posters

8. Inspect all areas of the airport and consolidate a "Damage Assessment Report."
9. Report to the General Director any observed or reported structural, electrical, or other damage.
10. Report debris on the airport to the operations officer.
11. Cooperate with airport management to continue or resume operations.
12. Report to command post status of crucial airport systems listed below
 - a. Personnel reporting to duty
 - b. Emergency alarm systems
 - c. Lighting
 - d. Passenger terminals
 - e. Airline operations facilities
 - f. Essential airport computer facilities
 - g. Airport water system (pumping stations and water distribution lines)
 - h. Refrigeration units
 - i. Coordinate all damage reports with Aerostar Maintenance.
 - j. Return to supply room all materials borrowed. Requisition materials needed
13. Use FAA Hurricane Field Status Report (See Appendix 4.10)

GENERAL DIRECTOR

1. Issue instructions to Airside Operations to inspect and reopen the airfield
2. Report to the Aerostar-AEMEAD Coordinator airport operational status and/or schedule of events planned to resume operations.
 - a. Airfield status
 - b. Damage report
 - c. Operational status
3. Recovery efforts should involve:

- a. As with other emergencies, the formation of a Situation Analysis Team consisting of representatives from appropriate airport organizations, functional areas, tenants, etc., that:
 - i. When safe to do so, ensures periodic damage assessments are conducted.
 - ii. Prepares an Incident Action Plan, to include long and short term considerations for:
 - a) Final damage assessment (written, pictorial, including video).
 - b) Public information announcements.
 - c) Facility repair.
 - d) Supply inventory and restoration.
 - e) Cost documentation.
 - f) Economic impact.
 - g) Documentation of actions taken.
 - h) Personnel utilization by time on duty.
 - i) Critical Incident Stress Debriefing requirements, if necessary.
 - j) Equipment utilization documentation.
 - k) Overall cleanup activities.
 - l) Air Operations Area (AOA) inspections.
 - b. Issue appropriate NOTAMs.
4. Notify airport status to FAA & Southern Region

AIRSIDE OPERATIONS

1. Upon receipt of instructions to open the airfield inspect:
 - a. Movement Areas (Runways & Taxiways)
 - b. Non-Movement Areas
 - c. NAVAIDS (VASIS)
 - d. Visual Aids

- e. Lighting systems (Airport Beacon: Runway, Taxiway, and Approach Lights)
2. Coordinate with:
 - a. FAA ATCT
 - b. Issue a NOTAM
 - c. PRANG
 - d. Airlines and FBOs
 - e. Fuel Farm
3. Notify: ARFF, Maintenance, Security and PR Police.
4. Complete a thorough airport inspection to include ramp, terminals, and aircraft parking areas.

ARFF

1. Request aid from mutual aid agencies if necessary.
2. Report to ATCT operational status of ARFF vehicles, equipment, personnel.
3. Search and Rescue/Fire Suppression. Removal of trapped and injured persons from collapsed structures, administering first aid, fire suppression, and assisting in transporting the seriously injured to medical facilities. This activity involves the use of both professional and volunteer personnel, including the use of search and rescue dog teams. Normally, this is a function of the ARFF/Fire/EMS Department(s).

MAINTENANCE

1. Remove debris from runways and taxiways.
2. Damage Assessment. Conduct of ground and aerial surveys to determine the scope of damage, casualties, and status of key facilities. This effort, which is typically a function of Airport Maintenance/Facilities/ Engineering personnel with assistance from ARFF.
3. Debris Clearance. The identification, removal, and disposal of rubble, wreckage, and other material which block or hamper the performance of emergency response activities should be given a high priority. Some of these activities include:
 - a. Demolition and other clearance activities.
 - b. Repair or temporary reinforcement of key buildings roads, and bridges.

- c. Construction of emergency facilities and roadways. This effort is typically guided by Airport Maintenance/ Engineering personnel.
4. Clear the roadways
5. Repair damage to structures
6. Maintain the water, heat, air conditioning, and electrical functions
7. Report status to General Director and return to operational status of the following critical systems:
 - a. Emergency alarm systems
 - b. Lighting
 - c. Passenger terminals
 - d. Airline operations facilities
 - e. Essential airport computer facilities, airport water system “cistern” (pumping stations and water distribution lines)
 - f. Refrigeration units
8. Return boarding bridges to operational status
9. Inspect water drains
10. Overtime duty report
11. Utilities and Lifeline Repairs. Restoration and repair of electrical power, natural gas, water, sewer, and all communications systems to minimize the impact on critical services.
12. Inspection, Condemnation, and Demolition. Inspections of buildings and other structures to determine to inhabit or use them after a hurricane has occurred. Some activities may include:
 - i. Inspection of buildings and structures which are critical to airport operations (e.g. terminal, tower, fueling systems, etc.). Designate those which may be occupied and identify those which are unsafe.
 - ii. Inspection of buildings and structures which may threaten public safety. Identify those that are unsafe and may not be occupied.
 - iii. Inspection of all other facilities and structures. Designate those which may be occupied and identify those which are unsafe.

- iv. Arrangements for the demolition of condemned structures.

SECURITY

1. Resume operations of entry check points 1 and 2.
2. Inspect all fences and report damages to:
 - a. Maintenance
 - b. General Director
3. All security personnel maintain an updated list of damages to their assigned areas
4. Damage assessment report will be submitted to the Emergency Command Post.
5. Immediate actions to be taken, as soon as conditions permit, to:
 - a. Control access to an area until it has been inspected and determined to be safe. Only personnel directly involved in emergency response operations should be allowed to enter. This involves the entire airport, not just the AOA.
 - b. Establish guidelines for determining when the public and employees will be allowed to re-enter the area. This is normally a function of airport law enforcement personnel.

PUBLIC RELATIONS

1. Public Coordinator will monitor disseminated information by the news media and advise the General Director.
2. Gather information regarding:
 - a. Return to normal operations: actual status / schedule of flights and services
 - b. Affected persons
 - c. Damage to structures and aircraft
 - d. Preliminary damage estimate
 - e. Measures taken to return to normal operations
 - f. Recuperation plans
3. The Public Relations Coordinator shall inspect damages and arrange to photograph and / or film affected areas.

4. Arrange for a Press Conference at Salon Puertos to report airport status to the press.
5. Press releases will be issued by:
 - a. General Director
 - b. Chief, Communications and Press Division
 - c. Public Relations Coordinator
6. Responsibility for new releases: In general, responsibility for news releases concerning an aircraft emergency should be that of:
 - a. The representative of the airline involved.
 - b. The senior military officer present or the public relations officer of the installation on which the aircraft is based, for an accident involving a military aircraft or its cargo.
 - c. The Department of Energy (DOE) representative present or public information officer at the DOE office involved, if the cargo is material that belongs to or is in the custody of the DOE or a DOE contractor.
 - d. The airport management for emergencies not covered by the above.

AUTHORITY AND REFERENCES

Federal Aviation Regulations require the airport certificate holders to adopt and carry out security, safety, and preparedness plans and programs which provide for the safety of persons and property traveling by air transportation. These authorities establish requirements for aircraft rescue and firefighting response, hazardous materials incident planning, medical assistance, structural fire plans, and programs which provide for safety against criminal acts.

References: ACM, ARFF Training Manual, AC

SECTION 3-4: NATURAL DISASTERS

EARTHQUAKE EMERGENCY PLAN

INTRODUCTION

An earthquake is a sudden, violent shaking or movement of part of the earth's surface caused by the abrupt displacement of rock masses, usually with the upper 10 to 20 miles of the earth's surface. Probability of an earthquake is located on the USGS web site (earthquake.usgs.gov).

1. Secondary Hazards

Additional consequences of an earthquake include fire, hazardous materials release, landslides, and/or dam failures.

2. Seismic Intensity

Seismic intensity is the felt effect of an earthquake at a particular location. The various effects on buildings, furnishings, etc. at a given location are subjective and are usually expressed with a numerical value. The effect of an earthquake on the Earth's surface is called the intensity. The intensity scale consists of a series of certain key responses such as people awakening, movement of furniture, damage to chimneys, and finally - total destruction.

3. Intensity scales

The currently used scales to evaluate the effects of earthquakes is the Modified Mercalli (MM) Intensity Scale. This scale, composed of 12 increasing levels of intensity, which range from imperceptible shaking to catastrophic destruction, is designated by Roman numerals. It does not have a mathematical basis; instead it is an arbitrary ranking based on observed effects. The Modified Mercalli Intensity value assigned to a specific site after an earthquake has a more meaningful measure of severity to the nonscientist than the magnitude because intensity refers to the effects actually experienced at that place. The **lower** numbers of the intensity scale generally deal with the manner in which the earthquake is felt by people. The **higher** numbers of the scale are based on observed structural damage. Structural engineers usually contribute information for assigning intensity values of VIII or above.

4. Risk Area

The Caribbean basin is considered to be an earthquake hazard area.

5. Risk Assessment

Landside and Airside facilities, properties, equipment, etc. may be vulnerable to an earthquake.

PURPOSE

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The purpose of this section is to define responsibilities and describes actions to be taken in the event an earthquake occurs in Puerto Rico affecting SJU

SITUATION AND ASSUMPTIONS

1. SJU is susceptible to an earthquake event, due to its proximity to a fault line.
2. Off-airport resource accessibility may be extremely limited.
3. The Teodoro Moscoso Bridge is highly vulnerable and susceptible suffer severe damage due to an earthquake leaving the airport with only the Baldorioty de Castro Highway as the only entrance and exit
4. In the worst case scenarios, if an earthquake occurs during the airport's high peak, all aircraft would be grounded, halting all flight operations; leaving hundreds of passengers stranded.
5. Communications capabilities that may be rendered inoperable during and after an earthquake. Systems which rely on hard wires or antenna to antenna for operation, such as cellular phone services and two-way radio repeaters cannot be relied upon.

ASSIGNMENT OF RESPONSIBILITIES

Airport Traffic Control Tower

1. Inspect FAA owned, operated, or maintained facilities for damage and operability.
2. Restrict aircraft operations on the airport until the runway(s), taxiways, and ramps have been inspected.
3. Issue appropriate Notice to Airmen (NOTAM) upon receipt of information from authorized airport personnel, if requested.

Aerostar ARFF

1. Move equipment outside.
2. Conduct fire suppression and rescue operations, as needed.
3. Request medical assistance by calling 9-1-1, and assist in providing emergency medical assistance, as needed.
4. Check for petroleum leaks and other potential hazardous materials problems.
5. Survey ARFF property, to:

- a. Determine integrity of building(s).
- b. Assess status of gas, electricity, water, and sanitation.
- c. Test all telephones and notification systems.
- d. Test apparatus mounted radios.
- e. Test station and portable radios.
- f. Test alerting system(s).
- g. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.
- h. Review personnel requirements and adjust accordingly.
- i. To the degree communications systems will permit, coordinate activities with AEMEAD, if necessary.
- j. Participate in Incident Command/ Unified Command System, as required.

Law Enforcement/Security

1. Provide for overall airport security as soon as possible.
2. Coordinate with PR Police for overall traffic control.
3. Provide continued law enforcement and security services on the airport, as needed, including those required by 49 C.F.R. Part 1542, *Airport Security*.
4. Survey law enforcement property, to:
 - a. Determine integrity of building(s).
 - b. Assess status of gas, electricity, water, and sanitation.
 - c. Test all telephones and notification systems.
 - d. Test apparatus mounted radios.
 - e. Test station and portable radios.
 - f. Test alerting system(s).
 - g. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.

- h. Review personnel requirements and adjust accordingly.
- i. Participate in Incident Command/ Unified Command System.

Emergency Medical Service

1. Organize the necessary action for triage and treatment of the casualties.
2. Provide for the transportation (air, land, or water) of casualties to designated medical facilities.
3. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.
4. Review personnel requirements and adjust accordingly.
5. Maintain an accurate list of the casualties to include names and addresses.
6. Provide medical analysis of walking wounded or traumatized.
7. Provide for the restocking of medical supplies, as needed.
8. Provide Critical Incident Stress Disorder support, as appropriate.
9. Participate in Incident Command/ Unified Command System.

Aerostar Airside Operations

1. Conduct airfield inspections (Runways, Taxiways, Ramps & NavAid) as needed.
2. Check with the Fuel Farm companies for line integrity and availability of fuel.
3. Check with ATCT for building integrity and continuity of Air Traffic Control Services.
4. Issue appropriate NOTAM(s), if conditions warrant and permit.
5. Activate the Airport Emergency Operations Center (EOC), as appropriate.
6. Provide emergency support services through the EOC.
7. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.
8. Review personnel requirements and adjust accordingly.

9. To the degree communications systems will permit, coordinate activities with local community emergency management agencies, if necessary.
10. Coordinate activities with the **ATCT**, as needed.
11. Interface with, coordinate, and utilize as needed, the resources made available by other airport tenants, including air carriers.
12. Participate in Incident Command/Unified Command System.

Aerostar Maintenance

1. Assist/provide critical services, including utility support (activation/cut-off), as needed.
2. Provide safety inspections, as needed.
3. Assist in facility restoration, including debris removal.
4. Provide sanitation support services.
5. Assist in the provision of required resources.
6. Participate in EOC operations.
7. Participate in Incident Command/Unified Command System.

Aerostar Accounting

1. Provide procurement services.
2. Provide appropriate budgeting, payment, and cost recovery authorization and services.
3. Provide personnel services.
4. Participate in EOC operations.

Public Relations

1. Interface with the media, as conditions warrant.
2. Provide news releases relative to the airport's operational capability.
3. Assist with the interface with other airport tenants.

4. Participate in EOC activities.

Aircraft Owners/Operators

1. Provide EOC representation, as needed.
2. Provide for the initial notification to families of casualties, if appropriate.
3. Provide for passenger casualty tracking.
4. Inspect facilities owned/operated or maintained by these tenants.

Airport Tenants

1. Provide assistance as requested.
2. Participate in Incident Command/Unified Command System.
3. Inspect facilities owned/operated or maintained by these tenants.

ADMINISTRATION AND LOGISTICS

Command and Control

For the earthquake hazard, it is essential for airport personnel to take immediate action to gather damage assessment information. Due to the multi-faceted nature of the response and recovery efforts required for response to an earthquake, a Unified Command System is recommended.

1. **Search and Rescue/Fire Suppression**

Remove trapped and injured persons from collapsed structures. Administer first aid, fire suppression, and assist in transporting the seriously injured to medical facilities. This activity involves the use of both professional and volunteer personnel, including the use of search and rescue dog teams. It is likely that requests for emergency services would overwhelm the local capabilities. In order to assist the state and local governments in critical lifesaving activity, the Federal Government has established Federal Urban Search & Rescue (US&R) teams which can help efforts to locate, extract, and provide for the immediate medical treatment of victims trapped in collapsed structures. Normally, this is a function of the ARFF/EMS.

2. **Damage Assessment**

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Conduct ground and aerial surveys to determine the scope of damage, casualties, and status of key facilities. This effort, which is typically a function of Airport Maintenance with assistance from ARFF/EMS, is intended to determine the overall safety status of the airport and to ultimately be the basis for the development of the recovery program.

3. Debris Clearance

The identification, removal, and disposal of rubble, wreckage, and other material which block or hamper the performance of emergency response activities should be given a high priority. Some of these activities include:

- a. Demolition and other clearance activities.
- b. Repair or temporary reinforcement of key buildings and roads.
- c. Construction of emergency facilities and roadways. This effort is typically guided by Airport Maintenance/Engineering personnel.

4. Access Control

- a. As soon as conditions permit Control access to an area until it has been inspected and determined to be safe. Only personnel directly involved in emergency response operations should be allowed to enter.
- b. Determine when the public/employees will be allowed to re-enter the area.

5. Utilities Repair

Restore and repair of electrical power, natural gas, water, sewer, and all communications systems.

6. Inspection, Condemnation, and Demolition

Inspections of buildings and other structures to determine to inhabit or use them after an earthquake has occurred. Some activities may include:

- a. Inspection of buildings and structures which are critical to airport operations (e.g. terminal, tower, fueling systems, etc.). Designate those which may be occupied and identify those which are unsafe.
- b. Inspection of buildings and structures which may threaten public safety. Identify those that are unsafe and may not be occupied.

- c. Inspection of all other facilities and structures. Designate those which may be occupied and identify those which are unsafe.
- d. Arrangements for the demolition of condemned structures.

Alert Notification and Warning

Earthquakes normally occur with no warning. While some have been predicted, there is no reliable warning system.

Emergency Public Information

The flow of accurate and timely information is critical to the protection of lives and property following a catastrophic earthquake. Issue updates, warnings, and instructional messages to personnel at the airport.

1. Warnings and advice on the continuing threat of fire, unsafe areas, and aftershocks.
2. As the initial response shifts to recovery, provide guidance to returning airport employees and tenants regarding safety precautions associated with:
 - a. Sanitary conditions.
 - b. Unsafe drinking water.
 - c. Use of utilities.

Protective Actions

Consideration must be given to relocating people from damaged structures, particularly those facilities which may receive more damage when hit by subsequent aftershocks. The relocation of transient personnel to designated mass care facilities should be coordinated with AEMEAD.

CHECKLISTS

During the Emergency (Response)

1. Keep calm
2. Degree of response for each level of the earthquake severity.

3. Anticipate actions to be taken by each airport function, such as Airside, Land Side, Security, Maintenance, Accounting, ARFF, Law Enforcement, tenants, etc.

After the Emergency (Recovery)

The recovery effort will be dependent upon the severity of the earthquake, the amount of damage, facilities, equipment, systems impacted, and the availability of resources. Recovery efforts should involve:

1. Formation of a Situation Analysis Team consisting of representatives from appropriate airport organizations, functional areas, tenants, etc., that:
2. Ensures personnel accountability.
3. Ensures periodic damage assessments are conducted.
4. Prepares an Incident Action Plan, to include long and short term considerations for:
 - a. Final damage assessment (written, pictorial, including video).
 - b. Public information announcements.
 - c. Facility repair.
 - d. Supply inventory and restoration.
 - e. Cost documentation.
 - f. Economic impact.
 - g. Documentation of actions taken.
 - h. Personnel utilization by time on duty.
 - i. Critical Incident Stress Debriefing requirements.
 - j. Equipment utilization documentation.
 - k. Overall cleanup activities.
 - l. Air Operations Area (AOA) inspections.
5. Issuance of appropriate NOTAMs.
6. Critique of the overall operation and apply lessons learned to planning and training programs.

AUTHORITY AND REFERENCES

Federal Aviation Regulations require the airport certificate holders to adopt and carry out security, safety, and preparedness plans and programs which provide for the safety of persons and property traveling by air transportation. These authorities establish requirements for aircraft rescue and firefighting response, hazardous materials incident planning, medical assistance, structural fire plans, and programs which provide for safety against criminal acts.

References: ACM, ARFF Training Manual, AC

SECTION 3-4: NATURAL DISASTERS

VOLCANO EMERGENCY PLAN

INTRODUCTION

Volcanic ash injected into the atmosphere to altitudes exceeding 30km (100,000ft) may impact areas for hundreds to thousands of kilometers downwind from the volcano.

The physical properties of volcanic ash, which make it especially harmful to aviation operations, include its small grain size, hardness and abrasive nature ability to hold an electrostatic charge, and ability to absorb water and droplets of corrosive acid aerosol. Because of these properties, ash presents a number of unique problems when efforts are made to remove it during the cleaning process. Volcanic ash is also slippery when wet. Accordingly, ***aircraft operations should not be permitted on a runway that has been contaminated with wet ash*** unless friction testing determines that they can be conducted safely. Ashes on airport facilities will also affect other areas of the airport, including taxiways, ramps, buildings, ground services, electric utilities, communications facilities and airplanes parked on the ground.

Risk Area

Caribbean basin is a High Risk Area for volcanic ash.

Risk Assessment

The Risk Assessment at the airport included facilities, properties, equipment, etc. which may be vulnerable to volcanic ash. It is important to prepare for the worst case volcanic scenario, i.e. heavy ash falls plus heavy rain.

PURPOSE

This specific section defines responsibilities and describes actions to be taken in the event volcanic ash reaches the airport.

SITUATION AND ASSUMPTIONS

Airport facilities may be impacted by volcanic ash including sensitive environmental areas and transportation routes.

This section should include information as it relates to such issues as:

Susceptibility

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The airport is susceptible to receiving volcanic ash from the Soufriere Volcano, located southeast of Puerto Rico in the Island of Montserrat; as carried by northwesterly winds.

Impact

The impact of such an event on the community as a whole, particularly in terms of overall impact on response and recovery resource availability, i.e. a major volcanic ash fall will impact a wide geographic area resulting in limited resource availability.

a. Airport Access

Vulnerability of Landside and airside facilities to volcanic ash, and eruption debris damage and the potential impact if some or all of them are rendered unusable.

b. Airport Structures

Landside and Airside structures are vulnerable to volcanic ash.

c. Worst Case Scenario

If a volcanic eruption occurs and heavy ash fall occurs during the airport's peak period, all aircraft would be grounded, halting all flight operations; leaving hundreds of passengers stranded.

d. Communications Capabilities

Some systems may be rendered inoperable during and after a volcanic eruption and ash fall. It is important to shut down all nonessential equipment; short circuits by conductive dust and abrasion of moving parts are the major concerns.

ASSIGNMENT OF RESPONSIBILITIES

Airport Traffic Control Tower

1. Inspect FAA owned, operated, and maintained facilities for damage and operability.
2. Restrict aircraft operations on the airport until the runway(s), taxiways, and ramps have been inspected.
3. Issue appropriate Notice to Airmen (NOTAM) upon receipt of information from authorized airport personnel, if requested.

Aerostar ARFF

1. Provide respiratory protection (mask) to the employees.
2. Survey ARFF property, to include:
 - a. Determine integrity of building(s).
 - b. Assess status of gas, electricity, water, and sanitation.
 - c. Test all telephones and notification systems.
 - d. Test apparatus mounted radios.
 - e. Test station and portable radios.
 - f. Test alerting system(s).
3. Assist in support operations to include search, inspections, personnel accountability, and protective action implementation.
4. Review personnel requirements and adjust accordingly.
5. To the degree communications systems will permit, coordinate activities with local community fire departments, if necessary.
6. Participate in Incident Command/ Unified Command System.

Law Enforcement/Aerostar Security

1. Provide respiratory protection (mask) to the employees
2. Provide continued law enforcement and security services on the airport, as needed, including those required by 49 C.F.R. Part. 1542, *Airport Security*.
3. Survey law enforcement property, to:
 - a. Determine integrity of building(s).
 - b. Assess status of gas, electricity, water, and sanitation.
 - c. Test all telephones and notification systems.
 - d. Test apparatus mounted radios.
 - e. Test station and portable radios.
 - f. Test alerting system(s).

4. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.
5. Review personnel requirements and adjust accordingly.
6. To the degree communications systems will permit, coordinate activities with local community law enforcement agencies, if necessary.
7. Participate in Incident Command/ Unified Command System.

Emergency Medical Services

1. Provide respiratory protection (mask) to the employees
2. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.
3. Review personnel requirements and adjust accordingly.
4. To the degree communications systems will permit, coordinate activities with local community EMS units, if necessary.
5. Provide Critical Incident Stress Disorder support, as appropriate.
6. Participate in Incident Command/ Unified Command System.

Aerostar Airside Operations

1. Provide respiratory protection (mask) to the employees
2. Conduct airfield inspections, as needed.
3. Visual evaluation of runway friction, as needed.
4. Issue appropriate NOTAM(s), if conditions warrant.
5. Activate the Airport Emergency Operations Center (EOC), as appropriate.
6. Provide emergency support services through the EOC.
7. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.
8. Review personnel requirements and adjust accordingly.

9. To the degree communications systems will permit, coordinate activities with AEMEAD, if necessary.
10. Coordinate activities with the ATCT, as needed.
11. Interface with, coordinate, and utilize as needed, the resources made available by other airport tenants, including air carriers.
12. Participate in Incident Command/Unified Command System.

Maintenance

1. Provide respiratory protection (mask) to the employees
2. Assist/provide critical services, including utility support (activation/cut-off), as needed.
3. Provide safety inspections, as needed.
4. Assist in facility restoration, including debris removal.
5. Provide sanitation support services.
6. Assist in the provision of required resources.
7. Participate in EOC operations.
8. Participate in Incident Command/Unified Command System.

Accounting

1. Provide procurement services.
2. Provide appropriate budgeting, payment, and cost recovery authorization and services.
3. Provide personnel services.
4. Participate in EOC operations.

Public Relations

1. Interface with the media, as conditions warrant.
2. Provide news releases relative to the airport's operational capability.

3. Assist with the interface with other airport tenants.
4. Participate in EOC activities.

Aircraft Owners/Operators

1. Provide EOC representation, as needed.

Airport Tenants

1. Provide assistance as needed.
2. Participate in Incident Command/Unified Command System.

ADMINISTRATION AND LOGISTICS

Command and Control

The extent of the initial response will depend on warning time, which varies with the cause and the amounts of the volcanic ash.

1. Damage Assessment

Conduct immediate ground, and if available and feasible, air surveys to determine the extent of damages in the airport.

2. Search and Rescue

Identify the facilities where search and rescue may need to be conducted and to establish a priority for these operations.

3. Access Control

Access to areas severely impacted by the volcanic ash should be restricted to emergency response personnel until the area can be inspected.

4. Debris Clearance

The actions taken to remove and dispose of volcanic ash, which may hamper airport operations and emergency response activities, are:

- a. Clear the runway first and tow aircraft to/from the terminal. If dusting is less than ¼ inch:
 - i. Mechanically sweep while dry
- b. If accumulation is more than ¼ inch:
 - i. Start on runway centerline
 - ii. Wet the ash and road-grade into berms (Worst case is dry ash; wet the ash for control; grade into windrows; load up and remove; use emulsions to stabilize berms and infields)
 - iii. Move ash only once (identify approved dump site; cap with emulsion or soil and seed it; document volume and consider it as a future aggregate resource)
 - iv. High-pressure water to clean surface

5. Inspection, Condemnation, and Demolition

Inspect airport facilities to determine whether they are safe to inhabit or otherwise use in support of airport operations after a volcanic ash situation has occurred. Structures may have been weakened by the weight of the volcanic ash. It will be necessary, therefore, to inspect facilities to determine if they are structurally safe to inhabit. Activities may include the inspection of those facilities which may be critical to emergency operations.

Alert and Warning

The National Weather Service can track and predict volcanic ash clouds after a volcanic eruption has occurred. They rely on satellite and radar technology so volcanic ash clouds can also occur with little or no warning if those systems fails.

Emergency Public Information

The flow of accurate and timely information is critical to the protection of lives and property following a major volcanic eruption. This section should deal with updates, warnings and instructional messages to those personnel at the airport.

Protective Actions

Consideration should be given to relocating people out of the airport.

EMERGENCY RESPONSE

1. During the Emergency

The degree of response will depend upon the severity of the volcanic ash fall.

2. After the Emergency

The recovery effort will be dependent upon the severity of the ash fall, the amount of damage, facilities/equipment/systems impacted, and the availability of resources.

- a. Conduct periodic damage assessments.
- b. Final damage assessment (written, pictorial, including video).
- c. Public Information announcements.
- d. Sanitary issues.
- e. Facility repair.
- f. Supply inventory and restoration.
- g. Cost documentation.
- h. Economic impact.
- i. Documentation of actions taken.
- j. Personnel utilization by time on duty.
- k. Critical Incident Stress Debriefing requirements.
- l. Equipment utilization documentation.
- m. Overall cleanup activities.
- n. Air Operations Area inspections & Issue appropriate NOTAMs

AUTHORITY AND REFERENCES

Federal Aviation Regulations require the airport certificate holders to adopt and carry out security, safety, and preparedness plans and programs which provide for the safety of persons and property traveling by air transportation. These authorities establish requirements for aircraft rescue and firefighting response, hazardous materials incident planning, medical assistance, structural fire plans, and programs which provide for safety against criminal acts.

References: ACM, ARFF Training Manual, AC

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SECTION 3-4: NATURAL DISASTERS

FLOOD EMERGENCY PLAN

INTRODUCTION

Flooding occurs when normally dry land becomes inundated or saturated with water. Sources of the water may be the result of natural bodies of water overflowing their banks, rapid accumulation of runoff or surface water; hurricane-caused storm surges or earthquake caused tsunamis; or erosion of a shoreline. The two major planning parameters for flooding are:

1. Suddenness of onset (e.g. flash floods)
2. Flood elevation in relation to structures and topography. Other factors to consider include debris movement, velocity of water flow, and extended duration of flood conditions.

Floods can be defined as the accumulation of too much water in too little time in a specific area. Several types of floods can occur: flash, storm-surge, debris, and mudflow floods.

Risk Area

Low level areas of Puerto Rico are at risk from flooding.

Risk Assessment

An airport's susceptibility to flooding will be a matter of historical record, as will flood elevations. Flood warnings are available from the National Weather Service.

PURPOSE

The information contained in this hazard-specific section defines responsibilities and describes actions to be taken in the event a flood occurs at the airport.

SITUATION AND ASSUMPTIONS

Susceptibility

SJU is susceptible to flooding.

1. **Impact.** Such an event on the community as a whole may impact a wide geographic area limiting the amount of off-airport resource accessibility, particularly in terms of the overall impact on response and recovery of the airport.
2. **A review of airport access.** Airport access roads and bridges are vulnerable to flooding and they could be rendered unusable.
3. **A review of airport utilities.** Major floods can negatively impact many utilities, including electric, water and sewer.

OPERATIONS

General

This section explains the airport's overall approach to responding to a forecasted or actual flood, i.e. what should happen, when, and at whose direction. The National Weather Service (NWS) is responsible for most flood warning efforts in the United States and Puerto Rico. The Local NWS, located on the airport premises, provides up to the minute weather information and notifies the general public through its emergency notification system of any potentially dangerous weather related events. SJU emergency activities are based upon the AEMEAD and the Airport's Comprehensive Emergency Management Plan.

- (1) Actions must be coordinated through AEMEAD.
- (2) Activation of the EOC if aeronautical operations are suspended.

CHECKLISTS

The following provides some examples of the types of information that may be included in functional SOPs and checklists:

Before the Emergency

1. Facility inspection, such as checking and testing flood pumps, checking levees and dikes, inspecting flood control devices, etc.
2. Airport facilities which are in low lying areas and potentially subject to flooding include availability of emergency generators.

During the Emergency (Response)

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1. The degree of response will depend upon the severity of the flooding.
2. Monitor water supplies for potable use.
3. Monitor fire hydrant water pressures.
4. Establish food service for airport emergency workers.
5. Arrange for dry clothing, as required.

After the Emergency (Recovery)

Airport maintenance staff and qualified engineers will inspect structures that have been weakened by water pressure or debris flow to determine if they are safe to re-occupy. Building interiors may be filled with mud and filth. Official from the Local Health Department will inspect the facilities to determine if they have health issues that would make them unsafe to inhabit. Airport Management should provide information regarding the status of the airport to all concerned agencies

The recovery effort will be dependent upon the severity of the flooding; the amount of damage; facilities, equipment, and systems impacted; and the availability of resources. These actions should include:

1. As with other emergencies, consider the formation of Team consisting of representatives from appropriate airport organizations, functional areas, tenants, etc., that:
 - a. Ensure periodic damage assessments are conducted.
 - b. Prepare for an long and short term considerations for:
 - i. Final damage assessment (written, pictorial, including video).
 - ii. Safety issues (e.g. downed power lines, unsafe drinking water, etc.).
 - iii. Sanitary issues.
 - iv. Public information announcements.
 - v. Facility repair.
 - vi. Supply inventory and restoration.
 - vii. Cost documentation.
 - viii. Economic impact.
 - ix. Documentation of actions taken.

- x. Personnel utilization by time on duty.
- xi. Critical Incident Stress Debriefing requirements.
- xii. Equipment utilization documentation.
- xiii. Overall cleanup activities.
- xiv. Air Operations Area (AOA) inspections.
- xv. Issuance of appropriate NOTAMs.

Protective Actions

Protective action decisions must be based on the estimated time necessary for evacuation and the availability of shelter space above the estimated flood level. When complete evacuation is not feasible, directions to high ground facilities, such as the multi-level parking, should be provided.

As the initial response shift to recovery phase, airport management will provide guidance to returning airport employees and tenants regarding safety precautions associated with:

- 1. Sanitary conditions
- 2. Unsafe drinking water
- 3. Use of Utilities

Consideration must be given to the possibility that there may be transient personnel on the airport with no transportation. When evacuation is feasible, planning should have accounted for selecting the safest and most expeditious routes. Designated relocation facilities would be allocated by local EMS and AEMEAD.

The following considerations should be addressed:

- 1. Maps detailing evacuation routes.
- 2. Designated relocation facilities.
- 3. Transportation resources needed for transient personnel, as well as for the relocation of vital resources, records, and supplies

Health and medical information related to flood response and recovery operations is normally the responsibility of appropriate state and local officials. The Puerto Rico Health Department will keep airport management and general public informed of the health and sanitary conditions created by flood waters that carry untreated sewage, dead animals, hazardous materials, etc.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

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Airport Traffic Control Tower

1. Inspect FAA owned, operated, and maintained facilities for damage and operability.
2. Restrict aircraft operations on the airport until the runway(s), taxiways, and ramps have been inspected by the airport owner/ operator.

Aerostar ARFF

1. Move equipment to higher ground, if necessary.
2. Assist in providing emergency medical assistance, as needed.
3. Check for petroleum leaks and other potential hazardous materials problems.
4. Survey ARFF property, to include:
 - a. Determine integrity of building.
 - b. Determine status of gas, electricity, water, and sanitation.
 - c. Test all telephones and notification systems.
 - d. Test apparatus mounted radios.
 - e. Test station and portable radios.
 - f. Test alerting system(s).
5. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.
6. Review personnel requirements and adjust accordingly.
7. To the degree communications systems will permit, coordinate activities with local community fire departments, if necessary.
8. Participate in Incident Command/ Unified Command System.

Law Enforcement/Aerostar Security

1. Move equipment to higher ground, if necessary.
2. Provide for overall airport security as soon as possible.

3. Provide for overall traffic control, including coordination with mutual aid law enforcement agencies.
4. Provide continued law enforcement and security services on the airport, as needed, including those required by Airport Security, 49 C.F.R. 1542.
5. Survey law enforcement property, to:
 - a. Determine integrity of building.
 - b. Determine status of gas, electricity, water, and sanitation.
 - c. Test all telephones and notification systems.
 - d. Test apparatus mounted radios.
 - e. Test station and portable radios.
 - f. Test alerting system(s).
6. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.
7. Review personnel requirements and adjust accordingly.
8. To the degree communications systems will permit, coordinate activities with local community law enforcement agencies, if necessary.
9. Participate in Incident Command/ Unified Command System.

Emergency Medical Services

1. Move equipment to higher ground, if necessary.
2. Provide emergency medical assistance, as needed
3. Survey EMS property, to include:
 - a. Determine integrity of building.
 - b. Determine status of gas, electricity, water, and sanitation.
 - c. Test all telephones and notification systems.
 - d. Test apparatus mounted radios.
 - e. Test station and portable radios.

- f. Test alerting system(s).
4. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.
5. Review personnel requirements and adjust accordingly.
6. To the degree communications systems will permit, coordinate activities with local community law enforcement agencies, if necessary.
7. Provide Post Traumatic Stress Disorder Support, as appropriate.
8. Participate in Incident Command/ Unified Command System.

Aerostar Airside Operations

1. Conduct airfield inspections, as needed.
2. Issue appropriate NOTAM(s), if conditions warrant and permit.
3. Activate the Airport Emergency Operations Center (EOC), as appropriate.
4. Provide emergency support services through the EOC.
5. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.
6. Review personnel requirements and adjust accordingly.
7. To the degree communications systems will permit, coordinate activities with local community emergency management agencies, if necessary.
8. Coordinate activities with the **ATCT**, as needed.
9. Interface with, coordinate, and utilize as needed, the resources made available by other airport tenants, including air carriers.
10. Participate in Incident Command/Unified Command System.

Aerostar Maintenance

1. Assist/provide critical services, including utility support (activation/cut-off), as needed.
2. Provide safety inspections, as needed.
3. Assist in facility restoration, including debris removal.

4. Provide sanitation support services.
5. Assist in the provision of required resources.
6. Participate in EOC operations.
7. Participate in Incident Command/Unified Command System.

Aerostar Accounting

1. Provide procurement services.
2. Provide appropriate budgeting, payment, and cost recovery authorization and services.
3. Provide personnel services.
4. Participate in EOC operations.

Aerostar Public Relations

1. Interface with the media, as conditions warrant.
2. Provide news releases relative to the airport's operational capability.
3. Assist with the interface with other airport tenants.
4. Participate in EOC activities.

Aircraft Owners/Operators

1. Provide EOC representation, as needed.
2. Relocate aircraft, as needed.
3. Inspect facilities owned/operated and maintained by these tenants.

Airport Tenants

6. Provide assistance on a voluntary basis or in accordance with established agreements.
7. Participate in Incident Command/Unified Command System.

8. Inspect facilities owned/operated and maintained by these tenants.

ADMINISTRATION AND LOGISTICS

Direction and Control

The extent of the initial response will depend on warning time, which varies with the cause and the source of the flooding. Intense storms may produce a flood in a few hours or even minutes for upstream locations, while areas downstream may have from 12 hours to several weeks to prepare. Flash floods occur within six hours of the beginning of heavy rainfall.

In coordination with AEMEAD:

1. **Flood Control.** Preparation to control flooding should include:
 - a. Coordination with disaster threat situations to facilitate expeditious notifications and exchange of information.
 - b. Arrangements for a labor force to perform flood fighting tasks associated with building a levee (i.e. fill and place sand bags to prevent flooding).
2. **Continuity of Operations.** Address the relocation, as necessary, of key operations, resources, vital records, and equipment to assure continuation of services and to prevent damage and loss.
3. **Inspection and Condemnation.** Structures left standing may have been weakened by water pressure or debris flow. Building interiors may be filled with mud and filth. It will be necessary, therefore, to inspect facilities to determine if they are structurally safe to inhabit. There also may be associated health issues.

Alert Notification and Warning

The NWS is responsible for most flood warning efforts. The airport should be aware of how flood warnings are disseminated and ensure that the airport is on the alert and warning notification list of AEMEAD and NWS.

Emergency Public Information

The main source of public information for flooding conditions should come from NWS and AEMEAD. The airport should provide information regarding the status of the airport.

Health and Medical

Health and medical information related to flood response and recovery operations is the responsibility of the PR Health Department and AEMEAD.

Resource Management

Purchasing, stockpiling, or otherwise obtaining essential flood fighting items such as sand bags, fill, polyethylene sheeting, and pumps (of the right sized and type, with necessary fuel, set-up personnel, operators, and tubing/pipes).

Resource lists that identify the quantity and location of the items mentioned above, as well as points of contact (day, night, and weekend) to obtain them.

AUTHORITY AND REFERENCES

Federal Aviation Regulations require the airport certificate holders to adopt and carry out security, safety, and preparedness plans and programs which provide for the safety of persons and property traveling by air transportation. These authorities establish requirements for aircraft rescue and firefighting response, hazardous materials incident planning, medical assistance, structural fire plans, and programs which provide for safety against criminal acts.

References: ACM, ARFF Training Manual, AC.

SECTION 3-5: HAZARDOUS MATERIAL INCIDENTS

INTRODUCTION

The types and quantities of hazardous materials produced, processed, used and stored in this country have increased the need for emergency preparedness at all points in the production, utilization, and distribution system. A hazardous material spill or release can pose a risk to life, health, or property. An incident can result in the evacuation of a few people, part of a building, or a whole neighborhood. Significant information is available concerning hazardous materials through the Department of Transportation's (DOT) Pipeline and Hazardous Materials Safety Administration web site at www.phmsa.dot.gov. Likewise, the DOT publishes the *Emergency Response Guide (ERG)* that is primarily a guide to aid first responders in:

1. quickly identifying the specific or generic classification of the material(s) involved in the incident, and
2. protecting themselves and the general public during this initial response phase of the incident.

The ERG is updated every three to four years to accommodate new products and technology.

Hazardous Material Emergency Preparedness Training that addresses response, planning and prevention is available from the US Fire Administration (www.usfa.dhs.gov). Additionally, OSHA provides online hazardous materials training.

Definition

Hazardous Materials are defined as any substance or material that, when involved in an accident and released in sufficient quantities, poses a risk to people's health, safety, and/or property. These substances and materials include explosives, radioactive materials, flammable liquids or solids, combustible liquids or solids, poisons, oxidizers, toxins, and corrosive materials.

Detailed definitions as well as lists of hazardous materials can be obtained from the Environmental Protection Agency (EPA) and the Occupational Health and Safety Administration (OSHA) established requirements for hazardous material operations in 29 C.F.R. Part. 1910, *Hazardous Waste Operations and Emergency Response* (OSHA 1910.120 – HAZWOPER).

Risk Area

The primary areas at risk for hazardous materials transportation incidents involve movement of products along port areas. Jurisdictions with facilities for the treatment, storage, transportation,

or disposal of hazardous wastes are at risk. These risks are compounded by natural hazards (e.g. floods, earthquakes, etc.).

Further, many types of hazardous materials can be shipped by air. These include explosives, compressed or liquefied gases (which may be flammable or toxic), flammable liquids or solids, oxidizers, poisonous substances, infectious substances, radioactive material, or corrosives. Packages containing hazardous goods can be found in airport cargo buildings, fuel storage farms, on aircraft loading ramps, in aircraft cargo compartments, etc.

1. Risk Assessment

It is important to understand that the risk to the airport for a hazardous materials incident comes from many sources. Of concern is not only the threat from the materials that are being shipped by air to and from the airport but the threat from other sources as well. SJU is located near the one of the primary highways of the Puerto Rico Metropolitan Area; the Baldorioty the Castro.

Regulations

There are several regulations and standards which address emergency response to hazardous materials emergencies:

1. 29 C.F.R. Part 1910, Hazardous Waste Operations and Emergency Response (OSHA 1910.120 – HAZWOPER). This rule regulates the safety and health of employees involved in, among other things, any emergency response to incidents involving hazardous substances. These standards apply to all private employees, and to all Federal employees through Executive Order No. 12196 - Occupational Safety and Health Programs for Federal Employees.
2. 40 C.F.R. Part 311, Worker Protection. This rule applies the same substantive provisions of OSHA 1910.120 to state and local employees in States that do not have a Plan approved under the OSH Act. Further, EPA has defined the term “employee” of state and local governments to include both compensated and non-compensated workers.
3. Junta de Calidad Ambiental (JCA) promulgates its own regulations and standards that meet or exceed those of OSHA.

Training

Based upon the role of the emergency responder, certain levels of training are required.

1. First responder awareness level

This covers individuals who are likely to witness or discover a hazardous substance release and who have been trained to initiate an emergency response sequence by notifying proper authorities of the release. These responses are mainly taken by Aerostar Operations Inspectors, Security Personnel, tenants and ARFF Personnel.

February 11, 2013

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2. First responder operations level

Personnel who respond to releases or potential releases of hazardous substances as part of the initial response to the site for the purpose of protecting nearby persons, property, or the environment from the effects of the release. They are trained to respond in a defensive fashion without actually trying to stop the release. These responses are mainly taken by Aerostar Environmental and ARFF personnel. Aerostar Airside Operations will support them.

3. Hazardous Materials Technician/Specialist

This covers individuals who try to stop the release. This is usually accomplished by members of a local contract. Aerostar ARFF, Airside Operations, and Aerostar SMS Coordinator will support the contracted company.

PURPOSE

The information contained in this hazard-specific section defines responsibilities and describes actions to be taken in the event a hazardous materials incident occurs.

SITUATIONS AND ASSUMPTIONS

1. The airport has identified the aviation fuel farm, car rental fuel storages, and the air cargo hangars as facilities that process, use, store, and/or ship hazardous materials. From these areas, the airport's primary risk area comes from the aviation fuel farm.
2. A hazardous material incident may be concurrent with another emergency, in which case the operations of the AEMEAD Hazardous Material Response Plan will be integrated with the overall response.
3. EOC will be activated if the airport has to be closed or operations suspended as a result of the HAZMAT incident.
4. For the purposes of emergency response, each aircraft accident is considered a potential hazardous materials incident.
5. The recovery effort will be dependent upon the severity of the incident, the amount of damage, facilities/equipment/systems impacted, and the availability of resources. Recovery efforts should involve, as with other emergencies the formation of Situation Analysis Team consisting of representative from appropriate airport organizations, functional areas, tenants, etc.

OPERATIONS

Alert and Notification

The call to the Aerostar ARFF, Security Control Room or Airside Operations Control would probably come from someone who is witnessing some sort of incident or accident that is releasing a hazardous substance. Security Control Room will notify 9-1-1 Emergency Call Center, which would in-turn will activate the AEMEAD and the Local and State Fire Departments. Our local Press and Communication officer will notify local News Medias, which in-turn would begin broadcasting the nature of the emergency to the public.

Our Environmental Manager will notify those Federal and State Agencies, like EPA, as required by various Federal Laws and Regulations on Hazardous Materials.

For small scale incidents on the airport, public notification may be made through public address systems, portable megaphones, telephone, two-way radio, or person-to-person.

First Responder

Aerostar SMS Coordinator and ARFF Personnel, with the support of Airside Operations personnel will respond in a defensive fashion without actually trying to stop the release. Their primary responsibility is to provide nearby persons, property, or the environment protection from the hazardous threat. Actions to be taken if a hazardous materials incident should occur at the airport:

- a. When EOC is activated, Aerostar will coordinate all HAZMAT incidents with AEMEAD regarding hazardous material response and recovery actions on the airport.
- b. ARFF will be in charge of coordination and monitoring of hazardous materials incident response and recovery actions.

Vulnerable Zones

The widest area of vulnerability is from an airborne release. For airborne releases of acutely toxic substances, vulnerable zones would be plotted as circles around facilities-given uncertainty about wind directions-ad as corridors along land transportation routes, these vulnerable zones, the size of which can vary widely, can then be looked at in terms of their potential impact on the airport.

Unnecessary personnel at the site or potentially in the path of wind carriage the site would be move away, in a crosswind direction, and denied entry. Qualified personnel only are involved in the response effort.

Protective Action Zone

This is an area in which people can be assumed to be at risk of harmful exposure and in need of either in-place protective shelter or evacuation. Hazardous materials are contained. For liquids,

it may be necessary to use ditches or dikes to contain spread, so that removal may take place later. It may also be necessary to cover some materials with tarps to prevent vapors from rising.

Radioactive Materials

Notification is typically made to the Puerto Rico Health Department and the Junta de Calidad Ambiental (JCA) so that detection and monitoring can take place. For incidents involving nuclear weapons, notification should be made to the nearest Military Base (Muniz Air National Guard) so the Joint Nuclear Accident Coordination Center (JNACC) at (703) 325-2102. Unless it is necessary to approach a nuclear weapon to rescue injured individuals, first-on-the-scene responders at such an accident should establish an exclusion zone with a radius of 2,500 feet from the weapon. To reemphasize, no attempt should be made to extinguish fires or otherwise approach a nuclear weapon involved in a transportation accident except to recover injured personnel. Information concerning the JNACC can be obtained on-line.

Infectious (Etiological) Agents

Officials in these departments have the responsibilities for notifying the Emergency Response Coordinator for the Center for Disease Control (CDC) through the PR Health Department. Information concerning support from the CDC is located on-line at www.emergency.cdc.gov

PROTECTIVE ACTIONS

Evacuation

The only difference in hazardous materials evacuation planning from other emergencies is that initial movements should be coordinated. These decisions are made by the IC based upon conditions for the specific incident.

In-place Sheltering

Evacuation may not always be advisable. In-place sheltering may be the preferred option. For some chemical hazards, using wet towels and shutting off air circulation systems may suffice; sometimes airborne releases may move more quickly than the evacuation can be effected. Also, if the hazardous materials accident results from another hazard event such as an earthquake, flood, etc., any protective action decision will have to factor in related additional concerns.

CHECKLISTS

Before the Emergency

1. Routine inspection of airport facilities identified as being a potential threat.
2. Pre-fire plans for those on-airport facilities identified as being a potential threat.

After the Emergency (Recovery)

The recovery effort will be dependent upon the severity of the incident, the amount of damage, facilities/equipment/systems impacted, and the availability of resources. Recovery efforts should involve:

1. When safe to do so, ensures periodic damage assessments are conducted
2. Considerations for:
 - a. Final damage assessment (written, pictorial, including video).
 - b. Public information announcements.
 - c. Facility repair.
 - d. Supply inventory and restoration.
 - e. Cost documentation.
 - f. Economic impact.
 - g. Documentation of actions taken.
 - h. Personnel utilization by time on duty.
 - i. Critical Incident Stress Debriefing requirements, if necessary.
 - j. Equipment utilization documentation.
 - k. Overall cleanup activities.
 - l. Air Operations Area (AOA) inspections, if appropriate.
 - m. Issuance of appropriate NOTAMs

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

Airport Traffic Control Tower (ATCT)

1. Provide relevant information (fuel, persons-on-board, composite hazardous cargo) and directions to aircraft operators.
2. Provide necessary air and ground traffic control support for emergency response activities.

Aerostar ARFF

1. Respond to fuel spills and other hazardous materials incidents.
2. Provide response and recovery support.
3. Determine need for, coordinate as needed, local Hazardous Materials Response Team response.
4. Assist in Alert and Warning process in the event a Protective Action is required.

Law Enforcement/Security

1. Assist with scene security as requested by the Incident Commander.
2. Assist in Alert and Warning process in the event a Protective Action is required.
3. Provide for overall traffic control, including coordination with law enforcement agencies.
4. Assist with Air Operations Area escort services, as needed.
5. Provide crowd control, as needed.
6. Provide continued law enforcement and security services on the airport, including those required by 49 C.F.R. Part 1542, *Airport Security*.

Emergency Medical Services (EMS)

1. Provide on-scene emergency medical services:
 - a. Collect, triage, and treat casualties.

- b. Transport to, and coordinate with, appropriate medical care facilities.
- c. Provide for the deceased.
- d. Restock of medical supplies, as needed.
- e. Initiate Critical Incident Stress Management debriefing support, as needed.
- f. Initiate and coordinate as needed, mutual aid EMS support.

General Director

1. Activate EOC, as needed.
2. Participate in response and recovery operations.
3. Provide emergency support services, as requested, through the EOC.
4. Prepare for, and accomplish, return to normal operations.

Airside Operations

1. Provide scene representation, to include participation in the Incident Command System.
2. Coordinate Protective Actions, as needed.
3. Make required notifications, including NOTAMs, as needed.
4. Conduct airfield inspections, as needed.
5. Participate in EOC operations.
6. Coordinate operations with the ATCT, as needed.
7. Monitor, and coordinate as required, other concurrent airport activities.
8. Interface with, coordinate, and utilize resources made available by airport tenants.

Aerostar Maintenance

1. Assist/provide critical services, including utility support (activation/cut-off), as needed.
2. Assist in the implementation of protective actions (e.g. shutting off air circulation systems for affected facilities if in-place sheltering is recommended).

3. Provide safety inspections, as needed.
4. Provide sanitation services for extended operations.
5. Assist in the provision of required resources.
6. Participate in EOC operations.
7. Assist in facility restoration.

Aerostar Accounting

1. Provide budgeting, payment, and cost recovery support.
2. Provide procurement services.
3. Provide personnel services.
4. Participate in EOC activities.
5. Form a Policy Group for the overall administration of the event, to include approval of airport media releases, when appropriate.

Aerostar Public Relations

1. Interface with the media, as well as any emergency response organization on-scene public relations personnel.
2. Provide news releases relative to the airport's responsibilities and activities.
3. Participate in EOC operations.

Aircraft Operator or designated representative

1. Provide on-scene support, as requested by the Incident Commander.
2. Participate in EOC operations.
3. Provide for timely news releases.

Health and Medical

1. Keeps people informed of the health risks created by a HazMat release.
2. Designates medical facilities that have the capability to:
 - a. Decontaminate and medically treat exposed persons
 - b. Dispose of contaminated items
 - c. Monitor water quality and sanitary conditions in the area affected by the hazardous materials release
 - d. Continue medical surveillance of personnel performing decontamination tasks

Airport Tenants

1. Airport tenants may provide assistance on a voluntary basis.

Aerostar HAZARDOUS MATERIAL HANDLING AND DISPOSAL PROCEDURE

Each tenant or cargo-handling agent shall notify the Aerostar Occupational Safety, Environmental Compliance, and Emergency Management Office about any hazardous material in their facility. Submit contingency plan in case of spill, with at least the following information:

1. Material Safety Data Sheet (MSDS)
2. Facility Address
3. Contact Person
4. Emergency Phones
5. Special Handling Instructions
6. Disposition Companies
7. Owners and Operators of Treatment, Storage or Disposal Facilities

If an accident (release or spill) occur inform immediately to the appropriate authorities and Aerostar Occupational Safety Environmental Compliance and Emergency Management Office. Please indicate the handling, disposal method, and present waste manifest.

Designated personnel in contact with any hazardous substances and materials shall be train in the management of that substance.

If the hazardous substance is managed by Aerostar, the procedure will be the following:

- Aerostar supervisor shall notify about any hazardous substance in their facility for the proper management and disposal if required.

- If the facility is handling fuel, each of the personnel responsible for the fueling will receive special personal protective equipment and appropriate training.

In case of spill or release, the designated Aerostar supervisor shall notify immediately the Occupational Safety, Environmental Compliance, and Emergency Management Office for the appropriate response.

HAZARDOUS MATERIAL SPILL CHECKLIST (GENERAL)

In the event of a fuel or hazardous material spill/accident, the Airport Fire Department will have overall command of the incident. The Fire Department has primary responsibility for identifying the spilled material and for determining its relative danger. In the event an aircraft is involved, it will be the responsibility of the aircraft owner/operator to effect the safe, expedient removal of the hazardous material and to repair physical damage as a result of the incident. In non-aircraft incidents, it is the responsibility of the organization of the spill to remove the material and to repair any damage. It is always the responsibility of the affected organization(s) to initiate the following notification sequence.

1. Notify airport ARFF Division on Who, What, When, Where, Why, How much, How many, etc.
2. Fuel Spill: (clean up, removal and disposal notifications to be accomplished by the spill originator).
3. Hazardous Materials (radiology, corrosive, explosive, toxic, etiologic, etc.).
 - a. Does this airline transport hazardous material? Yes ____ No ____.
 - b. Following a spill, isolate and secure the area pending arrival of emergency response units.
 - c. Owner/operator representative responsible for obtaining names and addresses of all persons involved including anyone who has been removed for medical attention.
 - d. Notification of agencies such as the FAA-Civil Aviation Field Safety Office, Center for Disease Control, Nuclear Regulatory Commission, Chemical Transportation Emergency Center, etc., to be accomplished.
 - e. Where applicable, preparation and submission of DOT Form 5800-01, Hazardous Incident Report to be submitted.
 - f. Clean up, decontamination, removal and disposal of hazardous materials to be accomplished by: (EPA approved agencies only).

HAZARDOUS MATERIAL SPILL CHECKLIST

ATC TOWER

_____ Report incident to Airport Operation and ARFF via direct line

Aerostar OPERATIONS

- _____ Notify ARFF
- _____ Notify Aerostar SMS Coordinator
- _____ Notify Police
- _____ Notify Airport Security
- _____ Notify Tower if field side
- _____ Notify tenants downwind of hazardous material
- _____ Notify Legal
- _____ Notify General Director
- _____ Notify FAA Security Field Office
- _____ Provide, maintain and monitor incident communications
- _____ Provide incident documentation
- _____ Stay upwind
- _____ If contaminated, inform ARFF Incident Commander immediately
- _____ Report to ARFF Incident Commander
- _____ Isolate and secure affected area
- _____ Evacuate downwind areas
- _____ Report incident and safe route to incident site to Airport Security
- _____ Establish airfield perimeter

Aerostar ARFF

- _____ Respond to incident site
- _____ Assume Incident command duties
- _____ In coordination with Police and Security isolate incident and remain upwind
- _____ Assess situation
- _____ Utilize tenant's Hazardous Material Response Plan
- _____ Request Hazardous Material Team and mutual aid if required
- _____ Standby during cleanup until situation is stabilized

_____ Upon conclusion of the incident, return control to the department of tenant routinely responsible for the area

PR POLICE DEPARTMENT (PRPD)

- _____ Isolate and secure affected area
- _____ Stay upwind
- _____ Evacuate downwind areas
- _____ If contaminated inform Incident Commander immediately
- _____ Establish Landside perimeter (no flares)
- _____ Report incident and safe route to incident site to Police Station

AIRLINE/TENANT

- _____ Notify ARFF as soon as possible
- _____ Notify appropriate regulatory authorities. Inform ARFF.
- _____ Supply Hazardous Material spill plan to ARFF
- _____ Provide cargo manifest or other information which may assist in identifying substance
- _____ Clean-up, removal will be accomplished by spill originator.
- _____ Supply a scrubber for all spills
- _____ Representative to supply any names of employees involved
- _____ Preparation of DOT 5800-01

MISCELLANEOUS

- _____ Medical Personnel Standby

Aerostar MAINTENANCE

- _____ Heavy equipment operator's standby
- _____ Transport light units to incident site

ADMINISTRATION AND LOGISTICS

General

The primary role of the airport will be to coordinate the response, and recovery efforts. Facilities and transportation corridors on and in the vicinity of the airport which present a hazardous materials threat should also need to be identified.

Command and Control

For this hazard, OSHA's Hazardous Waste Operations and Emergency Response Standard (29 C.F.R. Part 1910) requires that an ICS be used for on-scene management of response activities.

1. Identify of the hazardous material involved and the severity (degree of threat to people, property, environment, etc.) of the accident before exposing response personnel to possible health hazards.
2. For transportation accidents, information sources include placards, container labels, cargo manifests, and shipping papers. These items can be checked against the Emergency Response Guide and shipping papers should also include an emergency contact number. If the above information is not visible or available, an interview with the vehicle driver or aircraft pilot could provide the information needed. For general transportation accidents, the Emergency Response Guide recommends contacting the Chemical Manufacturer's Association's Chemical Transportation Emergency Center (CHEMTREC) with initial requests for assistance. For immediate 24-hour assistance, they may be contacted by toll free telephone at 1-800-262-8200. Web access to CHEMTREC is at www.chemtrec.com/Chemtrec.
3. For fixed facility incidents, HAZMAT information should be readily available from the responsible party.
4. ICS to be used at hazardous materials accidents on the airport to include:
 - a. The IC is identified and the EOC is notified of the identity of the IC and the location of the ICP.
 - b. Response personnel have and wear the appropriate protective gear (Proximity clothing and Self Contained Breathing Apparatus (SCBA)).
5. For general transportation accidents, the Emergency Response Guide recommends contacting the Chemical Manufacturer's Association's Chemical Transportation Emergency Center (CHEMTREC) at with initial requests for assistance.

a. Emergency Public Information (EPI).

The flow of accurate and timely preparation and dissemination of notifications, updates, and instructional messages as a follow-up to the initial warning emergency information is critical to the protection of lives and property immediately following a hazardous materials incident.

(1) Personal protective actions instructions, include:

- (a) Instructions for in-place protection (when to stay, where to stay, and what to do) when that option is chosen.
- (b) Event-specific evacuation instructions and information (routes, road closures, available transportation) when that option is chosen.

AUTHORITY AND REFERENCES

Federal Aviation Regulations require the airport certificate holders to adopt and carry out security, safety, and preparedness plans and programs which provide for the safety of persons and property traveling by air transportation. These authorities establish requirements for aircraft rescue and firefighting response, hazardous materials incident planning, medical assistance, structural fire plans, and programs which provide for safety against criminal acts.

References: ACM, ARFF Training Manual, AC

SECTION 3-6: SABOTAGE, HIJACKING AND THE UNLAWFUL INTERFERENCE WITH OPERATION

PURPOSE

The information contained in this hazard-specific section is intended to supplement the Basic Plan and Functional Section of the AEP. It defines responsibilities and describes actions to be taken in the event a Hijack, Sabotage, or other unlawful interference with the airport operations.

SITUATION AND ASSUMPTIONS

As incidents of hijacking, sabotage and other unlawful interference involve so many different organizations, as each situation will be unique, the Airport Management conducts periodic planning sessions that involve all of the potential players to further define roles and responsibilities.

OPERATIONS

Airports regulated under 49 C.F.R. Part 1542, *Airport Security*, (www.tsa.gov), will have procedures for responding to Hijack, sabotage, or other unlawful interference with the airport operations. Those procedures are already specified in the Airport Security Program (ASP).

ORGANIZATION AND RESPONSIBILITIES

Airside Operations Manager/Supervisor

1. If able, have the aircraft move to the designated Isolation Area between H9 & H11.
2. Establish with ATC a safe route to/from the isolation area/aircraft and the apron to maximize the response time and access to the responding personnel/agencies.
3. Notify the Aerostar Security Control Room
4. Notify the FAA and TSA

Aerostar Security Control Room

1. Notifies the PR Police, TSA, FBI
2. Notifies Aerostar ARFF, and Operations

Local Law Enforcement

1. Establish a Command Post in an appropriate location
2. Establishes a security zone around the site and prohibit entrance into or out of the zone except by authorized personnel.
3. Stabilizes the situation until the arrival of the authorized FAA/FBI personnel.

SECTION 3-7: FAILURE OF POWER FOR MOVEMENT AREA LIGHTING

INTRODUCTION

It is the intent of this Section to provide guidance to the airport for any situation which involves the failure of power for movement area lighting that may potentially impact that airport. Airfield lighting criteria are contained in the Advisory Circular series 150-5345.

PURPOSE

The information contained in this hazard-specific section defines responsibilities and describes actions to be taken in the event a failure of power for movement area lighting.

ORGANIZATIONAL AND ASSIGNMENT OF RESPONSIBILITIES

Airport Traffic Control Tower

1. Notify appropriate Aerostar Airside Operations personnel.
2. Keep aviation users informed of the situation, as necessary.

Airport Maintenance.

1. Respond to urgent/emergency requests
2. Conduct routine/preventive maintenance.
3. Conduct/document regular tests.
4. Operate generator, as necessary.
5. After the emergency, determine cause and take corrective action.
6. Ensure that power generator and circuit resistance tests are being conducted.

Airside Operations

1. Inspect airport lighting facilities in accordance with established procedures in ACM.

2. Notify Aerostar Maintenance for corrective action.
3. Issue required NOTAMs.

LIGHTING EMERGENCIES CHECKLISTS

Before the Emergency

1. Aerostar Maintenance: Conduct routine/ preventive maintenance on the generator(s), including checking and servicing fuel supplies and documenting corrective actions, as necessary.
2. Aerostar Operations: conduct Airport Daily Safety Self-Inspection

During the Emergency (Response)

1. Aerostar Maintenance personnel are notified of an outage in a timely manner, including repair personnel.
2. NOTAM issuance in a timely manner, if required.
3. Generator(s) start-up in a timely manner.

After the Emergency (Recovery)

1. A change to the airport inspection checklist, as deemed necessary, based on the cause of the emergency.

LUIS MUNOZ MARIN INTERNATIONAL AIRPORT SYSTEMS:

1. **The name of the primary power source supplier for movement area lighting:**
Puerto Rico Electrical Power Authority (PREPA)
2. **The name of any/all secondary or alternate power provider(s):**
There are no secondary or alternate power provider(s)
3. **A description of any back-up power generator(s), to include:**

a. **Location:**

It is near regulator vault next to the new Terminal A and the new water cistern.

b. **Size:** 3,000 gallons fuel tank

c. **Fuel type:** Diesel # 2

d. **Capacity:** Two (2) generators of 565 KVA each at 4,160 volts

4. **Area served:** Movement area lighting

5. **Special features (automatic/manual start):** Automatic

6. **Testing schedule:** Weekly

7. **Preventive maintenance schedule:**

Maintenance is scheduled according to service hours.

8. **Include contact information for approach lighting maintenance**

Aerostar Maintenance Manager: Eng. Ruth N. Prado
Airport Station
San Juan, PR 00937-0250
Phone: 787-791-1026 & 787-791-1789 Cell: 939-630-8858

RESCUE BUILDING AT SJU

1. **The name of the primary power source supplier for movement area lighting:**

Puerto Rico Electrical Power Authority (PREPA)

2. **The name of any/all secondary or alternate power provider(s):**

There are no secondary or alternate power provider(s)

3. **A description of any back-up power generator(s), to include:**

a. **Location:** Rescue Building

b. **Size:** 100 gallons fuel tank

- c. **Fuel type:** Diesel # 2
- d. **Capacity:** 150 KVA at 208 volts
- 4. **Area served:** Rescue Building
- 5. **Special features (automatic/manual start):** Automatic
- 6. **Testing schedule:** Weekly
- 7. **Preventive maintenance schedule:** Maintenance is scheduled according to service hours.

AUTHORITY AND REFERENCES

Federal Aviation Regulations require the airport certificate holders to adopt and carry out security, safety, and preparedness plans and programs which provide for the safety of persons and property traveling by air transportation. These authorities establish requirements for aircraft rescue and firefighting response, hazardous materials incident planning, medical assistance, structural fire plans, and programs which provide for safety against criminal acts.

References: ACM, ARFF Training Manual, AC

SECTION 3-8: WATER RESCUE SITUATIONS

INTRODUCTION

This section prescribes procedures for the rescue of aircraft accident victims from significant bodies of water or marsh lands adjacent to the airport that are crossed by the approach and departure flight paths of air carriers. A body of water or marsh land is significant if the area exceeds one-quarter square mile and cannot be traversed by conventional land rescue vehicles.

Risk Area

Significant body of water as defined above located within at least 2 miles of the end of an airport runway should be included in the emergency plan area of response.

PURPOSE

The information contained in this hazard-specific section defines responsibilities and describes actions to be taken in the event of an aircraft accident occurs in a body of water in the vicinity of the airport as described above.

SITUATION AND ASSUMPTIONS

This section should include specific information about the airport's vulnerability to a water rescue situation.

1. Bodies of water involved
 - a. Atlantic Ocean to the North-Northeast of the airport with an average depth from 60' along the shore line to a rapid drop of 500'+ after one nautical mile away Northbound.
 - b. San Jose Lagoon to the West of the Airport with an approximate size of 2.6 miles long (North-South) x 1.1 miles wide (East-West) and an average depth of 7 to 15 ft.
 - c. Torrecilla Lagoon to the East of the Airport with an approximate size of 1.0 miles long (North-South) x 0.5 miles wide (East-West) and an average depth of 7 to 15 ft.
 - d. Those bodies of water do not suffer from extreme seasonal weather or climatic variations. The average water temperature is between 75-85F and the prevailing winds are from the east-northeast of the airport.
2. Agencies responsible for conducting water rescue operations in the significant body of water include: US Coast Guard, PR Police (Maritime Division) and AEMEAD.
3. Each aircraft accident should be approached as a potential hazardous materials incident

NOTE: *The airport will not be the primary response agency for water rescue operations.*

OPERATIONS

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The following actions will be taken if an aircraft incident / accident should occur in the water on or adjacent to the airport.

1. Primary jurisdiction

The US Coast Guard is the primary local jurisdiction(s) regarding water aircraft emergencies, since the airport is not the primary response agency.

2. Disposition of survivors

The primary response agency will establish specific docking/landing areas (primary and alternate) onshore, where survivors can be brought for triage and transportation to health care facilities. In selecting the docking/landing areas, it should be kept in mind that routes through the airport proper may not provide the most direct access to the hospital with facilities appropriate for treating survivors.

3. Describe the incident response and recovery actions and procedures of airport personnel, including Firefighting and Rescue, Law Enforcement/Security, Operations, and Emergency Public Information.

ORGANIZATIONAL AND ASSIGNMENT OF RESPONSIBILITIES

Airport Traffic Control Tower

1. Notify US Coast Guard
2. Activate emergency alarm system
3. Control airspace in the vicinity of the incident/accident to ensure other aircraft do not interfere with emergency response activities.
4. Make appropriate FAA notifications.

Local and State Firefighting and Rescue Unit

1. Respond to aircraft incident/ accident location.
2. Ensure appropriate mutual aid emergency response organizations have been notified and are taking appropriate action.

PR Police Department

1. Initiate and maintain appropriate Traffic and Access Control
2. Provide scene support and security

3. Ensure appropriate mutual aid organizations have been notified and are taking appropriate action.
4. Provide necessary investigative support.

PR Emergency Medical Services

1. Provide necessary triage and on-scene initial treatment of casualties.
2. Ensure appropriate mutual aid organizations have been notified and are taking appropriate action.
3. Provide for the movement (land, water, air) of casualties to appropriate treatment facilities.
4. Maintain an accurate list of casualties and their respective destination treatment facility.
5. Coordinate with the involved air carrier the transportation of the uninjured to the designated holding area.
6. Arrange for restocking of medical supplies, if necessary.

Airport Operator

1. Ensure all appropriate notifications have been made, including:
 - a. National Transportation Safety Board (NTSB).
 - b. FAA.
 - c. Airport response personnel.
 - d. US Coast Guard
 - e. Provide emergency support services, as requested, through the EOC.

NOTE: *Public Law 104-264, Title VII - Aviation Disaster Family Assistance Act (ADFAA)* of 1996 requires each air carrier to have a plan in place to deal with the families of victims involved in an aircraft accident.

Aircraft Owner/Operator or Designated Representative

1. Provide pertinent information to AEMEAD, to include:

- a. Number of persons on board.
- b. Presence and location of any dangerous goods.
- c. Make necessary notifications, to include the FAA and NTSB.
- d. Arrange for appropriate passenger services, to include:
 - i. Transportation of uninjured passengers/ crew members.
 - ii. Adequate holding facilities for uninjured passengers/crew members.
 - iii. Commissary items, telephone facilities, clothing, and additional medical services, as needed.
 - iv. Facilities for friends and families.
 - v. Passenger/crew accountability/ tracking.
 - vi. Hotel and/or other alternative travel arrangements for passengers.
 - vii. Critical Incident Stress Management support.
 - viii. Coordinate news releases with Aerostar Public Relations personnel.
 - ix. Provide for the timely removal of the wrecked or disabled aircraft as soon as authorized by the appropriate authority.

ADMINISTRATION AND LOGISTICS

This section covers general support considerations that may need to be addressed during an emergency or disaster in the water. These functions will fall under the Incident Commander or the General Director.

1. Aerostar will provide available administrative and logistical support. The aircraft owner/operator or designated representative involved and its handling agent(s) and/or airport tenant(s) will be expected to provide resources, facilities, and services necessary to support the operation.
2. Personnel - Unless otherwise authorized, access to the incident area will be restricted to personnel representing the following:
 - a. Aircraft Owner/Operator or Tenant
 - b. Airside Operations
 - c. General Director/Duty
 - d. Aviation Director

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- e. PRPA Executive Director
 - f. Commonwealth of Puerto Rico State Emergency Management Agency and Disaster Administration (AEMEAD)
 - g. Fire Department
 - h. General Director and Management Staff Aerostar
 - i. Airport Police
 - j. Aerostar Security and TSA
 - k. FAA
 - l. Facility, Warehouse or Shipper Handler
 - m. Hazardous Materials Team
 - n. NTSB
 - o. FBI
 - p. Any other agency as needed and authorized by the General Director.
3. Logistics - The following equipment will be either committed or placed on immediate standby for commitment:

EQUIPMENT	COORDINATING AGENCY
Fire Apparatus	ARFF
Operation Vehicles	Operations Division
Police Vehicles	Airport Security
Portable Flood Lights	Maintenance & Security
Passenger Transportation	Affected Airline & Car Rentals
Portable Toilets - Responders	Maintenance
Accident Perimeter Area Tape	Airport Warehouse
Tents (Triage; Press, etc.)	Airport Operations
Transportation Vehicles	Airport Operations
Water/Food for Responders	Aerostar Acquisition
Communication Devices	Aerostar Acquisition
Safety Equipment	Safety Officer

4. Medical:
- a. ARFF Unit is responsible for alerting and coordinating emergency medical services and appropriate burn center.

- b. Emergency Phone Line 9-1-1 tracks, on a 24-hour basis, emergency medical vehicles and coordinates immediate availability of medical resources. This information includes the name, location, telephone number, and emergency capability of each hospital and other medical facilities, including the business address and telephone numbers of medical personnel in the surrounding communities available to provide medical assistance and/or transportation. It also includes rescue ambulance service, and an inventory of surface vehicles, and aircraft that may provide transportation of injured/deceased persons to locations on the airport and in the surrounding communities.
 - c. The first medical authority arriving at the scene of a major medical emergency will commence triage of victims. Generally, this authority will be from ARFF personnel.
 - d. During a major multi-casualty incident, ambulance rendezvous point(s) will be established.
 - e. Upon arrival of the first ambulance, the senior member of the paramedic team will establish contact with the Chief ARFF, assume the duties of the Medical Division Supervisor and manage the medical component at the emergency site to include supervising triage, treatment, loading, and transporting victims. The Medical Division Supervisor will also be the Coordinator for any requests of additional ambulance/medical services.
 - f. An area will be designated as Airport Holding Area to accommodate uninjured and treat minor injuries.
 - g. Upon the arrival of the paramedics, ARFF personnel can be released from triage duties and may assist in the care of the injured. Conditions permitting, medical personnel may then accompany minor/non-injured passengers to a designated Airport Holding Area for follow-up examination and treatment.
 - h. Utilizing established burn and trauma guidelines, patients will be assigned to hospitals throughout the area.
 - i. Any airport hangar or designated facility may be used as a morgue holding area for identification and processing deceased persons. Former TolAir Hangar will be used for this purpose until further instructions.
5. Public Affairs:
- a. Press personnel authorized to cover an airport emergency will be directed to a designated press staging area.
 - b. Admission of the press to a non-interfering vantage point can only be authorized by Aerostar Communications and Press Division personnel, or designated representative at the airport.
 - c. Admittance to the airport's press briefing and the emergency scene will be strictly limited to credentialed members of the press and photographers.

- d. Freelance reporters will not be transported to the emergency scene unless specifically authorized and handled by the Aviation Director or designated representative.
 - e. Press/Media Liaison – News releases will be the responsibility of:
 - i. Federal agencies for cases that fall under their jurisdiction.
 - ii. The airline representative for an accident involving an air carrier. The airline involved will serve as a media liaison in conjunction with an airport representative.
 - iii. The senior military officer present, of the service involved, for an accident involving a military aircraft.
 - iv. The Aerostar Communications and Press Division, the Aviation Director or designated representative for emergencies not covered above. However, the airport will not issue information unless public property is involved or the tenant or owner is not readily available. Further, all airport communications relating to the management or operations of the airport which are originated by an Aerostar employee for dissemination to the public must first be submitted to the Aerostar Communications and Press Division for the approval and formal release to the press and other media.
6. Incident Access:
- a. When the situation has been controlled and initial emergency actions have been completed, conditions permitting, the General Director may allow news media personnel access to the scene. However, under no conditions will the media be authorized inside the security perimeter. When required, escorts shall be provided and if available, a bus can be utilized.
 - b. Operations Division will escort the press to/from the scene. No TV, mini-cam or news media cars will be permitted on the airfield. No other access to the airfield will be available. Access to major Landside incidents will be granted by the General Director.
 - c. Under no circumstances will the press or any other personnel not involved in lifesaving or firefighting operations be permitted inside security lines until all rescue operations have been completed.
 - d. News media personnel must obey any lawful orders of federal and/or Commonwealth of Puerto Rico law enforcement officers.
 - e. News media personnel will be advised that no smoking will be allowed at the scene of the emergency.

- f. News media personnel will be advised not to move or touch anything involved with the scene.
- g. Under no circumstances, unless authorized by competent authority, will any member of the Aviation Bureau give any information to the news media.
- h. All questions concerning passengers, crews, or technical matters shall be referred to the airline involved, or other appropriate authority.
- i. Incidents occurring at the airport, which are likely to receive press coverage, shall be brought to the attention of airport management.

General Policies for Managing Resources

- 1. All resources will be managed under (NIMS) Incident Command System, in conjunction to departmental policies and procedures.
- 2. All resources will be order through the SJU EOC by the General Director or Incident Commander
- 3. Resources will be requested by type, work task needed, expected time frame of task.
- 4. All in coming agency will have a representative assigned to an incident from an assisting or cooperating agency who has been delegated full authority to make decisions on all matters affecting that agency's participation at the incident. Agency representatives report to Incident Liaison Officer.

AUTHORITY AND REFERENCES

Federal Aviation Regulations require the airport certificate holders to adopt and carry out security, safety, and preparedness plans and programs which provide for the safety of persons and property traveling by air transportation. These authorities establish requirements for aircraft rescue and firefighting response, hazardous materials incident planning, medical assistance, structural fire plans, and programs which provide for safety against criminal acts.

References: ACM, ARFF Training Manual, AC

SECTION 3-9: CROWD CONTROL

INTRODUCTION

Crowds of people may assemble at the airport for many reasons, including civil unrest, peaceful assembly or the result of an accident or natural disaster. In either event, a crowd could inadvertently or deliberately disrupt airport operations.

PURPOSE

The information contained in this hazard-specific section defines responsibilities and describes actions to be taken in the event a crowd control incident or problem occurs.

SITUATION AND ASSUMPTIONS

Nature of assembly

The purpose and mental attitude of the assembly may vary considerably. The arrival or departure of popular public figures may attract crowds who will, in most cases, be good-natured and easily controlled. The arrival or departure of more controversial persons may draw groups that are hostile and prone to disorderly conduct.

Peaceful assembly at the airport

Peaceful assemblies often are impromptu, particularly if a VIP is suddenly recognized. The following are a partially listing of peaceful assemblies that may happen at an airport:

1. Arrival or departure of VIPs, celebrities, athletes, or other public or elected figures
2. A welcoming reception given by a new carrier to the terminal
3. Community air shows and static displays of aircraft for public viewing
4. Aircraft incidents and accidents

Disruption for Hostile Reasons

There are circumstances that bring people to the airport to protest, voice dissatisfaction, or vent their anger. Such circumstances may stimulate deliberate attempts to interfere with operations or to commit sabotage – for instance:

1. Arrival of a controversial person or group
2. A period of civil unrest nationally, regionally, or locally
3. A period of serious international tension
4. Labor/union supported strikes

OPERATIONS

For these types of situations, law enforcement will assume the lead. It is recommended that an Incident Control Center be used for on-scene management of response activities.

Friendly Crowds

In some situations, airport operators know in advance that a situation is likely to bring friendly crowds to the airport. Through proper planning and experience, appropriate steps may be taken to minimize the effort required to control a friendly crowd.

Hostile Assemblies

For hostile situation, it is difficult to determine in advance the degree of disturbance that may result at the airport. Therefore, before any specific steps are taken to increase security, intelligence information, which has been received from all reliable sources, must be evaluated. With that input, operators can make decisions concerning the kind and extent of security measures to take.

Intelligence

Typically, there is advance warning or lead time with the assembly of large crowds. In times of civil disorder or international tension, airport operators will be especially alert to dissidents. While trained saboteurs will operate with great secrecy, untrained dissidents usually talk, threaten, or boast, and their plans either become known in detail or can be predicted.

Briefings

If appropriate, airport operators will brief air carrier representatives and other tenants on the actions law enforcement will take to deal with the anticipated demonstration. The briefing will specify the actions that the airport operator, other agencies, and tenants will take to ensure both the safety of public and continued operations of the airport.

VULNERABLE ACTIONS

Apron Entrances and Exits

SJU has established several emergency exits at the airport. They are located as follows:

1. Emergency Exit # 1 – Located at Apron 1
2. Emergency Exit # 2 – Located in front of Apron 3
3. Emergency Exit # 3 – Located at Apron 4
4. Emergency Exit # 4 – Located North of Runway 8/26 abeam November Taxiway.
5. Emergency Exit # 13 – Located on the Baldorioty de Castro Marginal, South of Juliet Taxiway and East of Juliet 3.
6. Emergency Exit # 11 – Located North of the approach end of Runway 10 / Airport main entrance from Carolina to San Juan before the “Aeropuerto Internacional Luis Muñoz Marín” name.

All apron entrances and exits will be closed except Emergency exit #1 and #2 depending upon the degree of security required. A LEO with radio communication will be stationed at those exits and other critical areas for surveillance such as the electrical substations, the entrance to the Navigational systems, and the automobile parking lots.

Lighting

Lighting will be provided around buildings that house critical facilities. At entrance gates, the lighting will be bright enough to permit guards to identify persons and inspect identification cards. Airport Security personnel will increase the patrol fences in times of disorder. Portable floodlights may be used to provide positive surveillance capability at those areas used on an infrequent or temporary basis. Authorized personnel will regularly check that field, ramp, taxiway, terminal, and roadway lighting is functioning properly. Portable floodlights may be used to provide positive surveillance capability at those areas used on an infrequent or temporary basis.

Fuel Farms

If an assembly is anticipated to be hostile, fuel farms will be secured until the period of expected violence and the potential for fire hazard has passed.

BUILDING AND APRON SECURITY

Emergency entrances

All apron emergency entrances will be secured.

Gates

Gates will be locked except during actual enplaning and deplaning operations. In critical areas, guards will be posted. Only properly identified and authorized persons such as air carrier personnel, owners or pilots of general aviation aircraft on the field, airport staff, security, emergency response personnel, and passengers will be permitted to pass through check points.

Alarm systems

Alarm system specifications have been developed by various manufacturers. Information on any installed alarm system will be closely controlled.

ORGANIZATIONS AND ASSIGNMENT OF RESPONSIBILITIES

Airport Traffic Control Tower (ATCT)

1. Provide relevant information and directions to aircraft operators.
2. Provide necessary air and ground traffic control support for emergency response activities.

Airport Management

1. Alerts Law Enforcement of the pending situation. Secure the airport as soon as practical.

Aerostar ARFF

Observe law enforcement problems closely for possible development into fire problems; the time interval between law enforcement and fire problems may be a matter of an hour or days.

Law Enforcement/Security

1. Assume primary responsibility for crowd control actions.
2. Give due consideration to the rights of individuals and the protection of private property.
3. Coordinate with mutual aid organizations, as necessary.
4. Augment security forces if intelligence reports and type of demonstration warrant.

Emergency Medical Services

1. Monitor the situation and provide services as required. For anticipated large crowds, an airport will set up extra first aid, medical booths, and have ambulances standing by.

Airport Tenants

1. Tenant security will be increased commensurate with the anticipated problem. All office doors will be closed and, if practical, locked when tenant employees are working inside. During off-duty hours, all doors will be locked.

ADMINISTRATION AND LOGISTICS

General

For the most part, the primary planning role of the airport will be to coordinate the planning, response, and recovery efforts with local law enforcement agencies.

Command and Control

For this hazard, law enforcement will assume the lead. It is recommended that an ICS be used for on-scene management of response activities. Finally, the validity of the threat must be identified.

Emergency Public Information

Educate airport personnel about potential crowd control incidents.

Aerostar ARFF

Fire Department apparatus will be deployed to pre-identified dispersal locations throughout the airport and will be readily available to respond as required.

Resource Management

At the onset of any given airport emergency, important support personnel and equipment, including key airport employees, may be located off the airport.

Airport access roads may be closed and/or traffic/access control established to prevent entry by unauthorized personnel. Procedures will be developed that will provide for the timely access to the airport by response personnel, including designated airport employees who may be off the airport at the time of the incident.

Response to emergencies, particularly those involving aircraft, often attract emergency responders from a wide geographic area. Many of these responders, while well-intentioned, do not have an official role in the planned response effort and can create a significant resource management problem.

Provide:

1. Official emergency responder identification pass/badge/card to be distributed to airport response personnel.
2. Designate a remote staging area for those emergency response personnel who do not have a designated role in the AEP.
3. Coordination of actions with AEMEAD

AUTHORITY AND REFERENCES

Federal Aviation Regulations require the airport certificate holders to adopt and carry out security, safety, and preparedness plans and programs which provide for the safety of persons and property traveling by air transportation. These authorities establish requirements for aircraft rescue and firefighting response, hazardous materials incident planning, medical assistance, structural fire plans, and programs which provide for safety against criminal acts.

References: ACM, ARFF Training Manual, AC



APPENDIX 4-10

Hurricane Field Status Report

February 11, 2013

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HURRICANE FIELD STATUS REPORT

Airport Name: Luis Munoz Marin International Airport - SJU

Date & Time of this information:

1. Is the **AIRPORT** OPEN or CLOSED? If closed, when do you expect to reopen?
2. What **RUNWAY**(s) are OPEN /CLOSED? (Summarize runway status, including basic open/closed information, as well as damage (e.g., flooding or debris). Also include any available information on ramps and taxiways. Include projected return to full operations if available).
3. What **DAMAGE** occurred at your airport?
4. Estimated **DAMAGE COSTS** - per element (for example, terminal roof \$25K, runway lights \$5K). (Summarize damage or lack thereof, as applicable, to the physical plant of (if in separate building): terminal, and support buildings).
5. Status of your **ARFF** vehicle & staffing. (Summarize Aircraft Rescue & Fire Fighting (ARFF) capabilities; include information on ARFF crew availability, equipment, supplies, etc.)
6. How many **DAYS** of fuel are on hand? (Rough estimate is okay)
7. What is the status of **power** and **airfield lighting**?
8. What is the status of your **ENGINE GENERATORS**?
 - Airfield (all runways?)
 - Fuel farms / FBOs
 - Terminal Bldg.
9. What are your **AIRPORT** Staffing levels, operations & maintenance (% of Normal Level)
10. **NOTAMS**? Please update your NOTAMS - Coordinate with ATCT and Tech Ops.
11. What is the status of air carrier operations?



APPENDIX 4-11

Emergency Phone Numbers

February 11, 2013

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EMERGENCY PHONE NUMBERS

Airport Contact Information:

General Director: 787-253-5157/ 253-8171/ 787-791-1789 cell: 787-216-1313
 Chief Operations Officer: 787-791-5157 & 787-791-1789 cell: 787-216-1818
 ARFF: 787-791-7020 / 787-791-1787
 Operations: 787-253-0979 / 787-1789
 Maintenance: 787-791-1026 / 787-1789
 Security: 787-253-2500 / 787-791-1786
 Policía de Puerto Rico: 787-791-0098/ 2230/ 3375
 Aerostar Public Relations: 939-630-8838 / 787-791-1789
 Paramedics: 939-325-4185

American Red Cross
 787-763-8717
 787-758-8150
 787-306-4089

Customs and Border Protection (CBP)

Duty Chief: (787) 253-4540 / 4541 / 4615 / 7812
 Main Office: (787) 253-7805 / 7807

FURA (Water Rescue) 787-273-5338

San Juan: 787-791-6161
 Isla Grande: 787-723-8950
 Fajardo: 787-863-5000
 Humacao: 787-852-7238
 Aguadilla: 787-891-5400
 Ponce: 787-836-4963
 Arecibo: 787-878-5295
 Mayagüez-Añasco: 787-826-6060
 Ceiba-Fajardo: 787-863-5000
 Vieques: 787-741-2020
 Culebra: 787-742-3501

FAA – SJU ATCT: 787-253-8774/ 4654
 Administrative: 787-253-4602 Operations: 787-253-8777/ 8775

Tower Manager, Sam Mestre: Work phone: 787 253-4602/ 4605
 Cell phone: 787-378-8954

Tower Supervisor, Jacinto Matías Work phone: 787-253-4602

FAA – CERAP Control Room: 787-253-8664 / 8665

CERAP Watch Desk (24/7): 787-253-8664

FAA - Flight Service District Office (FSDO): 787-764-253

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FAA - Regional Duty Officer (24 hrs): 1-404-305-5180
FAA: Flight Standard District Office (San Juan): 787-764-2538
FAA: Flight Standards Regional Office (Miami: 24/7): 1-404-305-5188
FBI: 787-754-6000 & 787-759-1500
National Response Center: 1-800-424-8802
NOAA: 787-253-0615 & 787-253-4501
PRANG Operations: 787-253-7917
Aerostar ARFF: 787-791-0224 & 787-791-0233
PRPA Maritime - Torre del Vigia: 787-729-8769 / 8710
Aerostar Security:
Control Room: 787-253-2500 / 791-4725 / 791-1786
USCG (**Water Rescue**): 787-289-2041 / 2042 / 2043

Weather Forecast Office:

General: 787-253-4586 – Follow instructions or select menu
For Official Use only: 787-253-4501
Media Only: 787-253-0615



APPENDIX 4-12

Telephone Directory

February 11, 2013

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TELEPHONE DIRECTORY

**Administration, States and Federal Agencies,
Hospitals in the Metropolitan Area**

COMPañIA	TELEFONO	FAX
Adm. de Servicios Médicos de PR	787-777-3535	787-777-3408
Adm. Manejo Desperdicios Sólidos	787-765-7575	787-753-2220
Aduana AILMM	787-253-4615/4541/4540	787-253-7811
Aduana (Oficina Central) 24 horas	787-729-6999	787-929-6810
AEE Centro Médico y Emergencias	787-289-3434	
AERO MED	787-756-3480/3481/3424/3482	787-756-3507
AEMEAD	787-724-0124	787-281-9108
Agricultura	787-253-4651/4610	
Agricultura Federal	787-253-7850/4651/4652	787-253-4646
Airport Catering Services	787-791-2805	787-253-0128/2200
Airport limousine	787-791-4745 787-768-2264	787-791-1644
Autoridad Energía Eléctrica	787-289-3434	787-289-4665
Autoridad de los Puertos	787-723-2260	787-722-7867
Autoridad de los Puertos/ Gerente AILMM	787-253-8171/939-630-8802	787-253-3185
Autoridad de los Puertos /Marítimo	787-729-8724	787-724-8564
Autoridad Metropolitana de Autobuses (AMA)	787-294-0500	787-751-0527
Base Aérea Muñoz – Seguridad	787-253-5177/5204 787-791-0210	787-253-7520
Bomberos Municipal de Carolina	787-769-2330	787-275-8225
COT Operaciones Tácticas	787-757-3210-3205	
CDT Carolina	787-257-2700	
Centro Cardiovascular	787-754-8500	
Centro Médico	787-777-3535	
Ck Point – Terminal B	787-587-4958	787-791-7320
Ck Point – Terminal C	787-587-4872	787-253-5407
Ck Point 1- Terminal D	787-298-0014	787-253-3259
Ck Point 2- Terminal D, Gate 5	787-587-2755	787-253-3259
Ck Point 3	787-298-0300	
Ck Point 4	787-298-8621	
Comisión Seguridad para el Tránsito	787-721-4142	787-723-8040
Comisión de Servicio Público/ Oficina Central	787-756-1919	787-758-3418
Compañía de Turismo, Oficina Director Ejecutivo	787-721-2400	787-722-6238
Corporación de PR para la Difusión Pública (WIPR)	787-766-0505	787-753-9846

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Correo AILMM	787-791-5580/1022	
Correo Sector Base Muñiz	787-641-4801	
Cuadros Telefónicos/ Arreglos de Averías	787-729-6565 787-792-8484	
Cuerpo de Bomberos de PR	787-725-3444	787-726-2614
Cuerpo de Emergencias Médicas	787-754-2550	787-775-1202
DACO	787-722-7555	
Policía Municipal de Carolina	787-257-7040	787-750-4022
Departamento de Educación	787-759-2000	787-282-6017
Departamento de Estado	787-722-2121	787-725-7303
Departamento de Justicia	787-721-2900	787-724-4770
Departamento de Justicia Federal	787-729-6780	
Departamento de Salud	787-274-7676	787-250-6547
Departamento de Transportación y Obras Públicas	787-722-2929	787-725-1620
Doctor's Hospital	787-723-2950	
EMERGENCIA 911	787-792-2056	
Emergencias Médicas /HESS AILMM	787-767-8758 787-721-7313	787-250-9265
TOTAL	787-791-0057	787-791-0430
FAA –Airports Division – Atlanta	1-404-305-6717	
FAA – CERAP	787-253-8664	787-253-8685
FAA – Flight Standards (Plaza Las Américas)	787-764-2538	
TSA	787-253-4591/92/93	787-253-4688
FAA – SJU AIFSS	787-253-8707	
Fortaleza	787-721-7000	
Policía Municipal de Carolina	787-257-7260	787-750-4022
Guardia Nacional de Puerto Rico/Oficina Central	787-289-1400	787-723-6360
Instituto de Ciencias Forenses	787-765-0661/0624	787-749-8908
Junta de Calidad Ambiental	787-767-8181	787-754-8294
National Weather Service	787-253-4586/4501	
Parking AILMM (American Parking)	787-253-1950/2305	
Policía Aeropuerto/Precinto 216	787-791-3375/0098/2230	
Policía de PR (Cuartel General)	787-793-1234	787-253-4015
Policía de PR / Protección a Testigos	787-785-7610 787-785-7676 Ext. 242	
Policía de PR /Tránsito de Carolina	787-256-2020	
Policía de PR/Unidad de Explosivos	787-253-2023	
Policía MunicipalTurística	787-726-7020 787-449-9320	
Policía Municipal de Carolina	787-257-7040	787-750-4022
Puertos, Gerente General AILMM	787-253-8171/939-630-8802	
Puertos Ayudante Ejecutivo	939-630-8837/787-791-1011	
Puertos (Aeropuerto Aguadilla)	787-890-6115/8845 939-630-8844/Gerente	787-890-5277

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Puertos Aeropuerto Aguadilla (Seguridad)	787-725-5700 787-891-2286 939-630-8845	
Puertos, Aeropuerto de Ceiba	787-534-4100	787-534-4102
Puertos Aeropuerto Culebra	787-742-0022	
Puertos, Aeropuerto Humacao	787-852-8188	
Puertos, Aeropuerto Isla Grande	787-729-8790/8731	787-724-6644
Puertos, Aeropuerto Mayaguez	787-833-0148 787-832-3390 939-630-8846 /939-630-8849/Gerente	787-834-5770
Puertos, Aeropuerto Ponce	787-848-4715/2822 787-848-8850 939-630-8850	787-841-3190
Puertos, Aeropuerto de Vieques	787-741-0515	
Puertos Almacén AILMM	787-791-0760/ 253-5642	
Puertos, Centro de Manejo de Emergencias	787-723-8152	
Puertos, Rel.Públicas/Juan Rivera	787-253-8170	
Puertos, Seguridad Johnny Mercado	787-253-2500 /787-791-4725 (787) 312-1505	
Rescate Aéreo – José Rivera Falú	787-791-0224 939-630-8842	
Puertos, Comunicaciones y Prensa	787-729-8529	787-729-8529
Puertos, Director en Seguridad General	787-253-5698	
Puertos, División Legal	787-729-8515	
Puertos, Mantenimiento Sector Central	787-791-3470/0525/939-630-8858	
Puertos, Seguridad Marítimo	787-729-8705/8707	
Puertos, Oficina Central/Isla Grande	787-729-8480 787-729-8804	
Puertos, Oficina de Administración	787-791-4735	
Puertos, Torre de Operaciones LMM	787-791-0314/0067	
Puertos, Operaciones AILMM	787-253-0979 939-630-8862	
Puertos, Recursos Humanos AILMM	787-791-8069	
Salud Mental	787-723-2575	
San Juan Medical Plaza	787-725-0202	
Search & Rescue Emergency Line	787-729-6770	
Servicio Secreto	787-766-5539 787-729-6977	
Servicios Sociales – Emergencias 24 hrs	787-776-7088	
Telefónica de Puerto Rico, Teléfonos Públicos	787-792-7200	
Turismo, Oficina Aeropuerto Internacional	787-791-1014 / 2551	
TSA – K9	787-791-0330	
US Customs	787-253-4651 / 610	
US Immigration	787-253-4520 / 4516	

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HOSPITALS		
Hospital Auxilio Mutuo	787-758-2000	
Hospital de Niños San Jorge	787-727-1000	
Hospital de Veteranos	787-758-7575	
Hospital Hermanos Meléndez	787-620-8181 / 787-622-8471	
Hospital Doctor Center /Bayamon	787-622-5420	
Hospital Pavia	787-727-6060	
Hospital Regional de Carolina	787-757-1800	
Hospital San Francisco	787-767-5100	
Hospital San Pablo	787-740-4747	
AMSCA	787-763-7575	
LINEAS TTY APPR		
APPR Oficinas Centrales	787-721-8196	
Aeropuerto Aguadilla	787-890-3411	
Aeropuerto Ponce	787-848-1236	
Aeropuerto Internacional Luis Muñoz Marín	787-791-7964	



APPENDIX 4-13

American Red Cross

February 11, 2013

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AMERICAN RED CROSS

American Red Cross (Puerto Rico)

PO Box 9021067

San Juan, PR 00902-1067

24/7 Telephone: 787-306-4089

Telephone Switchboard: 787-763-8717 or 787-758-8150

Critical Response Team (CRT)

History

- The Air Team established in 1996 to response to Commercial Aircraft crashes.
- Chartered by the Congress in the National Transportation Act to be the support agency.

Management of CRT

- Relationship Management
 - NTSB
 - FBI OVA
 - Amtrak
 - Airlines
 - Spiritual Care Partners
 - Church of the Brethern

Why the American Red Cross?

- The Aviation Act includes the designation of an independent nonprofit organization with the experience in disasters and post-trauma communication with families.
- ARC has responsibility for coordinating the emotional well-being of the families of passengers involved in the accident.
- The NTSB and Red Cross have entered into a statement of Understanding which defines the roles responsibilities and authorities relative to the act being invoked.

Purpose of the Aviation Plan

- Federal government's role is coordinate and provides additional resources to airline and local government.
- Interagency cooperation
- Local responsibility and jurisdiction preserved.
- Create a core group of personnel experienced in aviation disaster management.
- Coordinate and provide additional resources to the airline and local to help victims and their families.

Critical Concerns

- Initial notification
- Recovery and identification of remains.

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- Return of personal effects
- Providing information
- Helping victims and their families.

Victim Support Task - Airline Tasking

- Notify NTSB and provides reliable toll free number and staff to answer inquiries from the public.
- Provide timely notification and logistical support to family members and support staff.
- Provide public with continuous update of process of notification.
- Secure a facility to establish a Family Assistance Center (FAC) in which family member can be protected from the media and solicitors.
- Make provisions for a Joint Family Support Operation Center (JFSOC) to include communication and logistical support.
- Provide contact person to meet family members as they arrive and while at incident site.
- Maintain contact with family member that do not travel to incident site.
- Coordinate with Red Cross to provide mental health services to family members.
- Establish joint liaison with Red Cross at each supporting medical treatment facility.

Family Care and Mental Health - Red Cross Responsibility

- Assess the needs and available resources of other agencies.
- Coordinate emotional support for worker during the operation.
- Establish a joint liaison with the airline at each supporting medical treatment facility to track the status of injured victims and to provide assistance to their families.
- Coordinate with the airlines to establish areas for families to grieve privately
- Arrange a suitable multi-faith memorial services following the crash and a memorial services for any future burial of unidentified remains.
- Provide family members, at their request, with referrals to mental health professionals and support groups that are in the family members' local areas.
- Coordinate with airline for the delivery of mental health support to family members, to include those who do not travel to incident site.

Department of Justice/FBI – ARC Responsibility

- Provide, upon request of the NTSB, the FBI Disaster Squad for fingerprint identification.
- Provide Evidence Response Teams (ERT's) to assist NTSB.
- If event is determined to be a criminal act, provide information about the FBI Office of Victims of Assistance (OVA) programs to victims.

Public Affairs

- Red Cross will not conduct fund raising activities during a transportation disaster response.
- NTSB has authority over all public information releases related to the incident.
- Public Affairs staff must work closely with the NTSB and airline to clarify what information may be released and what activities should be discussed.
- Appropriate information to be discussed by ARC PA staff includes the memorial services and other services provided by the Red Cross.

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- Client confidentiality and insulation from media furor is on the highest priority for public affairs staff.
- Under NO circumstances will client confidentiality be breached.

Unique ARC Positions

- Event manager
 - The ARC is tasked with being responsible for the Memorial Service after the event.
 - Respecting all faiths
 - Dealing with location difficulties
 - Coordinating multiple groups in the midst of grief
 - High Profile!
 - Family Assistance Center Manager
 - Spiritual Response Team
 - Childcare

Role of the ARC Director

- What are you going to do the first 24 hours?
- Hold the Fort Workshop
- Coordination & Direction of a disaster with multiple high profile implications.
- Terrorism
- Media Spotlight
- The major link to NHQ & Staff on the Operation through the National Consultant.
- Role Model for Staff
- Fiscally Responsible
- Security
- Demonstrate Emotional Stability
- Bringing Order to the Chaos
- Deal with the Grief, your and others

ARC Staff Responsibility

- Performance that are:
 - Appropriate
 - Reliable
 - Within Red Cross Parameters
 - Deployment is a joint decision NHQ and Regional Chapters

American Red Cross Responsibilities:

1. Coordinate and provide support services to victims, their families, and to emergency responders.
2. Provide food for emergency medical responders and patients, if needed.

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3. Maintain a record keeping system in coordination with hospitals, aid stations, and field triage/transportation units to collect, receive, and report information about the status of victims.
4. Assist in the notification of next of kin of the injured and deceased.
5. Assist with the reunification of the injured with their families.
6. Provide first aid and other related medical support at temporary treatment centers, as requested, and within capability.
7. Provide supplementary medical, nursing aid, and other health services upon request, and within capability.
8. Provide assistance for the special needs of the people with sight, hearing, or mobility impairments, elderly, and those children separated from their parents, within capability.



APPENDIX 4-14

Maintenance Personnel

February 11, 2013

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KEY PERSONNEL

Maintenance Manager: Eng. Ruth N. Prado 787-791-1026 & 787-791-1789
Cell: 939-630-8858

CMM Emergency Maintenance 787-791-1026 / 787-1789

NOTE: It is the responsibility of the manager and supervisors to activate all necessary personnel deemed necessary to deal with any emergency situation.



APPENDIX 4-15

San Juan Air Traffic Control Tower (SJU ATCT) and Aerostar Letters of Agreement
UNDER SEPARATE COVER

February 11, 2013

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APPENDIX 4-16

Agreement for Mutual Aid in Fire Protection and Hazardous Materials Incident Response (US)
UNDER SEPARATE COVER

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Luis Muñoz Marín International Airport

Facilities Standard Plan

Operations Department
Maintenance Division



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Amendments

Record of Amendments

The space below is provided to keep record of amendments.

Date	Version	By	Approved by
May 1, 2014	V 1.0		
Jan 07, 2016	V 2.0		

Section 1 LMM International Airport

The airport opened on May 22, 1955 in the area known as Isla Verde. By the time of its construction it had only one runway (Runway 8/26), the old tower which today is on the top of the Airport Hotel, three terminals and 200 car parking space. In the late 1960s, construction of Runway 10/28 began and was finished by 1972. In 1985, Governor Rafael Hernández Colón renamed the airport Luis Muñoz Marín, Puerto Rico's first democratically elected governor. The airport serves as a Caribbean hub for many US based airlines.

The Luis Muñoz Marín International Airport (IATA: SJU, ICAO: TJSJ, FAA LID: SJU) formerly known as Isla Verde International Airport is a joint civil-military international airport located in Carolina, Puerto Rico, three miles (five kilometers) southeast of San Juan. It is the busiest airport in the Caribbean region by passenger traffic. Over 8 million passengers board a plane at the airport per year according to the Federal Aviation Administration.

The airport is owned by the Puerto Rico Ports Authority and managed by Aerostar Airport Holdings, a public-private partnership which was awarded a lease by the government of Puerto Rico to operate and manage the airport for 40 years.

This plan is done in compliance of Section 2 of Schedule A Operating Standards of the LMMIA Lease Agreement.

Section 2 Objectives

The objective of the Maintenance Plan, from here on referred to as “**Plan**”, is to establish policies and procedures to ensure the organized, efficient, continuous, and safe operation of all Airport facilities and associated systems. This Plan defines the responsibilities, procedures, minimum requirements, and best practices for the maintenance of all major Airport facilities and systems. It also provides guidance regarding the training of essential staff responsible for the maintenance of critical facilities.

Maintenance has to be carried out to ensure serviceability and function of all the buildings, facilities and equipment. Proper maintenance is extremely important in areas where functional failure would impair safety or regularity of aircraft operation and/or passenger handling.

The Plan is intended to give guidance to the personnel planning and conducting maintenance work on the airport. The guidance has been developed following strict adherence to the Operating Standards contained in the Lease Agreement contract, governing rules and law (all the concerning local and federal agencies), in particular FAA guidelines. The Plan reflects the best industry practices, as to policies, procedures, technology, preventive maintenance programs and our ongoing experience in the field of airport operations.

Since damage from wear and use depends on the utilization of the equipment and environmental conditions of the area, local experience and necessities govern this Plan on what and when maintenance tasks are to be performed.

Section 3 Essential Staffing

The staff levels required shall be determined by the needs of the Maintenance Division to fulfill its maintenance, operation, and contractual obligations as well as statutory and regulatory requirements under the Lease Agreement, applicable Law, the Operating Standards and the Operating Plan, as described in Schedule 12 of the Lease Agreement, which is the basis of this plan.

The Airport is a 24-hours-per-day, 365-days-per-year operation. For this reason, the Maintenance Division shall recognize the need to have variable work shifts, employees, supervisors, and personnel so as to maintain constant operations consistent with the levels of operations at the Airport at such times (with the understanding that the Maintenance Division may make reasonable judgments as to when increasing or decreasing staffing levels are appropriate). The Maintenance Division shall create work shifts that ensure the continual operation of the Airport. Staff requirements shall be based upon the actual and anticipated needs of the Airport.

Section 4 Stakeholders

This Plan identifies all stakeholders (both public and private) that may be affected by the performance of the Plan and define any necessary applicable coordination with individual stakeholders. Stakeholders would include, but not be limited to:

- Federal Aviation Administration (FAA)
- Transportation Security Administration (TSA)
- Customs and Border Protection (CBP)

- Local law enforcement
- Airport Security Coordinator (ASC)
- Airline tenants
- General aviation tenants
- Third party landlords and their tenants
- Other entities that operate on the Airport.
- Other Aerostar Departments and Divisions

Section 5 Scope of the Plan

This Plan identifies and addresses the operation and maintenance of all current and planned Airport facilities. It also addresses all facilities besides those within the aircraft movement area on the airfield. The facilities that are addressed within the Plan include the following primary Airport functional areas:

- Access roadway system, terminal curb front, and all on-Airport roadways;
- Vehicle parking facilities;
- Transportation parking and storage facilities
- Passenger terminals and concourses;
- Other on-Airport facilities (cargo buildings and facilities, maintenance buildings, central utility plant, law enforcement facilities, fueling facilities, and other on-Airport buildings).

The Plan addresses Performance standards for operations, including quantitative and qualitative standards for performance and methods for remediation of substandard performance. The Maintenance Division will, at minimum, include the relevant standards for performance and descriptions of facilities, systems and activities contained in **Appendix D** (Form of Operational

Performance Metrics Report) as requirements under this section.

Airfield facilities, systems, and procedures shall be addressed by the Maintenance Division within the Airfield Operations Plan component of the Plan (see **Chapter 1**). Operations of all other facilities on the Airport and their respective systems, components, and procedures shall be defined within the Plan. Given the Airport is operational on a 24 hour basis throughout the entire year, the Maintenance Division defines the management and operation of all major facilities such that planned and unforeseen interruption of normal operations is minimized to the maximum extent possible.

The Plan also documents:

- The inventory of all major facilities and systems, including identification of the type of facility (e.g. office space, aircraft hangar, etcetera); **Appendix E, F, G**
- The staff dedicated to the operation of each major facility and system; **Appendix K** (Organizational Chart)
- Third parties dedicated to the maintenance of each major facility and system; **Appendix L Third Party Contractors**
- The routine maintenance program for all major facilities and systems, thereby ensuring the condition of said facilities will permit the continuous operation of the Airport; (**Preventive Maintenance Section**)
- The schedule for major maintenance as an input to the Capital Asset Management Plan.

- Vendors and Suppliers that provide materials and supplies for the maintenance of the airport facilities and systems.

- **Appendix M**
Vendors/Suppliers List

Organization of the Plan

This Plan is organized in such a way to give priority to the airport maintenance tasks required for maintaining safe aircraft operations on the runways (aircraft landing, taxi or take-off) and other airport facilities.

The requirements for safety are priority in this Plan. Maintenance of the visual aids (**Appendix H**), electrical and mechanical infrastructure, water utilities, pavement and drainage systems are priority.

Also, availability of the tools needed in order to comply with maintenance requirements. Therefore, we include vehicle and equipment maintenance as an essential part of the Plan.

Execution of the Plan

Every airport must meet high safety standards. The required level of safety can only be achieved by proper maintenance of all elements.

The basic components of maintenance are:

- Inspection
- Servicing and overhaul
- Repair

Inspection comprises all measures to check and evaluate the operating condition of all the systems. This manual contains all the scheduled inspections that should be carried out in

accordance with laws and regulations, the Lease Agreement, manufacturers' recommendations and/or the best engineering practices.

Servicing and Overhaul From these inspections the personnel responsible can decide the level of servicing required for the equipment or system to maintain the facility in optimal operating condition. The manual delineates how these measures should be carried out according to plan, specifying the time for the service, and compliance report.

Repairs Resulting from inspection or unexpected deficiencies, repair measures must be planned and carried out according to plan as soon as practicable. The manual contemplates minor repair work like a simple water leakage to major work like runway surface treatment that can interrupt air traffic operations.

Efficient and safe operation of the airport can only be expected with compliance of all the measures described in this Plan. Our goal is controlling and extending the life span of technical components, with an effective preventive maintenance program.

Preventive Maintenance (PM)

Preventive Maintenance (PM) has many definitions and variations depending on the utility or manufacturer. Preventive maintenance is defined as regularly scheduled inspections, tests, servicing, repairs, replacements, and other tasks intended to reduce the frequency and impact of equipment failures. PM is not corrective maintenance or breakdown maintenance (which includes repair or replacement activities not occurring on a regular schedule). It includes scheduled preventive maintenance activities,

predictive maintenance activities, and inspection activities.

The objectives of a PM program are:

- Minimize corrective and breakdown maintenance, maintain satisfactory equipment conditions, and improve plant reliability through the use of PM activities, predictive maintenance activities, and inspection activities.
- Identify maintenance actions on important equipment, and incorporate into the PM program those maintenance activities that result in the greatest benefit within the available budget.

A PM program must be well defined, periodically reviewed, and adjusted as necessary. The PM program should include activities that the manufacturer recommends or that experience indicates are required. Maintenance procedures should be written for each piece of equipment in the program. Each procedure should describe the maintenance activities to be performed in sufficient detail to ensure proper implementation.

Predictive maintenance emphasizes the use of component performance criteria to determine the equipment condition or degradation with the overall objective of identifying incipient failures before they affect other equipment.

Equipment inspections are a systematic approach to the gathering of information relating to equipment general condition. This program involves periodic inspection of each piece of equipment by a qualified maintenance mechanic or engineer and serves as a method of evaluating gathered information, identifying recurring problems, and developing corrective actions.

Scheduling Preventive Maintenance

Before scheduling any PM, all planning necessary for the completion of the PM must be completed.

Planning

To be successful, a PM routine must be complete. It must have the following:

- Description of the equipment
- Location of the equipment
- Detailed task list with step-by-step procedures for each task
- Type of craft required to complete the task and estimated labor hours for completion
- List of all materials needed for the job
- List of all tools required for completion
- List of all required permits, clearances, and tags
- List of all safety requirements, including PPE, safety materials, hazardous waste prevention/cleanup, and fall protection, etc.
- Access requirements and notifications to be made
- Manuals, prints, sketches, specifications, and other necessary references
- Paper to write up any unusual conditions or conditions that require immediate attention

Scheduling

Scheduling should never be viewed as a short-term evolution. It must be planned for the entire year, or longer, if necessary. In scheduling far enough in advance and having the schedule reviewed by those sections or departments affected by the outage, the likelihood of a scheduling conflict is minimized. Also, no one can ever say that they were never notified of the scheduled PM.

To improve their willingness to schedule the PM when needed, you must be willing to be ready on time, complete the job on schedule, and communicate with all involved if a situation arises that will delay or keep that piece of equipment out of service. Effective communication at all times will reduce any hard feelings that may arise.

When planning the PM schedule, you must take into account the labor required and skills available during that period. Is it a heavy vacation period? Are your most skilled workers going to be available during that period? If possible, assign specific people to each PM.

Monitoring

Are our efforts paying off? Are we accomplishing what we planned? What can be done to improve our effort? Monitoring and auditing the PM evolutions can answer these and many other questions. This is accomplished by keeping track of:

- How many PMs were completed versus how many were planned
- How many PM hours were done as compared to the total work hours
- The total backlog of PM by craft, section, equipment grouping, etc.
- What equipment breakdowns have occurred in the reporting period (Where has the PM system failed and what is required to prevent it from failing the next time)

Preventive Maintenance Practices and Procedures (General Overview)

The following are generic PM practices and not an all-inclusive guidance. No periodicity is assigned as it depends on the equipment, the manufacturer's recommendation, facility experience, best engineering practices and the

environment the facility and equipment are subjected to.

Building Interior

- Check the condition of floors, ceilings, and walls for evidence of deterioration.
- Check for visible signs of leaks.
- Check for hazards (electrical, mechanical, structural, physical, tripping, etc.).
- Check the condition and operation of faucets, toilets, and showers.
- Check smoke detectors and CO detectors.
- Check the fire alarm system.
- Check the firefighting equipment.
- Check all doors for proper operation; ensure that exits are not obstructed.
- Check for accumulation of trash in storage areas.
- Check for evidence of insect infestation.

Building Exterior (Envelope)

- Check the condition of the paint and walls.
- Check for broken windows and doors.
- Check the condition of all railings.
- Check for plants growing on the building or its foundation.
- Clean the roof. Use care when working in high places; employ adequate fall protection.
- Clean roof drains and gutters. Test drains and downspouts by flushing them with water.
- Inspect the condition of the roof.
- Inspect gutters for adequate anchoring and tighten, if necessary.
- Inspect the stack and all roof penetrations.
- Remove any plant life growing on the roof.
- Clean up any debris found.

Public Areas/Airfield Operating Area Grounds

- Check the grounds for broken glass and debris.
- Check the condition of the sidewalk.
- Check the condition of the driveway and parking area.
- Check the storm water drains.
- Check the condition of the plants and lawns.
- Check the condition of the trees; verify that no branches are about to fall.
- Check for cleanliness around the dumpsters.
- Check the condition of any fencing.
- Check the mailbox area.

Interior/Exterior Lighting and Electrical

- Replace any burned out lamps and clean reflectors, refractors, and globes.
- Check the gaskets for proper seating.
- Check the condition of lamp standards and mountings.
- Check the operation of automatic and manual switches.
- Check electrical connections and boxes for signs of deterioration or overheating.
- Check outlets for proper operation.
- Test GFCI outlets/brackets for proper operation.

HVAC

- Clean the air intake.
- Change the air filter.
- Check the blower motor in operation for excessive noise or vibration.
- Clean the motor and ductwork.
- Check the condensate drain pan for proper drainage.
- Check the flexible duct connectors.
- Secure any loose guards and panels.
- Check the condition of all electrical hardware and connections.

- Check the safety controls and equipment.
- Check for proper operation of the interior unit.
- During the cooling season, check the condenser motor bearings for excessive noise or vibration.
- During the cooling season, check the condenser air intake, discharge, and coil as required.
- During the cooling season, check the condition of all refrigerant piping and insulation.
- During the cooling season, secure any loose guards or access panels.
- During the cooling season, check the operation of the exterior unit.

Vehicles

Daily

- Check vehicles for cleanliness, including clean windows, mirrors, and head and tail lamp covers.
- Check the operation of turn signals, stop signals, backup lights, head and tail lights, and emergency blinkers.
- Check the operation and condition of side view and rearview mirrors.
- In the motor compartment, check:
 - a. Condition of belts and hoses
 - b. Check all fluid levels:
 - 1) Oil
 - 2) Water
 - 3) Window washer
 - 4) Brake fluid
 - 5) Transmission fluid
- Check tire condition for uneven wear, thread depth, and cupping.
- Turn the engine on and check the gas level, dashboard alarms, interior lights.

Depending on mileage

- Change the oil
- Change the oil filter
- Rotate the tires
- Check/change the antifreeze
- Change the transmission fluid
- Change the air filters
- Change the PVC valve
- Change the gas filter

As required

- Change the tires
- Change the mufflers
- Change the shock absorbers
- Change the brakes

Computerized Maintenance Management Systems (CMMS)

As part of the ongoing initiatives, we have started to develop the project plan and implementation process of the Computerized Maintenance Management System using eMaint®.

Computerized maintenance management system (CMMS) is also known as enterprise asset management and computerized maintenance management information system (CMMIS).

A CMMS software package maintains a computer database of information about an organization's maintenance operations, i.e. CMMIS – computerized maintenance management information system. This information is intended to help maintenance workers do their jobs more effectively (for example, determining which machines require maintenance and which storerooms contain the spare parts they need) and to help management make informed decisions (for example, calculating the cost of machine breakdown repair versus preventive maintenance for each machine, possibly leading to better allocation of

resources). CMMS data may also be used to verify regulatory compliance.

CMMS packages may be used by any organization that must perform maintenance on equipment, assets and property. Some CMMS products focus on particular industry sectors (e.g. the maintenance of vehicle fleets or health care facilities). Other products aim to be more general.

CMMS packages can produce status reports and documents giving details or summaries of maintenance activities. The more sophisticated the package, the more analysis facilities are available.

Many CMMS packages can be either web-based, meaning they are hosted by the company selling the product on an outside server, or LAN based, meaning that the company buying the software hosts the product on their own server.

CMMS packages are closely related to computer-aided facility management packages (also called *facility management software*). For the purposes of many organizations, the two are interchangeable.

Work orders

Scheduling jobs, assigning personnel, reserving materials, recording costs, and tracking relevant information such as the cause of the problem (if any), downtime involved (if any), and recommendations for future action. Typically, the CMMS schedules preventive maintenance automatically based on maintenance plans and/or meter readings. Different software packages use different techniques for reporting when a job should be performed.

- Inspection
 - Details condition of assets.
- Preventive maintenance

- Keeping track of preventive maintenance jobs, including step-by-step instructions or check-lists, lists of materials required, and other pertinent details.
- Machine breakdown
 - Incidence of machine breakdown, details of repairs completed and repairs "to do". Preventive maintenance tasks are often undertaken during breakdown repair and so preventive maintenance tasks need to be rescheduled.

Asset Management

Recording data about equipment and property including maintenance activities, specifications, purchase date, expected lifetime, warranty information, service contracts, service history, spare parts and anything else that might be of help to management or maintenance workers. The CMMS may also generate metrics such as the Facility Condition Index (FCI) to measure effectiveness of asset management.

Safety

Management of permits and other documentation required for the processing of safety requirements. These safety requirements can include Lockout-Tagout, confined space, foreign material exclusion (FME), electrical safety, and others.

System integration

CMMS packages often link to enterprise software and process control systems:

- Scheduling
- Asset management

- Fixed assets Details the machines being maintained and their associated tooling
- Parts inventory / Parts locations / purchasing
- Costing
- SCADA Scheduled maintenance based on number of units of output or condition of machines
- OEE Systems – to reduce maintenance response time to failure (RFT)

CMMS Capabilities & Functionality

Work Request Management

- Improve workflow efficiency by providing a fast and easy tool for submitting work requests
- Maintain customer satisfaction with automated alerts when customer requests are approved rejected and completed.
- eMaint Request Center enables unlimited number of customers to easily submit requests via email that are automatically captured
- Work request form accessible from your Intranet site for easy web based submission of work requests and service requests
- Optional automatic routing of requests to individuals for approval based on your business rules
- Sort work orders by asset, priority, problem type, or other user definable filters

Work Order Management

- Ability to configure Work order screens with desired form layout, fields, and workflow behaviors

- Record and track all PM and corrective, nonPM work orders and work requests in the system
- Easily update work orders to show progress and easily capture labor, parts and material costs by equipment, building, department, cost center or any other user definable criteria
- Quickly retrieve work history associated with assets, parts, and labor resources. "point and click" Planning and Scheduling tools
- User definable email notification capabilities automatic or "on demand"
- Assign multiple employees and multiple job procedures to work orders
- User definable cause, failure and remedy codes specific to asset types
- Record and track multiple labor, parts and material costs
- Track job time, response time, machine downtime and other metrics
- Ability to link Work Orders to projects and view project history
- Link manuals, drawings or any rich media documents and relate them to work orders
- Mobile work order system
- Print work orders in html or pdf format and customize the printed form
- Printing options to print groups of work orders based on definable criteria
- Close groups of work orders via the 'Group Close Out' menu option
- Ability to track actual vs. estimated time, and actual vs. estimate costs on work orders
- RIME ranking option
- Ability to perform 'Checklist completion' on work procedures
- Use eMaint X3 Mobile for wireless work order management with mobile devices

Asset Management

- Easily create and edit records for equipment, components, and subcomponents
- Virtually no limit to the quantity of asset records that can be tracked in the system
- Relate parts/bill of materials to assets
- Easily view all work history and charges history related to each asset
- Store and display assets in a hierarchical structure
- Define asset criticality or priority ratings
- Track warranty information
- Record meter readings (that can be used to trigger Preventive Maintenance)
- Insert or link graphics and other multimedia files to asset records
- Configure the Asset detail screen and field layouts to your specifications
- Produce "cost and repair" reports for components by user defined sorts and data selections
- Setup unlimited number of PM schedules on an asset
- Configurable equipment types
- Track component failures and report on number of occurrences
- Enable duplication of equipment specifications to reduce data entry efforts
- Define the setup of the asset list view and apply user definable filters to easily locate assets in the system
- Track nameplate information on assets and determine which fields are exposed and populated
- Establish links to equipment manufacturer web sites

- Track and report on assets by location, building, system, type or any user definable criteria
- View asset data in a hierarchical "tree view" with user definable hierarchies

Preventive Maintenance

- Define PMs at the Task and/or Procedure level
- Establish unlimited number of calendar and/or meter based PMs for each asset
- Associate parts with PMs to enable automatic parts charge outs on PM work orders
- Identify "skip day" settings on PM Schedules
- Define and manage PM Groups, Routes, and Route Sequences
- Option to automatically generate and email PM work orders to assignees
- Options for generating PMs based on site, assignments, groups, routes, and dates or any user definable setting
- Built-in PM Task Library to aid in defining PM tasks and procedures
- Maintenance Calendar to view and print the projected PM Schedule for any time period
- Trigger PM work orders based on previous completion date or previous start date
- Provide a forecast of future PM work orders (weekly, monthly and by filter)

CMMS IMPLEMENTATION

Phase I – Welcome to eMaint: Introductory Call with our Account Manager Project kick-off conference call in which our account manager introduces us to our eMaint CMMS account and

our eMaint University training tool, and recommends eMaint University courses to put us on a path to success.

Phase 2 - Planning & Discovery

Remote meeting with our Account Manager and a Solution Architect to identify an initial implementation road-map and timeline that identifies the key activities, dates, and resources to accomplish the initial implementation goals.

Phase 3 – Data Collection, System Setup, Design and Configuration

Based on the information gathered during the planning session and following the project timeline, the solution architect will focus on activities related to system setup and configuration.

Phase 4 – Implementation and Deployment

After customer review and approval of configuration in Sandbox environment, eMaint solution architect will ensure configuration is live in our production environment.

Phase 5 – Training

Our Subscription Plan includes unlimited access to the eMaint University training tool for remote system training.

Phase 6 - Go-Live Support

Our Remote Implementation Service includes Remote Go-Live Support, where our account manager is available remotely to assist with any questions as we begin to use our system as part of our day-today operations.

Phase 7 through 10 – Post Implementation Support and Continuous Improvement

After go-live, our account manager will continue to work with us over the course of our subscription term to ensure we are meeting our CMMS implementation goals.

Organization of Airport Maintenance

A complete assessment of all the airport facilities is the basic requirement of the maintenance organization. A count and identification of all airport inventories as to property, plant and equipment (PP&E) has been performed as the starting point of the execution of the Maintenance Plan.

Our inventory, which includes buildings, pavement, electrical and mechanical components, vehicles, and structural systems, among other will be individually numbered and/or identified. The identification defines the object, for which the maintenance requirements can be specified individually. Location and equipment unique ID coding can be found in **Appendix E, F, G.**

Maintenance programs will be developed from experience with the current needs, manufacturer's recommendations, law regulations and the best engineering practices. A precise breakdown is described in this plan by the field of maintenance requirements. Each expert responsible for the task can work in accordance with a systematic work program that will achieve maximum efficiency.

This manual will be revised annually. It will rely on recorded data and inspection of all the

equipment in inventory. Updating the manual will allow:

- Appropriate staffing
- Compliance with the recorded maintenance needs
- Flexibility when unexpected events affect the planned work schedule

To maintain a 24 hours a day operation at an airport, a sufficient number of technicians must be available during airport operations hours so that the deficiencies can be repaired immediately.

Chapter 1 Airfield Maintenance

Background

The Airfield Operating Standards Plan (AOSP) provides guidance for the management of airfield facilities and systems operations in a manner that minimizes deterioration and unforeseen breakdowns of the facilities or the activities necessary for safe and uninterrupted operation of the facilities. The AOSP shall address both the operation and maintenance of all airfield facilities and systems.

Regulatory Compliance

The Maintenance Division is responsible for identifying and complying with all existing Legal Requirements as well as future best practices applicable to the AOSP. The Maintenance Division will ensure that employees and representatives responsible for the operation of airfield facilities and system operations comply with the provisions of the AOSP and all Legal Requirements.

Appendix C contains a list of general standards and regulations with which the Maintenance Division shall comply, at a minimum. The list is not intended to include all applicable standards and regulations - it is the responsibility of the Maintenance Division to identify and comply with all existing standards and regulations as well as future best practices applicable to airport operations.

Existing Plans

Guidance presented in this section is not intended to replace measures identified in any existing airfield operating or maintenance plans

currently in-force at the Airport. The Maintenance Division will utilize any available existing plans and descriptions of Airport facilities, systems, and procedures provided to it in the development of the AOSP. The Maintenance Division will ensure that the AOSP complies with the relevant standards within ACM and AEP which, in addition to the requirements described herein, shall be considered minimum standards.

Requirements of the Plan

The AOSP is intended to address the Maintenance Division's efforts to manage its airfield facilities operations, and will reflect the need for maintenance; advance planning for upgrading or replacement of systems; positioning and maintaining backup or auxiliary equipment; performing timely replacements of unreliable equipment; and anticipating staffing needs to support facilities operations in order that the facilities will continually support all airfield operations. The AOSP is developed in a manner consistent with the LMM Rules and Regulations, Resolution 82-13, dated October 21, 1982.

Objectives of AOSP and scope

The objective of the AOSP is to ensure that the Maintenance Division establishes and implements predetermined processes and procedures in order to sustain the safe and continuous operation of the airfield and associated facilities at the Airport.

The Maintenance Division shall, at a minimum, include the relevant standards for performance and descriptions of facilities, systems and activities contained in **Appendix D** (Form of Operational Performance Metrics Report) under this section.

For the avoidance of doubt, the Operating Standards shall apply to ramp areas used by Cargo operators, whether or not such areas are leased to third parties.

Essential Staffing

The organizational chart identifies the essential staff responsible for each of the facilities covered under the AOSP. It identifies the titles, roles, and duties for each of the individuals responsible for the operation and administration of the various airfield facilities.

The organizational chart is supplemented by a summary of the levels of staffing that would be provided for each of the facilities operations. The levels of staffing will be identified for each season of operation, as the requirements should vary throughout the year in accordance with the work effort.

Stakeholders

The AOSP identifies all stakeholders (both public and private) that may be affected by the performance of the AOSP and define any necessary applicable coordination with individual stakeholders. Stakeholders would include, but not be limited to:

- Federal Aviation Administration (FAA)
- Transportation Security Administration (TSA)
- Airport Security Coordinator (ASC)
- Local law enforcement
- Puerto Rico Air National Guard
- Airline tenants
- General aviation tenants
- Local utility companies
- Other entities that operate on the airfield

- Other Aerostar Department and divisions.

Identification of Airfield Facilities

The AOSP identifies and addresses the operation of all current and future airfield facilities as well as all facilities constructed in the future by using the identifications established in the Facilities Conditions Assessment (FCA) as specified in the Capital Asset Management Plan.

Operations and Maintenance of Airfield Facilities

The Maintenance Division Plan, at a minimum, includes a description of the following for each facility:

- An exhibit of the location and key functional components of the facility;
- A brief narrative description of the facility and its components;
- The immediate-, near-, and long-term needs of the facility in terms of its capital requirements;
- The minimal and optimal resources required to operate the facility in terms of staffing and equipment;
- The identification of the essential staff or parties that are responsible for the supervision, organization, and maintenance of the facility;
- The routine maintenance plan for the facility.

The description of the operational requirements for each facility shall also include descriptions of the maintenance routines. In the conduct of routine airfield operations and maintenance, the Maintenance Division may require the closure of

certain facilities. In the case of closure of airfield facilities, the Maintenance Division shall provide advance notice in accordance with the following:

- **Prior notice to the Signatory Airlines**, the Maintenance Division may, from time to time, temporarily or permanently, close Taxiways, Runways and ramp areas at the Airport; *provided* that in an emergency situation, no such prior notice of closure shall be required.
- Except in an emergency situation, the closure of any Taxiway, Runway or ramp area at the Airport, the Maintenance Division shall confirm to the Signatory Airlines in writing the dates of such closure.

Operations and Maintenance of Airfield Systems

The AOSP addresses, describes, and outlines the methods and procedures that the Maintenance Division will employ in the operation and maintenance of airfield facility systems. The AOSP includes, at a minimum, the following concerning the various systems within each facility, and any relevant special considerations in developing the plan for that system:

- Airfield condition and navigation systems, including airfield pavements, navigational aids, pavement marking, runway and taxiway lighting, obstruction lighting, airfield signage, safety, storm water management, and landscaping;
- Aircraft fueling storage and distribution system;
- Ground equipment fueling facilities;

- Life safety systems, including aircraft rescue and firefighting, fire protection, emergency systems, emergency communications systems, and security and access control systems;
- Electrical systems, including communications systems, lighting, and back up;
- Other utility systems;
- Architectural systems;
- Signage and graphical communications systems.
- Identification of improvements to enhance the capability of the airport to respond to natural or manmade disasters.

The description of the operational requirements for each system shall also include descriptions of the maintenance routines. **Table 1-1** lists the basic functional areas of the airfield that the maintenance plan must address.

Light Preventive Maintenance Inspection Schedule

Daily Checks

- Check control operation
- Constant Current Regulators
 - Check control circuits on all brightness steps
- Runway and Taxiway Elevated Edge Lights
 - Inspect for outages; repair as necessary
 - Check cleanliness of lenses
- In-pavement Runway and Taxiway Lighting
 - Check for burned-out lamps or dimly burning lights
- Rotating Beacons

- Check for beacon operation and proper color sequence
- Count rpm of beacon
- Check telltale indicator lamp for reserve lamp status
- Lighted Wind Cones
 - Check lamp operation
 - Check photocell operation
- Precision Approach Path Indicator (PAPI)
 - Check lamps for operation
- VASI (Visual Approach Slope Indicator)
 - Check lamps for generation
- REIL (Runway End Identifier Lights)
 - Check operation of lamps
- MALS (Medium Intensity Approach Light System with Runway Alignment Lights)
 - Check out for burned-out lamps
- Hazards Beacons and Obstruction Lights
 - Check operation of lamps

Weekly Checks:

- Airport Lighting Vaults
 - Check general cleanliness
 - Check for moisture
 - Check ventilator screens or air conditioner controls
- Constant Current Regulators
 - Check condition and operation of regulator
- In-pavement Runway and Taxiway Lighting
 - Replace defective lights with refurbished units

Monthly Checks

- Airport Lighting Vaults
 - Inspect safety boards, safety equipment and fire extinguishers

- Check insulation resistance of all field circuits
- Operate power transfer switches
- Constant Current Regulators
 - Check input voltage and current
 - Check output current on each brightness step
- Runway and Taxiway Elevated Edge Lights
 - Perform photometric testing (HIRL) and check light alignment and orientation
 - Re-align lights as needed
- In-pavement Runway and Taxiway Lighting
 - Clean lights with dirty lenses
 - Perform photometric testing of runway lighting systems
- Lighted Wind Cones
 - Check for freedom of motion of wind cone frame
 - Check condition of wind cone fabric
- Precision Approach Path Indicator (PAPI)
 - Check operation of controls
 - Check for damage by service vehicles or aircraft
 - Clean lamps and filters
 - Check mechanical parts for damage
 - Check lighting arresters

- Check for water damage or insect infestation
- Check for presence of rodents
- Record output current and input voltage of adapter (if used)
- Check alignment and aiming of light boxes
- Check leveling and operation of tilt switch

Bi-Monthly checks

- In-pavement Runway and Taxiway Lighting
 - Check torque of mounting bolts
- Rotating Beacons
 - Check operation of the lamp-changer
 - Check slip rings and brushes
 - Test the clutch torque
 - Check lens retainers
 - Check telltale indicator lamp
 - Check operation of relays
 - Clean and polish glassware
- Lighted Wind Cones
 - Check lamp age for scheduled replacement
 - Clean glassware
 - Check paint on segmented circle
- Runway End Identifier Lights (REIL)
 - Check the operation of controls
 - Check the cleanliness of optical system
 - Check for mechanical damage or misaligned parts
 - Check operation of interlocks
 - Check for vegetation around lights

Quarterly Checks

- Precision Approach Path Indicator (PAPI)

- Check integrity of obstacle-free approach plane
- Visual Approach Slope Indicator (VASI)
 - Check integrity of obstacle-free approach plane
 - Check insulation resistance of underground cables

Semi-Annually Checks

- Airport Lighting Vaults
 - Check input voltage to vault
 - Check ground resistance
 - Inspect and clean buses
 - Check relay operation
 - Check oil fuse cutouts
 - Check oil switches
 - Check control panel or computer control equipment
 - Check photoelectric switch
 - Check astronomic time switch
 - Check lighting arrestors
 - Inspect miscellaneous electrical equipment
- Constant Current Regulators
 - Check output load on regulator if needed
 - Check relays, wiring and insulation
- Runway and Taxiway Elevated Edge Lights
 - Check light elevation
 - Check for moisture in lights
- In-pavement Runway and Taxiway Lighting
 - Check for water in shallow light bases
- Rotating Beacons
 - Check and record input voltage

- Check lamp focus and beam elevation
- Lubricate main shaft, motor, ring gear, and padlocks
- Check operation of electrical switches and contacts
- Check lighting arresters and grounding system
- Check power meter
- Lighted Wind Cones
 - Clean and grease bearings
 - Read insulation resistance

Annual checks

- Airport Lighting Vaults
 - Test oil dielectric strength in transformers and regulators
 - Paint equipment as necessary
- Constant Current Regulators
 - Check dielectric strength of cooling oil (if used)
 - Perform a short-circuit test
 - Perform an open-circuit test (only on regulators with open circuit protection)
 - Clean rust spots and repaint as necessary
- Runway and Taxiway Elevated Edge Lights
 - Inspect fixture for rust, deterioration

- Check lamp fitting and clean contacts
- Check gaskets
- Remove vegetation from around lights
- In-pavement Runway and Taxiway Lighting
 - Remove dirt from around fixtures
 - Check wires in saw kerfs
- Rotating Beacons
 - Check level of the base
 - Clean and re-grease gears
 - Inspect wiring, lugs and conduit
 - Check weatherproofing and gaskets
- Lighted Wind Cones
 - Check mounting bolts
 - Check wiring at hinge
 - Check grounding system resistance
 - Check paint on wind cone structure
 - Remove vegetation and check condition at foundation

Table 1-1 Airfield Maintenance Plan Functional Areas

Major Facilities and Systems
Airfield condition and navigation systems, including airfield lighting and signage not maintained by FAA
Life safety systems
Electrical systems, including lighting, communications and backup equipment
Mechanical systems
Utility systems
Communications systems (IT Department)
Security systems
Airfield pavements, including runways, taxiways, aprons, and vehicle service roads
Landscaping
Aircraft and vehicle fueling systems and associated storage facilities
Ground equipment fueling facilities
Ramp handling equipment
Airfield drainage systems, including the storm water sewer system
Trees/ landscaping

Additional Detail on Critical Systems

The Maintenance Division will, at a minimum, describe a plan for the continuous operation of the following critical systems:

Life Safety Systems. These systems provide the safety, communication, and life preserving components that must be operated for the Airport to function as intended. The AOSP shall specify the operational procedures and policies that would be routinely executed to ensure that these systems are capable of operating without interruption, tested regularly for functionality and proper performance, and upgraded or improved as necessary, only those that are directly related to the maintenance Division.

Energy distribution systems. The AOSP addresses the procedures and policies employed by the Maintenance Division to ensure that the energy distribution systems remain fully operational at all times. The AOSP also addresses the Maintenance Division's plan for providing redundant systems, including arranging for backup equipment and staff in the event of unforeseen interruptions to the energy distribution system. This section of the AOSP addresses each component of the electrical supply, including (1) substations; (2) electrical panels; (3) circuit panels; and (4) backup equipment and generators. The operational plan for the energy distribution system will be coordinated with the local utility companies.

Operational Management of Airfield Procedures

The AOSP addresses and describes how the Maintenance Division will perform the airfield procedures and their utilization of Airport facilities

and systems. In the description of each of the airfield procedures and their utilization of various facilities and systems, the AOSP includes:

- An exhibit of the location(s) where the activity occurs (maps, photographs);
- A brief narrative description of the activity;
- The required equipment necessary to execute the activity, including the purpose, ownership status, and condition of the equipment;
- Procedures for maintaining the equipment, including vehicles, machinery and tools;
- A method for accounting for any equipment needs;
- Staffing and training to execute the activity, including the list of essential staff, work schedules and shifts, job descriptions and responsibilities, and training schedules;
- Standards for incident response and reporting;

Description of Airfield Procedures

The Maintenance Division address the airfield procedures listed below, at a minimum within the AOSP. The majority of airfield procedures involve the routine maintenance of the airfield's facilities and systems.

- Inspection of airfield facilities and systems by airport personnel: this will specify the regimen for inspection of facilities and systems in terms of timing and scope;
- Pavement friction testing and rubber removal;

Performance Schedule

From time to time the AOSP section of the Operations Plan shall be revised by the Maintenance Division to reflect a good faith effort to update the AOSP as appropriate to maintain an accurate assessment of current airfield facilities and systems. Particular attention should be given to any new requirements or guidance issued by the FAA regarding airfield operations.

Reporting Requirements

The Maintenance Division shall report on the performance of airfield facilities on an annual basis within the Operational Performance Report (OPR). The Maintenance Division will provide the quantifiable performance measures contained in the Form of Operational Performance Metrics Report, attached as **Appendix D**. The performance measures must address the following, at a minimum:

- Summary of major airfield maintenance conducted, with special attention for any unforeseen maintenance.

The OPR shall also provide:

- Comparison of past performance to current performance;
- Comparison of current performance to established minimum standards;
- Documentation of operational or procedural changes made to improve performance of airfield facilities;
- Recommendations as to those facilities that require capital improvements to expand modernize or otherwise reconfigure the facility for improved efficiency (i.e. taxiway improvements) or

enhancements in response to disaster planning efforts.

- The OPR will be used in union with the Facilities Condition Assessment (FCA) report to develop the Capital Improvement Program.

Chapter 2 Maintenance of Airport

Visual Aids

The basic purpose of visual aid systems is to assist the safe operation of aircraft; therefore the highest standards of maintenance are required. Its usefulness depends entirely on serviceability which in turn depends upon the effectiveness of the maintenance work performed. **Appendix H** describes a list of FAA Advisories Circulars that regulate the design, installation and maintenance of the airport visual aids.

Personnel

The task of maintaining lighting aids should only be performed by licensed electricians. Experience is needed with high voltage, series circuits and lighting. It is required to always have on call electricians during the operating hours of the airport to correct any deficiency that might develop. Since the Luis Muñoz Marín International Airport is a 24 hours operation, electrician for airfield lighting should be available all the time.

Equipment in stock

Adequate stock of spare parts should always be available. The level of stock will vary depending on the time required to re-supply a particular item, manufacturer's recommendations, and FAA regulations.

Drawings

A set of drawings should be kept readily available. The drawings will be kept up to date and any changes at site will be reflected immediately on these drawings. The

completeness and the accuracy of all the systems drawings will be checked annually.

Light Maintenance Schedule

Light maintenance should always follow recommendations of equipment manufacturer and appropriate authority (experienced certified electrician) to ensure the required service standard. Recommended maintenance schedules by the manufacturer and local rules should be prepared for each piece of equipment. All maintenance service must be recorded with information regarding observation, measurements and the name(s) of the personnel performing the service. Local condition can alter the required maintenance in consultation with the equipment manufacturer.

The frequency of routine inspection will vary according to the equipment. The maintenance program is based on past experience and its aim is to achieve the required service standard. The time schedules established should not take precedence over manufacturer's instructions. Each inspection should be followed by appropriate corrective action.

Light Maintenance Procedures

Maintenance of lights, if practical, should be carried out indoors. Weather issues can be avoided and service will be better in workshops.

The maintenance procedure mainly consists of two steps:

- Removal of defective lights and immediate replacement by new or repaired ones

- Servicing and overhaul of deficient lights in the workshop with required tools and equipment.

It is important to keep adequate provision of stored spare parts. The number of spare parts depends on the requirement of the airport and the experience with various types of lights.

Cleaning procedure for lights

The type and degree of contamination of the various lights on the airport will be different. Elevated approach and edge lights are normally contaminated by weather (dust), more severe contamination can be observed on runways lights because of rubber deposits from tires and exhaust engine reverse thrust. The maintenance schedule shall conform to the different types of lights or sections in the runway taxiway system.

Manufacturer's recommendations should be observed when cleaning the lights. Normally, cleaning is accomplished by washing the glassware with a mixture of water and a special solvent that will not affect the sealing material or the residual film on the glass. The solvent must be given sufficient time to dissolve the deposits. If necessary, rubber spot attached to the light may be scraped off by using plastic tools or powder before using the solvent. Other mechanical aids for cleaning may be sponges, cloths, hand brushes, or electric rotating brushes. The cleaning technique and the materials used should not scratch or groove the glass surface nor damage the sealing material.

Dry cleaning of glassware should be avoided. No sand or abrasive material should be used. Special treatment can normally be avoided by

following a maintenance schedule with wet cleaning at suitable intervals.

For cleaning the light fittings onsite maintenance vehicles equipped with air compressors, vacuum cleaners and solvent tanks should be used. These vehicles must carry the required tools for all types of maintenance work, including the removal of old lights and the installation of new ones.

Through cleaning of the interior of the lights to remove mud, moisture or rust should be carried out in workshops. Only minor contaminants, such as dust, should be removed on site.

Light Measurement

The light output will diminish with the lapse of time due to lamp aging. Contamination of reflector and lens will result in a further degradation of light output.

Light measurements should be carried out regularly to detect early output reduction. Appropriate equipment for measurements of light output must be available.

Lamp Replacement

The life span (hours of operation) of lights varies.

Lamp replacement can be organized in two different manners:

- Only lamps which have failed or lamps showing major output reduction are replaced upon checking; this method requires checks to be carried out at short intervals;
- Bulk changing of lamps in certain sections of the entire lighting system, in

accordance with a fixed time schedule. The intervals between replacements have to be derived from local experience with the average life of lamps in used. For this maintenance method it is imperative a reliable record of the operating hours for the individual section of the airport's lighting system. This method requires less frequent checks.

Signs

Signs give pilots directional information for taxing and holding. Maintenance should ensure integrity and perfect legibility of the information provided by the signs. The design and construction of signs varies but the general recommended maintenance is:

Daily:

- lighting; replacing burnt-out lamps
- Inscriptions for legibility and absence of obstructions

Annually:

- Mounting of both the sign and its lighting if provided;
- Repairing structure and its paint; cleaning, repairing or replacing

Unscheduled:

- After severe storms; repositioning signs and repairing damaged signs

Refer to **Appendix J** for FAA Advisory Circulars related to Signs and Markings.

Markings

All markings on paved areas should be inspected at least semi-annually. Local conditions will determine when to inspect. Markings which are faded or discolored by soil should be repainted. When rubber deposits have been removed from the pavement all defaced markings should be restored as soon as possible. Refer to **Appendix J** for FAA Advisory Circulars related to Signs and Markings.

Chapter 3 Maintenance of Airport Electrical and Mechanical Systems

General

The serviceability and operational reliability of air navigation equipment and installation are requirements for the safe operation of aircraft in the airport area. The required service of installations and equipment (visual aids, air navigation equipment and installations, etc.) will only be achieved as long as a constant power supply is maintained. Regular maintenance work is required for airport equipment and installations distributing primary power and equipment supplying the secondary power when there is a circuit breakdown.

The following paragraphs contain guidance on establishing maintenance programs for the individual elements of the power supply systems, such as power cables, control cables, transformers, regulators, relay and switch cabinets, secondary power supply equipment.

Personnel

Maintenance work in airport electrical systems should be assigned to skilled electrician, fully acquainted with the work to be done. As work is often required in high voltage areas, they should be well informed and kept up to date on safety measures. To protect personnel required safety devices should be kept in good condition.

The maintenance personnel should be present or on call during the operating hours of the airport. It is advisable to have personnel acquainted with the maintenance of both electrical systems and visual aids.

Schedule of Maintenance

Schedules of routine maintenance of the individual elements of the airport electrical system should be based on manufacturer's recommendations adjusted to the operator's own experience regarding the frequency of malfunctions. Therefore, a record of maintenance work carried out will need to be maintained.

The frequency of servicing depends on the type of equipment.

Refer to NFPA 70B, NFPA 70

Pump System Maintenance Plan

Objective: To maintain the water quality pump system to divert low flow pollutants from the storm drain system into a storm-water treatment system.

Inspection Schedule

New Installation Inspection: The condition of the pump system shall be checked after every runoff event for the first 30 days of the rainy season post-installation. The inspection shall ascertain that the pumps are functioning properly. The inspection shall include manually triggering the system float switches to ensure that the pumps operate as designed. The amount of sediment in the center of the vault should also be checked. This can be done with a "dip stick" calibrated to track the depth of deposition. The on-going inspection and cleaning schedule shall be determined based upon the new installation inspection results.

Inspection and Maintenance: On-Going Operation (after 30 days of the first rainy season)

Rainy Season

Monthly: The pump system must be inspected and tested at a minimum once per month or more frequently (as determined by inspection). The inspection shall include manually triggering the system float switches to ensure that the pumps operate as designed. Any significant floatables shall be removed as needed. The pump vault shall be cleaned before the sediment depth impedes pump function. Each cleaning shall include the following:

- Removal of floatables and debris from the separation chamber
- Removal of sediment from the vault
- Visual inspection to ascertain that there are no vector issues (refer to Section 4 – Vector Control)

End of Season: The vault shall be cleaned out at the end of the rainy season to prevent odor generation due to decomposition of organic matter in the vault.

Dry season

Monthly: The pump system shall be checked quarterly to assess if the pumps are operating correctly. The inspection shall include manually triggering the system float switches to ensure that the pumps operate as designed.

The sump should also be inspected to determine if there are vector issues. Refer to Section 4-Vector Control for specific details regarding vector control.

Annual maintenance: The following activities shall be completed at least once per year, or more frequently as inspection warrant.

Pump down the vault: Remove all liquid and solids from the unit. Release wash water to vegetate area or the sanitary sewer system once approval has been given by Union Sanitary District.

Power-wash the pumps and vault: The pumps and vault walls shall be power washed during the annual inspection and maintenance.

Inspect the integrity of the pump system: Inspect for damage to the following components:

- Diversion weir
- Pumps and piping
- Flex hoses and connections
- Check valves and globe valves
- Vault Cover, including lifting mechanism (if applicable)
- Power cables and cable splices (if applicable)
- Float switches, wiring and supports
- Control box and control panel

The pump system components should not show any signs of damage or any loosening of bolts used to fasten the various components. If any problems are discovered, repair shall be completed as soon as possible.

NOTE: The pump vault is a confined space. Only properly trained people equipped with required safety gear should be allowed to enter the unit to perform the detailed inspection.

Emergency Generators

STANDBY AND EMERGENCY GENERATORS MAINTENANCE PROGRAM					
AEROSTAR AIRPORTS LMM AIRPORT	Date:				
Technician name:	Monthly Checks				
	X - Action				
	R - Replace, if needed				
Generator Location:	Visual Inspection	Check	Change if needed	Clean	Test
1. Fuel					
(a) Main supply tank level					
(b) Day tank level					
(c) Flexible hose and connectors					
2. Lubrication System					
(a) Oil level					
(b) Oil change (every 50 hrs. or annually)					
(c) Oil filter(s) (every 50 hrs. or annually)					
(d) Lube oil heater					
3. Cooling System					
(a) Level					
(b) Adequate cooling water to heat exchanger					
(c) Adequate fresh air through radiator					
(d) Fan and alternator belt					
(e) Condition of flexible hoses and connection					
(f) Jacket water heater					
4. Exhaust System					
(a) Leakage					
(b) Drain condensate trap					
5. Battery System					
(a) Electrolyte level					
(b) Remove corrosion, case exterior clean and dry					
(c) Specific gravity or state of charge					
(d) Charger or charge rate					
(e) Equalize charge					
6. Electrical System					
(a) General inspection					
(b) Wire insulation breakdown (every 5 yrs. or 500 hrs.)					
(c) Circuit breakers, fuses			R		
7. Prime Mover					
(a) General inspection					
Technician name:	Monthly Checks				

	X - Action				
	R - Replace, if needed				
Generator Location:	Visual Inspection	Check	Change if needed	Clean	Test
(b) EPS at minimum of 30% nameplate rating (every 3 yrs. for 4 hrs.)					
(c) Valve clearance (every 3 yrs. or 500 hrs.)					
(d) Torque bolts (every 3 yrs. or 500 hrs.)					
8. Generator					
(a) N/A					
9. General Conditions of EPSS					
(a) Any unusual condition of vibration, Leakage, noise, temperature or deterioration.					
(b) Service or housekeeping					
Continue...					
10. Restore system to automatic operation condition					
(a) Restore system					

STANDBY AND EMERGENCY GENERATORS MAINTENANCE PROGRAM					
AEROSTAR AIRPORTS LMM AIRPORT			Date:		
Technician name:	Quarterly Checks				
	X - Action				
	R - Replace, if needed				
Generator Location:	Visual Inspection	Check	Change if needed	Clean	Test
1. Fuel					
(a) Day tank float switch					
(b) Supply or transfer pump operation					
(c) Solenoid valve operation					
(d) Strainer, filter, dirt leg, or combination					
(e) Water in System					
2. Lubrication System					
(a) Oil change (every 50 hrs. or annually)					
(b) Oil filter(s) (every 50 hrs. or annually)					
(c) Crankcase breather					
(d) Lube oil heater					
3. Cooling System					
(a) Fan and alternator belt					
(b) Water pump(s)					
4. Exhaust System					
(a) Insulation and fire hazards					
5. Battery System					
(a) Terminals clean and tight					
6. Electrical System					
(a) Wire chafing where subject to movement					
(b) Wire insulation breakdown (every 5 yrs. or 500 hrs.)					
7. Prime Mover					
(a) EPS at minimum of 30% nameplate rating (every 3 yrs. For 4 hrs.)					
(b) Valve clearance (every 3 yrs. or 500 hrs.)					
(c) Torque bolts (every 3 yrs. or 500 hrs.)					
8. Generator					
(a) N/A					
9. General Conditions of EPSS					
(a) N/A					
10. Restore system to automatic operation condition					
(a) N/A					

STANDBY AND EMERGENCY GENERATORS MAINTENANCE PROGRAM					
AEROSTAR AIRPORTS LMM AIRPORT			Date:		
Technician name:	Semiannually Checks				
	X - Action				
	R - Replace, if needed				
Generator Location:	Visual Inspection	Check	Change if needed	Clean	Test
1. Fuel					
(a) N/A					
2. Lubrication System					
(a) Oil change (every 50 hrs. or annually)					
(b) Oil filter(s) (every 50 hrs. or annually)					
(c) Crankcase breather			R		
3. Cooling System					
(a) Antifreeze protection level					
4. Exhaust System					
(a) Flexible exhaust section					
5. Battery System					
(a) N/A					
6. Electrical System					
(a) Wire chafing where subject to movement					
(b) Operation of safeties and alarms					
(c) Boxes, panels, and cabinets					
(d) Wire insulation breakdown (every 5 yrs. or 500 hrs.)					
7. Prime Mover					
(a) Service air cleaner					
(b) Choke setting and carburetor adjustment					
(c) Torque bolts					
(d) EPS at minimum of 30% nameplate rating (every 3 yrs. for 4 hrs.)					
(e) Valve clearance (every 3 yrs. or 500 hrs.)					
(f) Torque bolts (every 3 yrs. or 500 hrs.)					
8. Generator					
(a) Brush length, appearance, free to move in holder					
9. General Conditions of EPSS					
(a) N/A					
10. Restore system to automatic operation condition					
(a) N/A					

STANDBY AND EMERGENCY GENERATORS MAINTENANCE PROGRAM					
AEROSTAR AIRPORTS LMM AIRPORT			Date:		
Technician name:	Annually Checks				
	X - Action				
	R - Replace, if needed				
Generator Location:	Visual Inspection	Check	Change	Clean	Test
1. Fuel					
(a) Tank vents and overflow pipping unobstructed					
(b) Piping					
(c) Gasoline in main tank (when used)					
2. Lubrication System					
(a) Oil change (every 50 hrs. or annually)					
(b) Oil filter(s) (every 50 hrs. or annually)					
3. Cooling System					
(a) Antifreeze protection level					
(b) Antifreeze			R		
(c) Adequate fresh air through radiator					
(d) Rod out heat exchanger					
(e) Clean exterior of radiator					
(f) Inspect duct work, clean louvers					
(g) Louver motors and controls					
4. Exhaust System					
(a) Excessive backpressure					
(b) Exhaust system hangers and supports					
5. Battery System					
(a) N/A					
6. Electrical System					
(a) Tighten control and power wiring connections					
(b) Circuit breakers, fuses			R		
(c) Transfer switch main contacts					
(d) Calibration of voltage-sensing relays/devices					
(e) Wire insulation breakdown (every 5 yrs. or 500 hrs.)					
7. Prime Mover					
(a) Governor oil			R		
(b) Ignition system-plugs, points, coil, cap, rotor, secondary wire insulation			R		
(c) Injector pump and injectors for flow rate pressure and/or spray pattern					
(d) EPS at minimum of 30% nameplate rating (every 3 yrs. for 4 hrs.)					

	X - Action				
	R - Replace, if needed				
Generator Location:	Visual Inspection	Check	Change	Clean	Test
(e) Valve clearance (every 3 yrs. or 500 hrs.)					
(f) Torque bolts (every 3 yrs. or 500 hrs.)					
Continue...					
8. Generator					
(a) Commutator and slip rings					
(b) Rotor and stator					
(c) Bearing(s)			R		
(d) Bearing grease			R		
(e) Exciter					
(f) Voltage regulator					
(g) Measure and record resistance readings of windings with insulation tester (Megger)					
9. General Conditions of EPSS					
(a) N/A					
10. Restore system to automatic operation condition					
(a) N/A					

Chapter 4 Maintenance of Pavements

Surface Repair

The surface of a runway should be maintained in a condition that precludes harmful irregularities or breaking off of pieces that would be a hazard to aircraft operation. This specification requires continuous monitoring of pavement condition, and repair when necessary. Repair of pavements is costly and often imposes restrictions on the airport traffic even when damaged areas are small. Preventive maintenance is therefore of high importance for airport pavement management

Portland cement concrete pavements

Surface damage on Portland cement concrete pavement normally stems from design or construction failures, such as insufficient cement, too high water content in the mixture, improper treatment during hardening, frost reaction on unsuitable aggregates.

Typical forms of surface damage are:

- Porous or disintegrated surface
- Separation of thin top surface layer
- Extreme smoothing of the surface created by polishing under traffic
- Breaking up of pavement where cracks extend into the inner layers

Where the damaged layer of pavement is very thin and damage is identified as being the result of improper surface treatment during construction, surface scoring or grinding is often sufficient to correct the condition. Where the loss of thickness thereby does not create problems and the

concrete below is in good condition, no other treatment is required to restore the concrete pavement section. It should be checked that this kind of repair does not lead to unevenness or formation of puddle areas.

Where the surface has been found to be too porous, but no other pavement quality deficiencies have been observed, pores can be filled by sealing or coating.

Where concrete surface material is more severely damaged with deep cracks, the damaged material has to be ground off until sound concrete material is reached. After grinding, the surface must be fully dry and free of dust before being refilled. The new surface to be pretreated with a diluted solution.

Refer to FAA AC 150/5380-6B Maintenance - Airside

Pavement Maintenance - Airside

In conformity with FAA Part 139 Compliance:

1. Runways, Taxiways, Taxilanes, Aprons, /Ramps, Access Roads and Gates markings maintenance
2. Cleaning and repainting all markings as necessary to comply with FAA FAR and Aerostar Lease Agreement Operating Standards
3. Rubber Removal build-up as required in FAA Advisory Circular 150/5320-12C, and its subsequent amendments.
4. Weekly Friction Test
5. Monthly retro-reflectivity testing and reporting

6. Monthly and quarterly FAA FAR Part 139 Reporting
7. Management and Maintenance of:
 - a. Mold and mildew removal
 - b. Gate and Apron cleaning
 - c. Lead-in-line markings
 - d. Stop-in-line markings
 - e. Safety envelope markings
8. Strict compliance with applicable FAA Advisory Circulars included but not limited to FAA AC 150/5340-1 as amended and FAA AC 150/5370-10 as amended.

Chapter 5 Drainage

Drainage of the airport area is necessary:

- To maintain sufficient bearing strength of the soil for the operation of vehicles and/or aircraft at any time during the year.
- To minimize the attraction of birds and other animals representing a potential hazard to the aircraft

Surface drainage is required to clear all parts of the movement area of standing water and prevent the formation of ponds or puddles. The quick run-off of water is particularly important on runways to minimize the hazard of aquaplaning.

Layout

The airport operator (Aerostar) will have to comply with rules on water treatment issued by the federal and local authorities responsible for water conservation, water supply and environmental protection. The layout of airport drainage systems depends on local conditions.

Cleaning of slot drains

Cleaning of the slot drains can be carried out most effectively by flushing the sections with

water at high pressure, forced into the duct. The time intervals for cleaning depend on local experience with drain lines. One cleaning action per year has proved to be the minimum. Regular inspections should be carried out to detect the need for additional cleaning. After sandstorms or heavy rain showers which flood unpaved areas near the slot drain, immediate checking of the drain capacity is highly recommended.

Water Hydrants

The capacity of the airport's water supply system should comply with the requirements of firefighting. All valves and flaps in the pipeline network should undergo functional testing once a year. Additional monitoring by checking the water consumption weekly can be useful to detect undiscovered leakages at an early date.

All fire hydrants including those at buildings must be checked regularly. Any subsurface hydrants should be kept clean of soil or mud so that they can be found without delay in cases of emergency.

Refer to NFPA 25

Chapter 6 Maintenance of Unpaved Areas

General

The essential maintenance of unpaved areas on an airport is essential for the following major reasons:

- Safety of aircraft on operating areas (runways, taxiways, strips, runway end safety areas)
- Safety of airborne aircraft (areas on the airport and in its nearby vicinity within a defined flight patten where trees and bushes may grow)
- Reducing bird hazards to aircraft (grass land within the airport's boundaries).

The maintenance of unpaved areas need not necessarily carried out by the airport operator. Work performed by contractors must be monitored by authorized personnel to safeguard air traffic safety requirements.

Landscaping, which will include, but not limited to mowing, cutting, trimming and pruning of all green areas and pastures of:

- Airside Operations Area (AOA) – Runways and Taxiways
- "Sector Central" Area – All areas not covered by tenants
- Herbicide application as requested
- Perimeter fence
- Santana Road – Up to wetland limits
- Interior pot plants and gardens
- Parcel 8
- Drainage channels, ditches and swales
- Arboriculture / Tree management

- Public Area landscaping – area around the airport terminal (both levels) up to the airport entrance (including the cloverleaf interchange).

Maintenance of green areas within strips

Attention is needed to retain specified surface conditions. Where the bearing capacity has been reduced it must be improved by soil compaction. Humps and depressions should be eliminated. To protect the surface against blast erosion sound matting of grass should be provided. On normal soil this condition can be achieved by seeding with grass. Poor soils will need fertilizing.

Regular mowing will be necessary to keep the grass low, the frequency depending on the climate. The cut material should be picked up since otherwise it might be sucked into jet engines, thus creating a potential hazard to aircraft operation. Where applicable, growth retardant can be used (if federal or local laws permit).

Mowing attracts birds as the freshly mowed areas are rich in bird food. To minimize the ever-present risk of bird strikes, mowing, should take place preferably before periods of lowest air traffic

Maintenance of green areas outside strips

The major reason for maintenance of green areas of an airport outside the strips is to control animal life within the airport boundary. Especially birds, because of the concern of bird strikes.

Trees and bushes need no special maintenance except for controlling their height. When trees penetrate an obstacle limitation surface they

must shortened or removed. To discourage birds, trees with seeds should be eliminated from the airport.

Treatment of cut grass

Since grass must be removed immediately after mowing as a protection against bird strikes and other safety reasons, considerable quantities of grass, can be used as composting suitable for recycling as fertilizer on the airport or simply disposed.

Grounds Maintenance Standard Operating Procedure

Purpose

- Landscaping maintenance, mowing, mulching, graveling trails & parking lots, trash removal and waste management.
- Removal of tress within designated areas
- Prevent the discharge of waste to storm-water in the course of the ground maintenance activities.

Landscaping Procedure

- The landscaping personnel must request in advance to the Aerostar Operations Department permit for each passenger vehicle to drive inside the facility.
- Prior to the execution of the work, the vehicle and equipment shall be inspected by Aerostar Operations Department.
- Aerostar Operations Department must escort the landscaping personnel to the work area inside the airfield.
- All workers must comply with the Aerostar Security Department Rules and Regulation for the Airport Identification Credentials.

- All vehicles must be identified with the company logo.
- All equipment to be used must be in full compliance with the most current revision of the American National Standards Institute Standard Z-133.1-2000 and A300-1995, or as amended.
- The Bidder must comply with Administrative Order Number 2006-28 of the Puerto Rico Department of Environmental and Natural Resources according to the Puerto Rico Forest Law (Law # 133 of the 1st of July of 1973).
- Adequate barricades, flag person(s), sign and/or warning devices during the performance of the work must be used to protect motorists and pedestrians. All placements of cones, signs, and barricades must conform to the American Traffic Safety Standards.
- Landscaping in the Airfield (Taxiways, Runways, etc.) should be in full compliance with FAA Advisory Circular 150/5370 2E (Operational Safety on Airports during Construction) and FAA Advisory Circular 150/5190-4A (A Model Zoning Ordinance to Limit Height of Objects around Airports).
- Perimeter fence clearance distance range from 10 to 30 feet, within which there should be no climbable objects, trees abutting the fence line. Landscaping within the clear zone should be minimized or eliminated to reduce the potential hidden locations for persons, objects, fence damage, and vandalism.
 - Guideline: Transportation Security Administration (TSA) Recommended Security

Guidelines for Airport Planning,
Design and Construction.

- Landscaping must take in consideration all local and federal regulations about Wildlife and Environmental protection (See Appendix)
- Mulch-mow grass. Sweep and dispose of any grass clipping on paved surfaces.
- Do not dispose of green waste or clippings in waterways, ditches, or storm-water detention basins
- Sweep areas around landscape beds regularly and after applying new mulch to keep wood products from entering the storm drain system.

Fertilizer, Herbicide & Pesticide Application

- Application must be done under supervisory licensed by the Puerto Rico Department of Agriculture Regulation 7769, which governs the application of restricted use herbicides & pesticides.
- All employees who handle or apply fertilizers, herbicides, or pesticides must be trained on the most recent Material Safety Data Sheet (MSDS).
- Manufacturer's recommendations for mixing, application and disposal should always be followed.

Chapter 7 Maintenance of equipment and vehicles

This specification covers the following equipment and vehicles:

All these vehicles require preventive maintenance work in accordance with the manufacturer's advice. Operators of the vehicles have to make appropriate arrangements for keeping their equipment serviceable at any time as part of the airport maintenance task

Organization of Vehicle Maintenance

Airport vehicle maintenance can be organized according to three different principles:

- Maintenance is carried out by airport personnel on its own workshop
- Maintenance can be performed out by contractors in workshop located at the airport
- Maintenance is performed by contractors outside the airport

Schedule of Vehicle Maintenance

The basis for vehicle maintenance is a schedule of the service required and the intervals between servicing. The schedule can be developed by the maintenance workshop or by the vehicle operating branch. For maintenance of standards vehicles the manufacturer's advice should be considered. In the absence of such recommendations the schedule should be based on experience with maintenance needs.

Inspection schedules for the vehicles will be designed according to the miles driven or the

operating hours recorded. Fixed interval can be practical according to the equipment.

Fixed intervals offer the advantage of well-balanced workshop utilization. Equipment with a low number of operating hours per year should be inspected regularly. Maintenance to protect from true wear, however, cannot be met by the fixed interval method, since the individual use of equipment is not considered.

Where the hours driven are the basis of the schedule, the user must maintain a record of the hours operated.

The owner of the vehicles will define the maintenance intervals in accordance with experience, and the manufacturer's recommendation. The maintenance schedule is individual for each type of vehicle depending on its function, wear and tear characteristics. Inspection must be carried out by specialized personnel.

In the interest of safety, operating personnel must be advised to check the functioning of all essential components (breaks, lights, tires, etc.) every day. If deficiencies are discovered, the vehicle shall be taken out of service for repair.

Chapter 8 Building and Facilities

General

The area of the airport can be covered by a great numbers of building serving various purposes. For example:

- Passenger buildings
- Freight handling sheds and cargo stores
- Air traffic control buildings
- Aircraft hangars
- Fire stations
- Workshops
- Vehicle and equipment storage areas
- Fuel depots and fuel tanks
- Aircraft catering buildings
- Administration and office buildings
- Hotels
- Restaurants
- Parking garages

All these buildings require maintenance, which in some instance can be dealt with normal and technical facilities maintenance. Other requires special attention, especially regarding an efficient passenger and baggage handling.

In order to meet this efficiency requirement, the following components of the terminal building should not suffer from operation deficiencies during operating hours:

- Lighting system for the passenger terminal building, associated landside forecourt and the car parking area
- Passenger flight information system
- Air condition system (HVAC)
- Mechanical (automatic) doors
- Baggage conveyor belts

- Baggage delivery equipment in claim areas
- Boarding bridges
- Elevators
- Escalators
- People movers
- Fixed fire protection installations
- Emergency exits

Lighting and electric equipment

The complete lighting system of the terminal has to be checked daily. Any deficiencies that affect passenger orientation or handling should be corrected quickly. Other reported deficiencies should be noted on the schedule for maintenance.

The same system applies for lighting system for roadways and parking lots. **Refer NFPA 70B**

Air Conditioning System (HVAC)

The operational condition of the system has to be monitored constantly so that any failures can be detected early and corrected.

Chillers

- A. Daily (*twice a day: once during the start of the first shift and once before the end of the second shift*)
 1. Check the general operation of the unit; make sure the unit is working on its optimum conditions.
 2. Evaluate, diagnose, report and correct any operating problem, alert and/or alarm displayed on the unit (the root cause of the problem shall be identified; technician shall consult

equipment operation manual and system design).

B. Daily (once a day)

1. Log the operating temperatures, oil level, pressures, voltages and amperages.
2. Document alerts, alarms and/or faults displayed.
3. Document additional comments regarding operation and recommendations.

C. Every Four Months

1. Check general operation of the unit.
2. Log the operating temperatures, pressures, voltages and amperages.
3. Check the operation of the purge unit.
4. Check oil level and temperature.
5. Check history report and alarms.

D. Annual Inspection

1. Evaluate logs, operational problems and trends during the year.
2. Check vanes for free and smooth operation.
3. Check mechanical linkages for wear.
4. Perform maintenance and operation of purge.
5. Inspect the starting equipment: inspect contact surfaces for wear or pitting, vacuum and blow off any accumulated debris.

Note: Safety Precautions shall be strictly followed to avoid electrical hazards (See Safety Plan). Make sure to turn off the chiller, open and tag all disconnect switches supplying power to the starter.

6. Verify all settings in the control panel.
7. Electrical inspection of control panel: check for loose or worn connections;

tighten as required. Vacuum cabinet to remove dust built up.

8. Verify the working condition of all indicator/alarm lights and LED/LCD displays.
9. Verify the operation of the oil sump and temperature control device.
10. Check Pressure Transducers: Check against a pressure gauge reading, if there is a difference between the readings, calibrate the transducer.
11. Check Temperature Sensors or Thermistors: determine sensor temperature by measuring resistance and/or voltage drop.
12. Test high condenser, low evaporator, low oil and high motor pressure safety device; calibrate and record settings.
13. Inspect Relief Valve and Piping: disconnect the vent piping at the valve outlet and inspect the valve body and mechanism for any evidence of internal corrosion or rust, dirt, scale, leakage, etc.
14. Check the unit and components for any leaks.
15. Pull oil sample, perform and report a spectroscopic analysis.
16. Change the oil filter (see manufacturer recommendations).
17. Change Refrigerant Filter.
18. Change Oil Reclaim Filter.
19. Verify the oil level.
20. Inspect Centrifugal compressor starter.
21. Meg the compressor motor and record the readings.

Note: Perform minor repairs on the units as required.

Cooling Towers

1. Daily
 - a. Check the general operation of the unit; make sure the unit is operating in optimum conditions (diagnose, repair and report any operating problem on the unit)
 - b. Check the water levels of the cold water basins and hot water basins if applicable.
 - c. Check the operation of the makeup system and valves.
2. Every Four Months
 - a. Inspect external conditions of towers; including structural elements.
 - b. Check general mechanical operating system. Tighten and/or replace loose bolts as required.
 - c. Check cold Water Basin water level.
 - d. Check operation of makeup water flow valves and float valves.
 - e. Check the strainer at the drain side.
 - f. Check Motor operation.
 - g. Check Gearbox if applicable.
 - h. Check Belts and Pulleys if applicable for wear and other problems.
3. Annual Inspections:
 - a. Check structural elements for rigidity.
 - b. Check breakers, starters, contactors and disconnect switches. Inspect contact surfaces for wear or pitting, vacuum and blow off any accumulated debris.
 - c. Check local disconnect - switch and starter voltage and amperage.
 - d. Check and document motor voltage and amperage.

- e. Lubricate motor, gearbox and bearings as required (see manufacturer recommendations).
- f. Check Operation of cooling tower water flow valves.

Notes: Water Treatment and Cleaning of Cooling Towers shall not be included as part of the Maintenance Plan. Perform minor repairs on the units as required.

Air Handling Units

1. Monthly
 - a. Check general operation of the unit; make sure the unit is operating to its optimum conditions (diagnose and report any operating problem on the unit; perform minor repair if required).
 - b. Log operating conditions of the unit.
2. Every Four Months
 - a. Check condition, supply and replace approved pre-filters. Dispose of old filters and identify new filters with technician's initials and installation date.
 - b. Check condition of high efficiency filters.
 - c. Check general structural conditions of the unit; including bracing, fan base, vibration isolator conditions, etc. Tighten loose bolts as required.
 - d. Check general mechanical operating system.
 - e. Check belt condition and alignment; supply and replace if required.
 - f. Check chilled water pipe conditions; including hangers, leaks and insulation.
 - g. Check operation of pressure and temperature gauges on pipes.

- h. Check drain pan and drain line; clean and flush accordingly.
 - i. Check and log Temperatures and Pressure differentials.
 - j. Lubricate fan bearings as recommended by manufacturer.
 - k. Check operation of smoke and fire dampers on return, supply and fresh air ducts.
 - l. Check ducts insulation, seals and canvas.
3. Annual
- a. Thorough cleaning of AHU's, including housing exterior, interior, fan elements and coil.
 - 1. *Notes: An EPA approved sanitizer specifically designed for HVAC use shall be employed for disinfection and cleaning. A high quality coil detergent shall be employed for coil cleaning.*
 - b. Thoroughly clean and flush drains pans and drain lines; use vacuum as required.
 - c. Rotate fan wheel and check for obstructions in fan housing. Tighten wheel sets to the proper torque.
 - d. Inspect flexible connections and canvas for cracks and leaks.
 - e. Supply and replace approved high efficiency filters; dispose old filters. Identify filter with technician's initials and installation date.
 - f. Check damper linkages, screws and blade adjustment.
 - g. Clean damper operators.
 - h. Check and log motor voltage and amperage.
 - i. Check electrical components and insulation; including MCC. Inspect wiring

- and insulation for damage. Check fuses for continuity.
- j. Check and document breaker, VFD and starter voltage and amperage. Inspect contact surfaces for wear or pitting, vacuum and blow off any accumulated debris.
- k. Check local disconnect - switch voltage and amperage.
- l. For direct expansion units, condenser coils shall also be thoroughly cleaned. Unit shall be inspected for any signs of leaks; pressures shall be recorded and documented. Check condition of refrigerant filter or dryer.

Note: Perform minor repairs on the units as required.

Pumps

- 1. Every Four Months
 - a. Lubricate pump and motor bearings as per manufacturer's specifications. Check bearing grease line connections.
 - b. Check and log suction and discharge pressures.
 - c. Check mechanical seals for signs of wear or leakage; recommend replacement as required.
 - d. Check and document motor voltage and amperage.
 - e. Visually check pump alignment and coupling conditions.
 - f. Check for excessive noise or vibration on the unit; recommend bearing replacement as required.
 - g. Inspect electrical connections.
- 2. Annual

- a. Inspect electrical connections and contactors; including MCC panel, breakers and contactors. Inspect contact surfaces for wear or pitting, vacuum and blow off any accumulated debris.
- b. Inspect wiring and insulation for damage.
- c. Remove and clean cooling tower pump strainers.
- d. Identify and tighten loose nuts and bolts.
- e. Check motor, pump mounts and vibrations pads.
- f. Thoroughly clean exterior of pump housing, motor exterior and pump base.

Note: Perform minor repairs on the units as required.

Exhaust Fans

1. Every Four Months
 - a. Perform General Inspection of Fan Operation.
 - b. Check lubrication of fan and motor; lubricate as required.
 - c. Check and adjust fan belt; replace if required.
 - d. Check motor mounts, bearing conditions, pump alignment and shaft alignment.
2. Annual
 - a. Check and document motor voltage and amperage.
 - b. Clean the unit's interior and exterior thoroughly, including the fan wheel.
 - c. Check conditions of breaker, MCC, disconnect switch and contactor.

Inspect contact surfaces for wear or pitting, vacuum and blow off any accumulated debris.

Note: Perform minor repairs on the units as required.

Passenger Boarding Bridges

Maintenance responsibility of the operators is limited to observation of the elevators function and to cleaning.

All other maintenance work, regular inspection, certification (federal and local regulation), replacement of parts needed, remains with the contracted service provider to perform preventive maintenance of the passenger boarding bridges according to the manufacturer's specification and in compliance with local and federal law.

Fixed Fire Protection Installations

Done accordingly with the National Fire Protection Association (NFPA) standards, local and federal regulations.

Chapter 9 BHS

The Hold Baggage Screening (HBS) division of the Maintenance Department, also known as the Baggage Handling System (BHS) division, is in charge of the operation and maintenance of the baggage conveyor belt systems throughout the airport. These systems are of high importance to airport operations as they serve to transport inbound and outbound bags, and in most cases also screen them.

In the operational side this division has the responsibility of monitoring the Baggage Systems operation including the detection and notification of faults in the systems through a Control Room Operator or CRO. We also incorporate a Manual Encoder Operator which has the task of routing misread bags to their proper destination piers. The operation of these systems is carried out through a third party private contractor under the direct supervision of the BHS Division Chief.

Within the maintenance side we have the responsibility of performing preventive and scheduled maintenance as well as repairs required to have the automated baggage systems operating in a reliable and secure way. The maintenance and repair of these systems is carried out through a third party private contractor under the direct supervision of the BHS Division Chief.

Elevators

Maintenance responsibility of the operators is limited to observation of the elevators function and to cleaning. All other maintenance work, regular inspection, certification (federal and local

regulation), replacement of parts needed, remains with the manufacturer.

Escalators (people movers)

Maintenance responsibility of the operators is limited to observation of the elevators function and to cleaning. All other maintenance work, regular inspection, certification (federal and local regulation), replacement of parts needed, remains with the manufacturer.

The BHS division is also responsible for the operation and maintenance of the following systems:

- Elevators
- Escalators
- Moving walkways
- Fire extinguishers

The operation, maintenance and repair of these systems are carried out by third party private contractors under the direct supervision of the Facilities and BHS Division Chief.

The following tables present the manufacturer's preventive maintenance recommendations.

Table 9.1 Maintenance Tasks for Hydraulic Elevators

Task Description	ASME A17.1 Code Reference	Performance Interval
Visual check pump unit operation/component	8.6.5.9 8.6.5.5.1 8.6.5.6	Semi Annual
Check oil level	8.6.5.4 8.6.5.7 8.6.5.1.2	Semi Annual
Visual check controller operation/components/motor starter	8.6.1.6.3	Semi Annual
Check/tighten controller connections	8.6.1.6.3	Annual
Visual check overall machine room space/area	8.6.4.8 8.6.1.6.5	Semi Annual
Clean machine room	8.6.4.8	Semi Annual
Check anti-creep	8.6.5.12	
Ride unit/check ride quality	8.6.5.12 8.6.4.16	Semi Annual
Visual check cab interior/components/fixtures	8.6.4.15	Semi Annual
Check emergency lighting/alarm bell	8.6.4.15	Semi Annual
Visual check guide rails & brackets/lube as applicable	8.6.4.3	Semi Annual
Check, lube all hoistway safety/terminal switches	8.6.4.14	Semi Annual
Check, clean, lube car door & door operator hardware	8.6.1.6.2 8.6.4.13.1	Semi Annual
Check, clean, lube landing door hardware	8.6.1.6.2 8.6.4.13.1	Semi Annual
Clean car top	8.6.4.9	Semi Annual
Visual check pit/pit equipment	8.6.5.11 8.6.5.5.1 8.6.5.5.2	Semi Annual
Check, lube, pit safety switches	8.6.1.6.2	Semi Annual
Clean pit	8.6.4.7.1	Semi Annual
Confirm sign & data plates	8.6.1.6.7	Annual

Table 9.2 Maintenance Tasks for Geared Elevators

Task Description	ASME A17.1 Code Reference	Performance Interval
Visual check hoist machine/motor/brake/MG operation/condition	8.6.4.6.1 8.6.4.17 8.6.4.6	Semi Annual
Visual check controller operation/condition	8.6.1.6.3	Semi Annual
Check/tighten controller connections	8.6.1.6.3	Annual
Visual check overall machine room space/area	8.6.4.8 8.6.1.6.5	Semi Annual
Visual check governor operation/condition	8.6.4.2 8.6.4.12	Semi Annual
Lube MG, hoist motor, governor bearings	8.6.1.6.2	Annual
Lube brake components/pins etc.	8.6.1.6.2	Semi Annual
Clean controller, MG, hoist motor	8.6.1.6.3	Annual
Clean machine room	8.6.4.8	Semi Annual
Ride Unit / check ride unit	8.6.4.16	Semi Annual
Visual check cab interior / components / fixtures	8.6.4.15	Semi Annual
Check emergency lighting / alarm bell	8.6.4.15	Semi Annual
Perform rope maintenance	8.6.4.12	Semi Annual
Check, lube all hoistway safety / terminal switches	8.6.4.14	Semi Annual
Check, clean, lube car door & door operator hardware	8.6.1.6.2 8.6.4.13.1	Semi Annual
Check, lube landing door hardware lower 1/3 of floors	8.6.1.6.2 8.6.4.13.1	Semi Annual
Check, lube landing door hardware middle 1/3 of floors	8.6.1.6.2 8.6.4.13.1	Semi Annual
Check, lube landing door hardware upper 1/3 of floors	8.6.1.6.2 8.6.4.13.1	Semi Annual
Clean car top	8.6.4.9	Semi Annual
Visual check pit / pit equipment	8.6.4.12	Semi Annual
Visual check bottom of car equipment	8.6.4.12	Semi Annual

Visual check, lube, pit safety switches	8.6.1.6.2	Semi Annual
Clean pit	8.6.4.7.1	Semi Annual
Lube compensation & governor tail sheaves	8.6.4.12	Annual
Confirm sign & data plates	8.6.1.6.7	Annual

Table 9.3 Maintenance Tasks for Gearless Elevators

Task Description	ASME A17.1 Code Reference	Performance Interval
Visual check hoist machine/motor/brake/MG operation/condition	8.6.4.6.1 8.6.4.17 8.6.4.6	Semi Annual
Visual check controller operation/condition	8.6.1.6.3	Semi Annual
Visual check overall machine room space/area	8.6.4.8 8.6.1.6.5	Semi Annual
Visual check governor operation/condition	8.6.4.2 8.6.4.12	Semi Annual
Lube MG, hoist motor, governor bearings	8.6.1.6.2	Annual
Lube brake components/pins etc.	8.6.1.6.2	Semi Annual
Check / tighten controller connections	8.6.1.6.3	Annual
Clean controller, MG, hoist motor	8.6.1.6.3	Annual
Clean machine room	8.6.4.8	Semi Annual
Ride Unit / check ride quality	8.6.4.16	Semi Annual
Visual check cab interior / components / fixtures	8.6.4.15	Semi Annual
Check emergency lighting / alarm bell	8.6.4.15	Semi Annual
Perform rope maintenance	8.6.4.12	Semi Annual
Check, lube all hoistway safety / terminal switches	8.6.4.14	Semi Annual
Check, clean, lube car door & door operator hardware	8.6.1.6.2 8.6.4.13.1	Semi Annual
Check, lube landing door hardware lower 1/3 of floors	8.6.1.6.2 8.6.4.13.1	Semi Annual
Check, lube landing door hardware middle 1/3 of floors	8.6.1.6.2	Semi Annual

	8.6.4.13.1	
Check, lube landing door hardware upper 1/3 of floors	8.6.1.6.2 8.6.4.13.1	Semi Annual
Clean car top	8.6.4.9	Semi Annual
Visual check pit / pit equipment	8.6.4.12	Semi Annual
Visual check bottom of car equipment	8.6.4.12	Semi Annual
Visual check, lube, pit safety switches	8.6.1.6.2	Semi Annual
Clean pit	8.6.4.7.1	Semi Annual
Lube compensation & governor tail sheaves	8.6.4.12	Annual
Confirm sign & data plates	8.6.1.6.7	Annual

Table 9.4 Maintenance tasks for Escalators

Task Description	ASME A17.1 Code Reference	Performance Interval
Visual check handrail	8.6.8.1 8.6.8.11	Semi Annual
Visual check combplates/ teeth, step lighting	8.6.8.1 8.6.8.14	Semi Annual
Visual check balustrades / skirts	8.6.8.14 8.6.8.10 8.6.8.2 8.6.8.9	Semi annual
Visual check steps	8.6.8.6	
Check step tp step & step to skirt clearance	8.6.8.2	
Silicone skirts, if applicable	8.6.8.5	
Lube all chains/ check step & trailing rollers	8.6.8.7	
Check step chain & handrail drive & tension	8.6.8.7	
Clean handrail track	8.6.8.13	Annual
Clean upper head	8.6.8.13	Semi Annual
Clean lower head	8.6.8.13	Semi Annual
Check, clean, lube service & emergency breaks	8.6.8.12	Annual

Table 9.5 Maintenance Tasks for Moving Walkways

Task Description	ASME A17.1 Code Reference	Performance Interval
Visual check handrail	8.6.9.1 8.6.9.9	Semi Annual
Visual check combplates/ teeth, step lighting	8.6.9.1 8.6.9.12	Semi Annual
Visual check balustrades / skirts	8.6.9.12 8.6.9.8 8.6.9.6 8.6.9.7	Semi annual
Visual check pallets / tread way	8.6.9.3 8.6.9.5	Semi annual
Check pallet to pallet & pallet to skirt clearances	8.6.9.13	Semi annual
Silicone skirts, if applicable	8.6.9.13	Semi annual
Lube all chains / check pallets & rollers	8.6.9.4	Semi annual
Check pallet chains & handrail drive & tension	8.6.9.4	Semi Annual
Check handrail track	8.6.9.11	Annual
Clean entrance head	8.6.9.11	Semi Annual
Clean exit head	8.6.9.11	Semi annual
Check, clean, lube service & emergency brakes	8.6.9.10	Annual

Table 9.6 Fire Extinguishers and Fire Hose Plan

	Service	Recharge	Hydrostatic Test
ABC Fire Extinguisher	1 Yr.	6 Yrs.	12 Yrs.
CO2 Fire Extinguisher	1 Yr.	5 Yrs.	5 Yrs.
Fire Hose	1 Yr.	N/A	3 Yrs. *
Purple K Tank for Wheel Units	1 Yr.	6 Yrs.	12 Yrs.
Nitrogen Tank for Wheel Unit	1 Yr.	5 Yrs.	5 Yrs.

- 5 Yr. after new

Appendix A – Airport Certification Manual (ACM)

To be provided upon request.

Appendix B – Airport Emergency Plan (AEP)

To be provided upon request.

Appendix C – Available Guidance and Standards

Appendix C contains a list of standards and regulations with which the Maintenance Division must comply, at a minimum. The list is not intended to include all applicable standards and regulations - it is the responsibility of the Maintenance Division to identify and comply with all existing standards and regulations as well as future best practices applicable to airport operations as well as to airport safety. Refer to Table C1 below for the list of standards and regulations that apply to the Maintenance Division.

Table C1 Available Guidance and Standards

ID	Title
150/5070-6B	Airport Master Plans
150/51904A	A Model Zoning Ordinance to Limit Height of Objects Around Airports
150/5200-18C	Airport Safety Self-Inspection
150/5200-29A	Announcement Of Availability Of Airport Self-Inspection DVD
150/5210-20	Ground Vehicle Operations on Airports
150/5210-51D	Painting, Marking, and Lighting of Vehicles Used on an Airport
150/5220-4B	Water Supply Systems for Aircraft Fire and Rescue Protection
150/5300-13	Airport Design

ID	Title
150/5320-6E	Airport Pavement Design and Evaluation
150/5340-18F	Standards for Airport Sign Systems
150/5340-1K	Standards for Airport Markings
150/5370-2E	Operational Safety on Airports During Construction
Cert. alert No. 98-05	Grasses Attractive To Hazardous Wildlife
FAA Order 5100.38C	Airport Improvement Program Handbook
23 CFR Part 772	Procedures for Abatement of Highway Traffic Noise and Construction Noise
40 CFR 763	Asbestos
33 U.S.C. '1251 et seq.)	Clean Water Act
7 U.S.C. Sec 136, et seq.	Federal Insecticide Fungicide and Rodenticide Act
42 U.S.C.'300f	Safe Drinking Water Act

Appendix D – Operational Performance Metrics

This appendix provides outlines for the various reports required by the Lease Contract. The reports may include material beyond that listed, but they should at minimum address the items listed.

Table D1 Operational Performance Metrics

Category	Metric	Standard
Airfield		
Airfield /Airport operations	Visual airfield inspections	Once per 8 hour shift
	Visual terminal / landside inspections	Once per 8 hour shift
	Fueling inspections	Observation during fueling operation
	Field condition reports - standard day	Once per 8 hour shift
	Pavement friction testing - standard day	Weekly
	Airfield lighting and signs maintenance	Daily in accordance with ACM; airfield lighting must be routinely checked for continuous operation; immediate repairs required
Runways	Unscheduled runway closures	Less than the historical mean for the last five years
	Incursions by vehicles or pedestrians	Zero
	Pavement rubber removal	See FAA Advisory Circular 150/ 5320-12C

Category	Metric	Standard
Passenger terminal complex		
Aircraft apron	Lead-in line markings	Twice per year
	Stop line markings	Twice per year
	Safety envelope markings	Twice per year
	Ramp lighting	Weekly inspection, repair lights within 24 hours' notice
	Lightning protection	Monthly inspection, repair within 24 hours' notice
Loading bridges	Doors	5 minute response time, 1 hour repair
	Overall functionality	Response time: 5 minutes; Repair: 2 hours, when possible
	Ground power	Response time: 15 minutes; Repair: 2 days
	Potable water	Response time: 15 minutes; Repair: 2 hours
	Pre-conditioned air	Response time: 15 minutes; Repair: 2 days

Category	Metric	Standard
Baggage handling system	Outbound baggage; Inbound baggage; Baggage claim devices	Response time: 5 minutes; Repair: 2 hours
Passenger conveyance systems	Elevators/ escalators/ moving walkways	Response time: 30 minutes; Repair: 4 hours
Terminal building climate	Temperature between 70 and 74 degrees Fahrenheit	Response time: 30 minutes; Repair time: 3 days
Terminal building power	Emergency generators	Inspection: bi-weekly

Appendix E - Location and Equipment ID

Appendix E describes the standardized format that is implemented to identify each location within the airport premises.

The Location segment will answer the question “where is the property, plant or equipment located at?” The format is formed of three (3) segments to form one location Id. Refer to Table E1 below.

Location Segments:

- Location (LOC) maximum 4 alphanumeric characters
- Level (LEV) maximum 4 alphanumeric characters
- Zone (ZON) maximum 4 alphanumeric characters

Table E1 Location ID (Where)

LOC	LEV	ZON	Description
Examples:			
TA	L1	01	Terminal A, Level 1, Zone 01
APR6	GRND	SECC	Apron6, Ground Level, Sector Central
TD	ROOF	G9	Terminal D, Roof level, Gate 9
RA	RAMP	02	Ramp in Terminal A, Ramp Level, Zone 02
PKML	L4	AB	Multi-level parking, Level 4, Zone AB
PKTP	GRND	FG	Terraplen parking, Ground Level, Zone FG

The Equipment segment will answer the question “what equipment are we referring to? “. The format is formed of three (3) segments to identify the specific property, plant or equipment. Refer to Table E2 below.

Equipment Segments:

- Category (CAT) maximum 4 alphanumeric characters
- Sub Category (SCAT) maximum 4 alphanumeric characters
- Item ID (ID) variable length.

Table E2 Equipment ID (What)

CAT	SCAT	ID	Description
Examples:			
DOOR	RVOL	A1048	Door, Revolving, #A1048
RR1	TLET	1	Restroom#1, Toilet, #1
CS1	LAMP	4	C-Store #1, Lamp, #4
SUBS	TRNF	SU-2B	Substation, Transformer, # SU-2B
JETB	PCA	257222	Jet bridge, PCA, # 257222
HVAC	AHU	2006070004	HVAC, Air Handling Unit, # 2006070004
HVAC	CHIL	4605Q71844	HVAC, Chiller, # 4605Q71844

It is necessary to join both, the Location ID (Where) with the Equipment ID (What) to identify a specific property, plant or equipment within a specific location in the airport premises. Refer to Table E3 below to view examples.

Table E3 Where / What

Location (Where)			Equipment (What)			Description
TA	L1	01	DOOR	RVOL	A1048	Revolving door # A1048 in Terminal A, Level 1, Zone 01
RA	RAMP	02	JETB	PCA	257222	Jet bridge PCA # 257222 in Ramp of Terminal A, Ramp Level, Zone 02
TD	ROOF	03	HVAC	CHIL	4605Q71844	HVAC Chiller #4605Q71844 in Roof of Terminal D, Zone 03
PKML	L4	AB	STRS	PUBL	4	Public Stairs #4 in Multi-level Parking, Level4, Zone AB
PKTP	GRND	XY	LGHT	POST	7	Light post #7, Terraplen parking, Ground level, Zone XY

Refer to Appendix F for a detailed list description of possible Location and Equipment ID's.

Appendix F – Location ID Listing (Where)

Appendix F provides the description and the 4 alphanumeric character abbreviations that describe each location within the airport premises. Refer to **Appendix E** for a description and examples on the standard formatting. This table is under construction and will be updated periodically. Refer to tables below.

Table F1 Location (LOC) ID

LOC	Description	LOC	Description
AP01	Apron 1	RA	Ramp in Terminal A
AP02	Apron 2	RB	Ramp in Terminal B
AP03	Apron 3	RC	Ramp in Terminal C
AP04	Apron 4	RD	Ramp in Terminal D
AP05	Apron 5	RE	Ramp in Terminal E
AP06	Apron 6		
AP07	Apron 7		
AP09	Apron 9		
AP11	Apron 11		
AP12	Apron 12		
BOVD	Bóveda		
CTAB	Connector A B		
CTBC	Connector B C		

CTCD	Connector C D		
CTDE	Connector D E		
CTWR	Control Tower		
ILS	Instrument Landing Sys		
MKUP	Make Up		
PKML	Multi-level Parking		
PKTP	Terraplén Parking		
RDWY	Roadway		
RNWY	Runway		
SECC	Sector Central		
SP01	Security Point 01		
SP02	Security Point 02		
TA	Terminal A		
TB	Terminal B		
TC	Terminal C		
TD	Terminal D		
TE	Terminal E		

Table F2 Level (LEV) ID

LEV	Description
GRND	Ground
L1	Level 1
L2	Level 2
L3	Level 3
L4	Level 4
L5	Level 5
L6	Level 6
ROOF	Roof
UGRN	Underground

Table F3 Zone (ZON) ID

ZON	Description	Description
01	Zone 01	
02	Zone 02	
AB	Zone AB	
KL	Zone KL	
COLA	Column A	
COLD	Column D	
TW01	Taxiway 01	
TW03	Taxiway 03	
BC03	Baggage Claim 03	
K022	Kilometer 2.2	
K105	Kilometer 10.5	
G1	Gate 1	
G22	Gate 22	

Appendix G – Equipment ID (What)

Appendix G provides the description and the alphanumeric character abbreviation that describes each specific property, plant and equipment within the airport premises. Refer to **Appendix E** for a description and examples on the standard formatting. This table is under construction and will be updated periodically. Refer to tables below.

Table G1 Category (CAT) ID

CAT	Description	CAT	Description
AIRL	Airfield lights	SAFE	Safety
BELT	Baggage claim belts	SIGN	Signage
CS01	Convenience store #1	STR	Stairs
CS02	Convenience store #2	SUBS	Substation
DOOR	Doors	VHCL	Vehicles
ELEV	Elevators	WFAU	Water faucet
ESCA	Escalators	BC01	Baggage claim #1
EXGR	Extinguishers	BCA	Baggage claim A
FNCE	Fence		
FIRE	Fire equipment		
GENR	Generator		
HVAC	Heat, ventilation, A/C		
JETB	Jet bridge		

CAT	Description	CAT	Description
LAND	Land		
LGHT	Lights		
MOVW	Moving walkways		
PWAT	Potable Water		
RR01	Restroom #1		
RR02	Restroom # 2		

Table G2 Sub-Category (SCAT) ID

SCAT	Description	SCAT	Description
AIRC	Air Conditioners	JETB	Jet bridge
AHU	Air Handling Units	LAMP	Lamp
AIRL	Airfield lights	LSCP	Landscape
BELT	Baggage claim belts	POST	Post
CHIL	Chiller	MOVW	Moving walkways
CLTW	Cooling Tower	PCA	PCA
CSTR	Convenience store	PKUP	Pickup
DSFR	Defibrillator	PUB	Public
DIGR	Digger	PUMP	Pump
DROM	Disabled restroom	ROOF	Roof
ELCM	Electric Motor	SRVC	Service
EMGY	Emergency	SHWR	Shower
HOSE	Hose	SINK	Sink
EXGR	Extinguishers	SWPR	Sweeper
FNCE	Fence	TOLT	Toilet
FPUM	Fire Pump	TOWT	Tow truck

SCAT	Description	SCAT	Description
GENR	Generator	TRCK	Truck
GENT	Generator Trailer	WALL	Wall
JEEP	Jeep	WFND	Way finding
TRNS	Transit		
URNL	Urinal		
WPMP	Water Pump		

Table G3 Equipment (ID) ID

ID	Description
A1048	Door A1048
05	RAM 05

Remark:

- The Equipment ID can be a combination of letters and numbers that identify a specific property, plant or equipment.
- There is no standard as to the Equipment ID

Appendix H – FAA Advisory Circulars for Airport Visual Aids

Appendix H provides a list of FAA Advisory Circulars that provide guidelines on the design, installation and maintenance of all Airport Visual aids. Refer to Table H1 below

Table H1 FAA Advisory Circular for Airport Visual Aids

CODE	Description
150_5220_23	Frangible connections
150_5340_26b	maintenance of airport visual aid facilities
150_5340_30G	Design and Installation Details for Airport Visual Aids
150_5345_3G	Specifications for L-821, Panels for the Control of Airport Lighting
150_5345_5B	Specifications for Airport Lighting Circuit Selector Switch
150_5345_7f	Underground Electrical Cable for Airport Lighting Circuits
150_5345_10G	Specification for Constant Current Regulators and Regulator Monitors
150_5345_13b	Specification for L841 Auxiliary relay cabinet assembly for pilot control of lighting circuits
150_5345_28G	Precision Approach Path Indicator (PAPI) Systems
150_5345_39D	Specification for L-853 Runway and Taxiway Retroreflective Markers
150_5345_42G	Specification for Airport light bases transformer housing junction boxes and accessories
150_5345_43G	Specification for Obstruction Lighting Equipment
150_5345_46d	Specification for runway and taxiway light fixtures
150_5345_47c	Specification for series to series isolation transformers for airport lighting systems

CODE	Description
150_5345_50b	Specification for portable runway and taxiway lights
150_5345_51B	Specification for Discharge-Type Flashing Light Equipment
150_5345_52A	Generic Visual Glideslope Indicators (GVGI)
150_5345_53d	Airport lighting equipment certification program
150_5345_54b	Specification for L884 Power and control unit for land and hold short lighting system
150_5345_55a	Specification for L893 Lighted visual aid to indicate temporary runway closure
150_5345_56b	Airport Lighting control and monitoring system ALCMS
150_5345_56B	Specification for L-890 Airport Lighting Control and Monitoring System (ALCMS)
150-5345-26D	FAA Specification L823 Plug n receptacles cable connectors

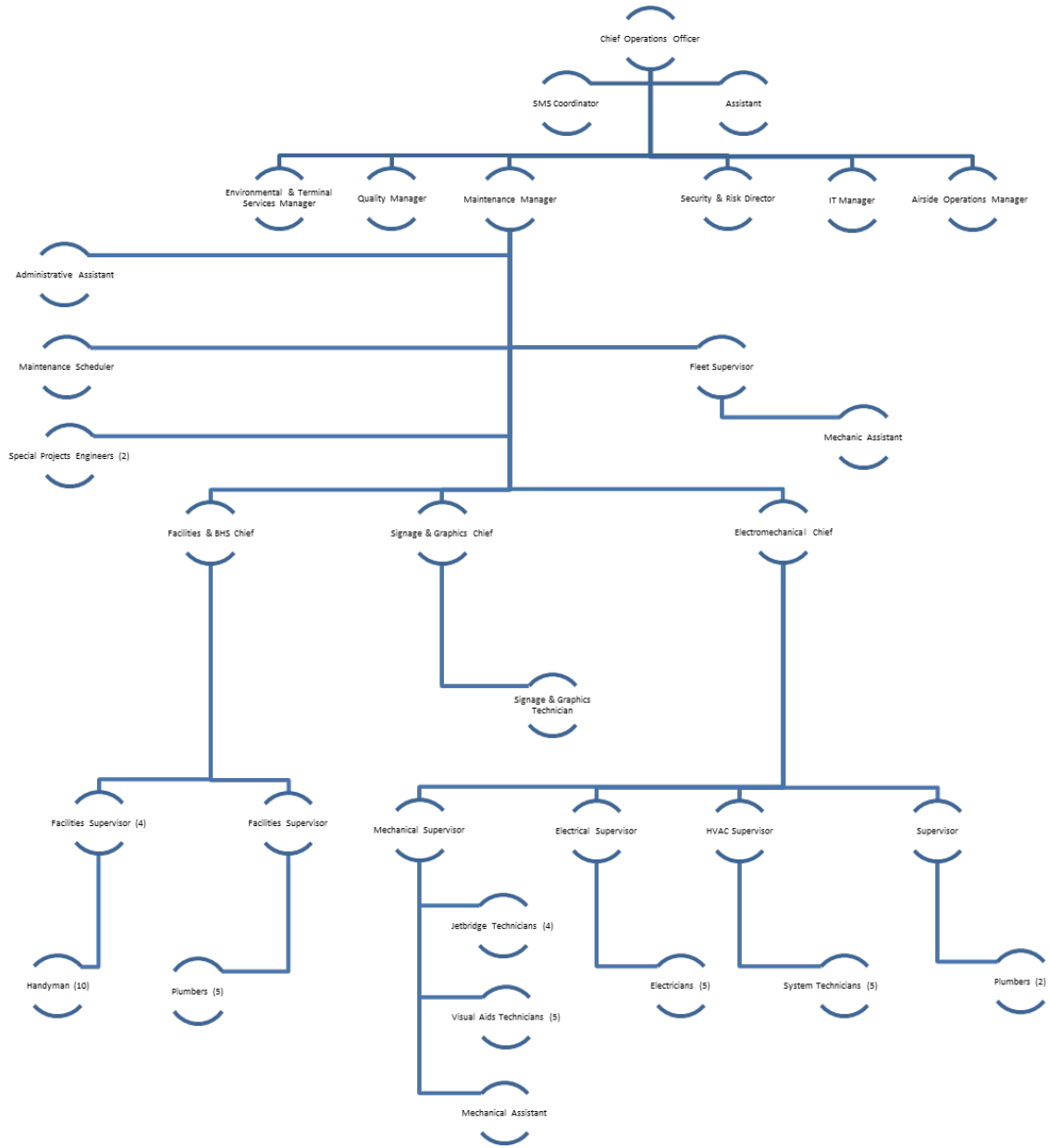
Appendix J – FAA Advisory Circular for Signs and Markings

Appendix H provides a list of FAA Advisory Circulars that provide guidelines on the Sign and Markings in the Airport. Refer to Table J1 below.

Table J1 FAA Advisory Circular for Signs and Markings

ID	Description
150_5210_5d	Painting marking and lighting of vehicles on an airport
150_5340_1K	Consolidated Standards for Airport Markings
150_5340_5d	Segmented Circle Marker System
150_5340_18F	Standards for Sign Systems
150_5345_44J	Specification for Runway and Taxiway Signs
150_5360_12E	Airport Signing And Graphics

Appendix K – Organizational Chart



Appendix L – Third Party Contractors List

Contractor	Division	Description
Airport Bridge Services, LLC	Electromechanical	Jet Bridges Maintenance
Cruz Moya, Inc.	Facilities	Consulting services for elevators, escalators and moving walkways. Provides inspection and certification services for passenger conveying+C27 systems
Hi-Lite	Facilities	Runway and taxiway safety work
Gvelop, LLC		Consulting services
Power Engineering, Inc.	Electromechanical	Substation and electrical equipment maintenance
Schindler	Facilities	Maintenance services for elevators, escalators and moving walkways
JF Fence	Facilities	Airport fence construction & repair
BM Electric	Electromechanical	Electrical services contractor
Best Fire Tech	Facilities	Inspection and certification of portable fire extinguishers, fire hoses, and other fire protection equipment
Vanderlande	BHS	Maintenance and repair services for baggage handling systems and parts.

Blue Line Rental Inc.		Rental of Lift and heavy equipment
Insulation Specialties Contracting Corp.	Electromechanical	Mechanical Rooms Thermal Insulation Replacement at Terminals Alpha, Charlie, Delta & Eco
Martino Industrial Air Inc.	Electromechanical	Repair of the air conditioning system, chillers installation and piping maintenance.
International Chemtex PR Inc.	Electromechanical	Water Treatment Chemicals and Service for the Chillers and Cooling Towers
Cooperativa de Servicios de Equipaje	Environmental	Green areas / Landcaping
QC Coating Professionals		Building Demolition and Repair Work
EHA Engineering		Engineering and Surveying work
Miguelito Asphalt	Facilities	Asphalt, Construction, Painting, Electric & Plumbing Work
Betterrecycling Corporation	Facilities	Pavement Rehabilitation, Asphalt, Lanes Painting, Thermoplastics
Rene Acosta & Asoc.		Consulting
Fire Safe	Electromechanical	Inspection / Test fire pumps system
Portoson, Inc		Waste disposal

Puerto Rico Truck Center		Aerostar Vehicles Mechanic
NAVI Engineering Group Corp		General Contractor / Water Meter Installation
PR Safety Officer & Paint Contractor Inc.		Paint & Repairs - FireWater Tanks - Sector Central
Pro Water Treatment Inc.		
Las Americas Petroleum		Diesel Tanks Work
Cortes Industrial Organization		

Appendix M – Vendors/Suppliers Listing

Vendor	Division
Adolfo Pagan	Electromechanic
Camfill AHU Filters	Electromechanic
Chemtex	Electromechanic
Cortes Industrial	Electromechanic
Garriga	Electromechanic
Industrial Specialties	Electromechanic
Electric Services	Electromechanic
Fastenal	Electromechanic
Graybar	Electromechanic
Grainger	Electromechanic
Industrial Sealings	Electromechanic
Martino Industrial	Electromechanic
Portosan	Electromechanic
Power Engeneering	Electromechanic
Rafeal Benitez Carrillo	Electromechanic
Refricentro	Electromechanic
Sprinklers Contractors	Electromechanic
R&R Electric Motor Corp.	Electromechanic
Technical Electronic Solutions	Electromechanic
Technolite	Electromechanic

Vendor	Division
Today Plumbing	Electromechanic
Trane	Electromechanic
Vibranalysis	Electromechanic
Caribbean Sign Supply	Signage & Graphics
Sabic	Signage & Graphics



Section 3: Airfield Operating Standards Plan

AEROSTAR
AIRPORT HOLDINGS, LLC
Revised 02-2016

Section 3: Airfield Operating Standards Plan (AOSP)

3.1 Objective of the AOSP

The objective of the AOSP is to ensure that the Airport Operator establishes and implements processes and procedures necessary to sustain the safe and continuous operation of the airfield and associated facilities at the Airport.

3.2 Essential Staff

Exhibit A, on the following page, depicts the organizational chart of the key staff in the Operations Department.

3.2.1 Training

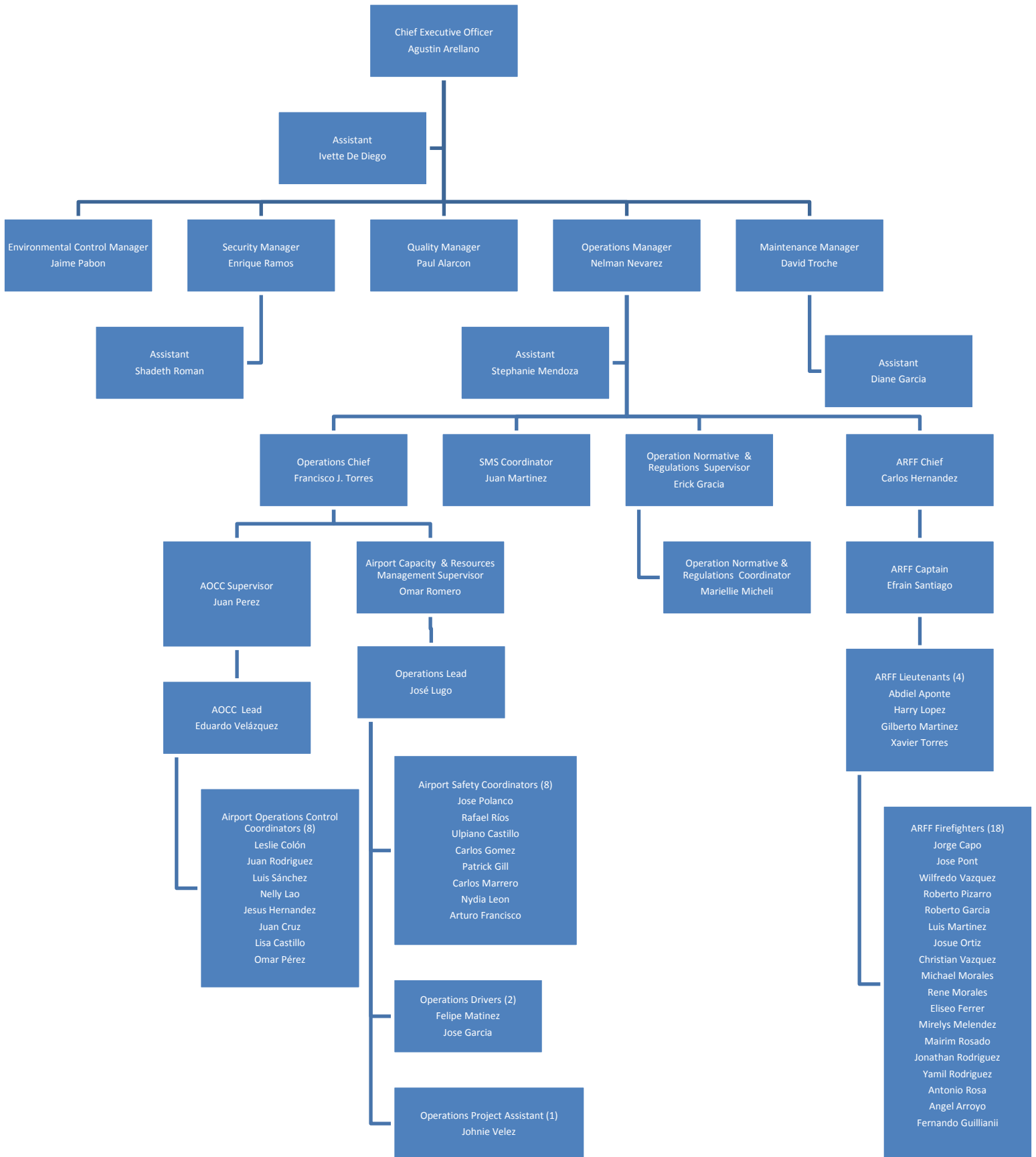
All persons who access movement areas and safety areas and perform duties in compliance with the requirements of the Airport Certification Manual receive training as required by FAR Part 139.303. Training must be completed prior to the initial performance of such duties and at least once every 12 consecutive calendar months.

3.2.2 24-Hour Operations

Appropriate staff is on duty to accommodate a 24-hour operation.

3.3 Stakeholders

Stakeholders include, but are not limited to, FAA, TSA, ASC, Puerto Rico Police Department, Puerto Rico Air National Guard, Airline tenants, general aviation tenants, local utility companies, others that operate at the Airport, and all appropriate Aerostar departments.



3.4 Scope of the Plan

3.4.1 Airfield Operations

Airport Operations personnel will inspect the airport to assure compliance with the requirements of the Airport Certification Manual and FAR Part 139.327 Self-Inspection Program.

3.4.2 Airport Maintenance

3.4.2.1 Visual Aids

All Airport owned visual aids will be serviced and maintained to meet the requirements of FAR Part 139.

Operations personnel will notify FAA in case of any apparent failure on any FAA owned visual aids.

Personnel

The task of maintaining lighting aids will be performed by licensed electricians who will be available for a 24/7 operation.

Equipment in Stock

Adequate stock of spare parts will be available. The parts inventory will reflect the item's availability, manufacturer's recommendations, and FAA requirements.

AS-BUILT Drawings

A set of as-built drawings will be kept readily available. The drawings will be kept up-to-date and any changes at site will be reflected on these drawings. The completeness and the accuracy of the systems drawings will be checked annually.

3.4.2.2 Lighting Maintenance

Lighting maintenance will be conducted per the recommendations of equipment manufacturers and the requirements of FAR Part 139. All maintenance service will be recorded with relevant information regarding observation, measurements, and the name(s) of the personnel performing the service.

Light Maintenance Procedures

The maintenance procedure mainly consists of two steps:

- Removal of defective lights and their immediate replacement by new or repaired ones.
- Servicing and overhaul of deficient lights in the workshop with required tools and equipment.

Maintenance of lights will be conducted at the site or in the workshop if weather conditions require. An adequate inventory of spare parts will be maintained.

Cleaning Procedure for Lights

Light cleaning will be conducted per the manufacture's recommended procedures and FAA requirements. For cleaning the light fittings onsite, maintenance vehicles equipped with air compressors, vacuum cleaners, and solvent tanks may be used.

Light Measurement

Light measurements will be conducted as needed to ensure proper operation.

Lamp Replacement

The life span of lights (i.e., their hours of operation) may vary.

Lamp replacement will be organized in two different manners:

- Lamp replacement will be conducted based on failure or reduced light output.
- Sectional replacement of lights may be conducted based on manufacturer's recommended procedures and performance.

3.4.2.3 Signs

The general recommended maintenance is as follows:

Daily:

- Replace burnt-out lamps.
- Replace panels if damaged or impaired.

Annually:

- Inspect all sign components, including mounting for proper operation and repair, if necessary.

Unscheduled:

- After severe storms, inspect and complete any required repair.

All sign maintenance will be conducted per current FAA requirements.

3.4.2.4 Markings

All markings on paved areas will be inspected in accordance with the Airport Certification Manual and FAR Part 139.327. Markings which are faded or discolored will be repainted. After rubber deposits have been removed from the pavement, all defaced markings will be restored.

All marking maintenance will be conducted per current FAA requirements. Input on ramp markings from Airlines will be reviewed by Aerostar. The airport Signage and Marking Plan will be available to the Airlines upon request.

3.4.2.5 Airport Electrical and Mechanical Systems

General

Regular maintenance work is required for Airport equipment and installations which distribute primary and secondary power.

The following outlines guidance on the maintenance programs for the individual elements of the power supply systems, such as power cables, control cables, transformers, regulators, relay and switch cabinets, and secondary power supply equipment.

Personnel

Properly licensed technicians will conduct maintenance work on Airport electrical systems. All appropriate safety procedures and equipment will be utilized.

The maintenance personnel will be onsite or on-call 24 hours per day.

Schedule of Maintenance

Schedules of routine maintenance of the individual components of the Airport electrical system will be based on the manufacturer's recommendations and the Airport's experience. A record of maintenance work conducted will be maintained.

Refer to NFPA 70B and NFPA 70.

3.4.2.6 Pavement Maintenance

Surface Repair

The AOA surfaces will be maintained to prevent the occurrence of irregularities or defects which would be a hazard to aircraft operations. This standard requires monitoring of pavement conditions, and repair when necessary. A Preventive Maintenance Program is important to meet this standard.

Portland Cement Concrete Pavements

The pavement will be inspected in accordance with FAR Part 139.327 and the requirements of Advisory Circular 150/5340-27 and 150/53802-6.

Where the surface has been found to be too porous, but no other pavement quality deficiencies have been observed, pores can be filled by sealing or coating.

Where concrete surface material is more severely damaged with deep cracks, the damaged material will be ground off until sound concrete material is reached. After grinding, the surface will be fully refilled.

All work will be conducted to meet current FAA standards.

3.4.2.7 Drainage

The Drainage System of the airport area is necessary to do the following:

- Maintain sufficient bearing strength of the soil capable under dry conditions of supporting aircraft rescue and firefighting equipment and of supporting the occasional passage of aircraft without causing major damage to the aircraft.
- Minimize the attraction of birds and other animals representing a potential hazard to aircraft.

Surface drainage is required to eliminate standing water on movement areas and to prevent or minimize the formation of ponds or puddles in unpaved areas.

Layout

Aerostar will comply with all rules and regulations concerning water treatment issued by Federal and local authorities responsible for water conservation, water supply, and environmental protection.

Cleaning of Slot Drains

Cleaning of the slot drains will be carried out primarily by flushing the sections with high pressure water. The cleaning intervals will be determined by conditions and Airport experience. However, at least one annual cleaning will be conducted. Inspections will be conducted to detect the need for additional cleaning. Moreover, after sandstorms or heavy rain showers, the slot drain will be inspected for proper operation.

Water Hydrants

All valves and flaps in the pipeline network will undergo functional testing. Additional monitoring will be conducted to detect any undiscovered leakage.

All fire hydrants, including those at buildings, will be checked regularly. Any subsurface hydrants will be kept clean of soil or mud.

Refer to NFPA 25.

3.4.2.8. Unpaved Areas Maintenance

General

The proper maintenance of unpaved areas at the Airport is essential for the following major reasons:

- Safety area compliance,
- Obstruction clearance, and
- Bird hazard reduction.

The maintenance of unpaved areas will be conducted by Airport staff or approved contractors.

Maintenance of Green Areas within the Runway Safety Areas (RSA)

Maintenance is required to retain specified surface conditions such as bearing capacity, consistency, and appearance. To protect the surface against blast erosion, sound matting of grass may be necessary.

Grass in the RSA should not exceed 10 cm in height. Regular mowing will be necessary to keep the grass below this standard. The cut material may be removed. Where applicable, growth retardant can be used (if Federal or local laws permit).

Maintenance of Green Areas outside the RSA

Maintenance of the outside green areas of the Airport is necessary to reduce wildlife hazards and maintain appearance.

When trees penetrate an obstacle limitation surface, they must shorten or removed. To discourage birds, trees with seeds should be eliminated from the Airport.

3.4.2.9. Construction

Airport Operations will attend any preconstruction meeting. The contractor will be advised of general Airport issues, security protocols, access procedures, and safety concerns including foreign object debris prevention. Airport stakeholders who may be impacted by the project will be advised by Aerostar of the project and any meeting schedule.

Operations will coordinate security approvals (if necessary), access coordination, and site inspections. Operations will be responsible to constantly advise the affected stakeholders, including as applicable, FAA, TSA, airlines, tenants, and the police.

Airport Operations will confirm that the construction area is properly marked and illuminated to reduce potential hazards to aircraft operations. All necessary precautions must be taken to avoid interruption or failure of utilities and/or NAVAIDs.

The location of buried electrical and other utilities will be highlighted at the preconstruction meeting. The contractor will be required to follow specific routing orders to avoid crossing or disrupting any buried utility.

3.4.3 Fueling and Storage

Fire Safety Fuel Standards

Aerostar establishes and maintains standards authorized by the FAA for protecting against fire and explosions in storing, dispensing, and otherwise handling fuel at the Airport (other than articles and materials that are, or are intended to be, aircraft cargo). These standards cover facilities, procedures, and personnel training and address the following:

- Each tenant refueling agent is required to take immediate corrective action whenever notified of noncompliance with safety standards.
- A follow-up inspection will be scheduled to confirm compliance.
- If corrective actions are not accomplished within a reasonable time, appropriate action will be taken by Aerostar, and the FAA Airport Certification Safety Section may be notified, in addition to other actions that Aerostar may take such as:
 - Bonding
 - Public protection
 - Control of access to storage areas
- Fuel storage areas and refueling facilities will be fenced with gates to restrict entrance, or will be within the perimeter fence of the Airport.

Fire Safety in Mobile Fueling, Fueling Pits, and Fueling Cabinets

Appropriate fire extinguishers will be located on all mobile re-fueling operating at the Airport and maintained by fueling agents. Warning signs and fuel identification markings will be prominently displayed in fuel storage areas. Storage areas will be inspected by fire prevention personnel in accordance with FAA standards and procedures. Those areas will be kept clean of debris and vegetation.

Required Training: Training of Fueling Personnel in Fire Safety

An initial and recurrent training plan is included in this section. Airport tenants will receive annual training and shall ensure that at least one supervisor has completed the fueling safety course. All other personnel shall receive on-the-job training in fire safety under the supervision of a trained supervisor. The fire code of the Puerto Rico Fire Department applies to all Airport operations.

SJU and Aerostar do not act as HAZMAT agents, but require all fueling agents operating on the Airport to comply with the standards established by FAA. Furthermore, these agents shall perform reasonable surveillance of all fueling activities at the Airport with respect to those standards.

Fuel training shall include at least the following:

- At least one supervisor with each fueling agent shall have completed an aviation fuel training course in fire safety that is authorized by the FAA. Such an individual shall be trained prior to initial performance of duties, or enrolled in an authorized aviation fuel

- training course that will be completed within 90 days of initiating duties; furthermore, the individual shall receive recurrent instruction at least every 24 consecutive calendar months.
- All other employees who fuel aircraft, accept fuel shipments, or otherwise handle fuel shall receive at least initial on-the-job training and recurrent instruction in fire safety from the trained supervisor every 24 consecutive calendar months.
 - The ARFF Chief will use the “Fueling Agent Line Supervisor” training certification form to document this training in accordance with 14CFR Part 139.321(e) (1), and FFA AC 150/5230-4B Aircraft Fuel Storage, handling, training, and dispensing on airports.
 - Aerostar shall obtain a written confirmation once every 12 consecutive calendar months from each Airport tenant fueling agent that the required fuel training has been accomplished. This written confirmation shall be maintained for 12 consecutive calendar months.
 - Unless otherwise authorized by the FAA, Aerostar shall require each tenant fueling agent to take immediate corrective action whenever the Airport authorities become aware of noncompliance with a required standard of performance.
 - Aerostar may notify the FAA Regional Airports Division Manager immediately when noncompliance is discovered and corrective action cannot be accomplished within a reasonable period of time.
 - All concessionaires functioning as HAZMAT agents must comply with applicable Hazardous and Material Regulations included in 49 CFR Parts 171-180. The FAA Office for Security and Hazardous Materials administers the program.

The procedures for quarterly inspections are as follows:

- The ARFF Chief or designated representative will inspect Airport tenant fuel storage areas, mobile fuelers, and fueling cabinets on a quarterly basis. Inspections will be at least once every three consecutive months for compliance with FAA standards and personnel will maintain a record of that inspection for at least 12 consecutive calendar months.
- Inspection forms detailing any problem areas will be filed immediately after each quarterly inspection.
- Corrective actions: Upon completion of the inspection, the inspector and the Airport fueling agent supervisor will discuss the results of the inspection and sign inspection forms.

Fueling Operations Inspection

This practice includes:

- Emphasizing fire and explosion hazards inherent in aircraft refueling.
- Ensuring proper bonding is being used, dead man controls are not blocked, no smoking prohibitions are being observed, and aircraft are not being fueled inside hangars.
- Checking for proper parking of mobile fueling to ensure these vehicles are at least 10 feet apart and 50 feet from buildings.
- Checking for fuel leaks or spills in the fuel storage area and around mobile fuelers.

- Determining if the fuel farm is free of flammable materials, including litter and vegetation.
- Reporting and monitoring any unsafe fueling conditions discussed above and other obvious violations of the local fire code and Airport fuel fire safety procedures.

Fuel Storage Areas, Loading/Unloading Stations Inspections

Regular procedures include:

- Check fuel storage areas for adequate fencing and security to prevent unauthorized access or tampering.
- Check to ensure that “No Smoking” signs are clearly visible.
- Check fuel storage areas for materials such as trash or vegetation that could contribute to the spread of fire. Also check for equipment, functions, or activities that could be ignition sources.
- Check to ensure fueling equipment appears to be in good operating condition and free of fuel leaks.
- Check piping for reasonable protection from damage by vehicles if piping is above ground.
- Check fuel storage areas for at least two accessible and serviceable fire extinguishers, where the open hose discharge capacity of the equipment is more than 200 gallons per minute. At least one wheeled extinguisher with at least 125 lbs. of agent is also required.
- Check for explosion-proof equipment, switches, and wiring that is reasonably protected from heat, abrasion, or impact, which could act as an ignition source.
- Check for piping, filters, tanks, and pumps being electrically bonded together and interconnected to an adequate grounding rod.
- Check for a serviceable bond/ground wire with a clip at each loading/unloading facility for grounding tankers and mobile fueling.
- Check loading stations for dead man control features.
- Assure that a clearly marked emergency cutoff is available and capable of stopping all fuel flow with one physical movement. The emergency cutoff should be located outside the probable fuel spill area near the route that normally is used to leave the spill area or to reach the fire extinguishers.

Mobile Fueling Inspection

This procedure includes:

- Check to ensure that mobile fueling appears to be in good operating condition and is free of fuel leaks.
- Check mobile fueling for parking at least 50 feet from a building and at least 10 feet from each other.
- Check for flammability decals on all sides. Lettering should be at least three inches high. Also check for hazardous materials placards on all sides. The Hazmat number for Jet A trucks should be #1863, and #1203 for AVGAS trucks.

- Check the cab for a “No Smoking” sign and the presence of smoking equipment. Ashtrays and cigarette lighters are not to be provided.
- Check for two fire extinguishers, accessible from each side of the mobile fuelers. Fire extinguishers should be charged, sealed, and tagged from the last fire extinguisher inspection. Check dry chemical extinguishers to ensure they are only B-C rated. **NOTE:** ABC rated multi-purpose dry chemical extinguishers are **not** to be used on mobile fuelers as they are highly corrosive to aircraft and can cause significant damage to aircraft engines.
- Check emergency fuel cutoffs to ensure they are clearly marked and operable. There should be an emergency fuel cutoff accessible from each side.
- Check electrical equipment, switches, wiring, and tail light lens covers for explosion-proof construction and reasonable protection from heat, abrasion, or impact which could be an ignition source.
- Check for serviceable bonding wires and clamps.
- Check nozzles for dead man control feature.
- Check the vehicle exhaust system for exhaust leaks and for adequate shielding if it extends under the fuel tank portion of the vehicle.

Additional Methods and Procedures: Regulatory Resources and References

Additional methods are contained in the following:

- The National Fire Prevention Association (NFPA) 407, Standard for Aircraft Fuel Servicing, lists specifications for the design, operation, maintenance, and location of fuel storage areas and aircraft fueling devices. These guides have been adopted by the Puerto Rico Ports Authority.
- The National Air Transportation Association (NATA) publication “Refueling and Quality Control Procedures for Aircraft Service and Support Operations” provides information about fuel safety, types of aviation fuels, fueling vehicle safety, facility inspection procedures, fueling procedures, and methods for handling fuel spills.

3.4.4 Control of Pedestrians and Vehicles in the Movement Areas

Aerostar has established procedures to control pedestrians and ground vehicles in movement areas and safety areas, as follows:

- Personnel access to the Airport Operational Areas (AOA) is described in the Airport Security Plan.
- A vehicle access/authorization decal will be issued and displayed in the lower left-hand corner of the windshield, driver side, of each vehicle authorized to operate within the Airport operations area. Only drivers with a driving permit operating a vehicle that displays the access decal will be allowed to enter the AOA.
- No vehicle permit shall be required by the following:
 - Suppliers or service companies of Aerostar when operating as directed by the CEO (or designated representative) escorted by a properly-identified Aerostar vehicle.

- Airline vehicles when escorted by a qualified tenant airline employee, when said airline has obtained prior permission from the Airside Operations Manager or designated representative.
- Any other vehicle required and necessary for the Airport operations, that is escorted by a properly-identified Aerostar vehicle. Unauthorized vehicles or persons in the Airline Operations Area will be intercepted and escorted out of the Airport premises.
- Access to movement areas and safety areas is restricted only to those pedestrians and ground vehicles necessary for Airport operations under direct escort from Airside Operations Personnel with explicit authorization from Aerostar and communication from the FAA Ground Controller.

Procedures for the safe and orderly access to, and operation in, movement areas and safety areas by pedestrians and ground vehicles—including provisions identifying the consequences of noncompliance with the procedures by an employee, tenant, or contractor—are found in the Airport Operations' Ground Vehicle Driving Program.

Basic procedures are outlined in the subsections below.

3.4.4.1 Requirements for Permit Issuance

Permits shall be issued after drivers applying for permits have attended a driving training class and demonstrate that they possess the necessary knowledge and skills to drive safely within the AOA.

Driving Permit

A driving permit is a privilege and will be issued by a duly authorized representative from Aerostar after successful completion of a driving training course. When granted, it will be displayed in the Aerostar Airport ID by a vehicle symbol.

Aerostar may, at any time, revoke any permit issued hereunder for failure on the part of the driver to abide by any of the rules and/or regulations relative to operating a vehicle in the AOA.

The driving permit is the sole property of Aerostar and will be surrendered upon demand to Aerostar.

3.4.4.2 Methods Used to Control Vehicles and Pedestrians

All pedestrians and ground vehicles operating in movement or safety areas will be controlled by one of the following:

- Two-way radio communications between each pedestrian or vehicle and the tower (Ground Controller).
- An escort with two-way radio communications with the tower accompanying any pedestrian or vehicle without a radio.
- Prior to entering movement or safety areas, authorized pedestrians and vehicles will coordinate with the FAA Control Tower (ATCT) regarding the use of signs, signals, or

guards when it is not operationally practical to have two-way radio communications between the tower and the pedestrian, vehicle, or escort.

3.4.4.3 Description of Employee, Tenant, and Contractor Training

Employee, tenant, and contractor training will be conducted as follows:

- Prior to operating a ground vehicle, all Airport employees, tenants, or contractors will be trained on ground vehicle procedures, including consequences of noncompliance, in the non-movement areas of the Airport. Training includes recurrent training as required.
- Ground Vehicle Training is offered by the Airside Operations Department. Any person having unescorted access to the non-movement area must undergo training in the following: Airport familiarization; the meaning of signs, markings, and lighting; and the consequences of non-compliance.
- A record, description, and date of training completed by each individual, in compliance with this section, shall be maintained for 24 consecutive months after the termination of an individual's access to movement areas and safety areas.

Description of Training, Records, and Accident/Incidents Record Keeping System

Movement area access

- Unless specifically authorized by the Airside Operations Manager, no vehicles shall have access to the runways, taxiways, or safety areas associated with the runways or taxiways. As a standard policy, only maintenance vehicles operated by Airport staff shall be allowed in these areas under escort of Operations personnel. All vehicles entering these areas shall be equipped with a yellow beacon light or checker flag, and have explicit authorization from and two-way radio communications with the Ground Controller.
- Private air cargo/courier services, air carriers, FBOs, and all other vehicles having authorized access to the Airport shall confine their operations to their areas of business as designated by the Airside Operations Manager. Under no circumstances shall their ground vehicles be permitted on the runways or taxiways.
- Construction Vehicles: During times when construction vehicles or equipment are required to enter or work within the aircraft movement area, they will be marked with an approved orange and white checkered flag, or a yellow rotating beacon. If a construction vehicle is not in contact with ATCT, it will be escorted by Airside Operations Personnel.
- Security Access Gates: Emergency Exits No. 1 and 2 are designated as main entry gates into the Airport operational areas on authorized official business.
- All persons entering through these gates shall furnish proper identification, in accordance with SJU Airport Security Plan.
- Service vehicles required to make deliveries, pick-ups, or repairs in the AOA shall be escorted by authorized employees of the company for which services are rendered or products are being delivered.

Driving Restrictions

- The use of cellular phones is prohibited at all times while driving on the AOA.
- Driving behind aircraft and Aircraft Right of Way: No vehicle shall be driven behind parked aircraft with engines running. Taxiing aircraft shall have the right of way over all other vehicles except authorized emergency vehicles.
- Driving under an aircraft loading bridge is prohibited at all times.
- Active runways and/or taxiways: Under no circumstance, at any time, shall any vehicle or person enter and/or cross any active runway or taxiway, except under the following conditions:
 - Vehicle is equipped with a two-way radio on ATCT Ground Control frequency.
 - Driver has established positive radio contact with ATCT.
 - Driver has been specifically authorized to access, enter, or cross said runway or taxiway.
- Any unauthorized movement into/crossing an active taxiway/runway will be considered a Runway Incursion classified as a Vehicle/Pedestrian Deviation (V/PD) and will be handled and penalized as well.

Vehicles Crossing “November” Taxiway

Vehicles crossing November taxiway shall observe the following:

- Follow painted traffic lanes.
- Obey steady red/green, stop/go traffic lights located at the east side of the taxiway. A security guard operates the lights.
- Conduct FOD surveillance over the path of the vehicle crossing area.
- Observe existing caution signs.

Consequences of Non-Compliance

The consequences from noncompliance are detailed in the Airport Operations’ Ground Vehicle Driving Program.

3.4.4.5 Methods and Procedures

Any policy or procedure outlined in this section which addresses FAA required criteria is addressed in the Airport’s FAA approved Airport Certification Manual.

3.5 Performance Schedule

The AOSP will be reviewed annually for compliance with FAA requirements or best practice improvements.

3.6 Reporting Requirements

Annual (calendar) reporting requirements include:



OPERATIONS PLAN

- Operational Performance Report: Appendix A
- Air Traffic Summary: Appendix A
- Operational Delays (including cause)
- Aircraft Diversions
- Runway Closures (including duration and cause)
- Summary of Major Airfield Maintenance
- Comparison to Past Performance
- Comparison to Established Minimum Standards

AEROSTAR AIRPORT HOLDINGS LLC

Safety Policy

The management of Aerostar Airport Holdings LLC striving for excellence in all we do recognizes the impact that our activities may have on people and the environment.

Aviation Safety is of the highest importance to Luis Munoz Marin International Airport {SJU} and an integral part of its success. Aviation Safety will always be given highest priority in the context of any commercial, operational and environmental activities, and paramount above all daily work pressures. We will therefore endeavor to take all reasonable and achievable steps to ensure that the objectives of our Policy are met and that the necessary resources are allocated to reach our goals.

The objectives of our Policy are to ensure that the airport is safe to use by aircraft and to guarantee an unambiguous level of safety, matching that in place at other comparable international airports.

Our goals are to ensure that Luis Munoz Marin International Airport {SJU} will be recognized as one of the safest airports in the Caribbean and Latin America, and known as a leader in providing customers and employees with the highest level of safety.

To implement and maintain, as far as is reasonably practicable, our Safety Management Program. Safety, health and protection of the environment will form an integral part of our planning and decision making. We will manage our company, wherever we do business, in an ethical way that strikes an appropriate and well-reasoned balance between economic, social and environmental needs.

We are committed to:

- Conducting our business with respect and care for people and the environment.
- Responsible utilization of natural resources.
- Continually improving our safety, health and environmental performance.
- Complying, as a minimum, with all applicable legal and other agreed requirements.
- Promoting dialogue with stakeholders about safety, health and environmental performance.

We will achieve these by:

- Implementing safety, health, environmental management system.
- Informing and appropriately training all employees and contractors on safety, health and environmental matters.
- Responding effectively to safety, health and environmental emergencies involving our actives and those of our tenants.
- As far as reasonably practicable, providing appropriate resources required to implement the above.
- Ensure that our health, safety and environmental policy is reviewed at periods not exceeding three years from the effective date or by a date set by the Chief Executive Officer.



Eng. Agustin Arellano
Chief Executive Officer

12-5-2013

Date

SAFETY AND SAFETY MANAGEMENT SYSTEMS PLAN

Prepared for:



Prepared by:



August 2013

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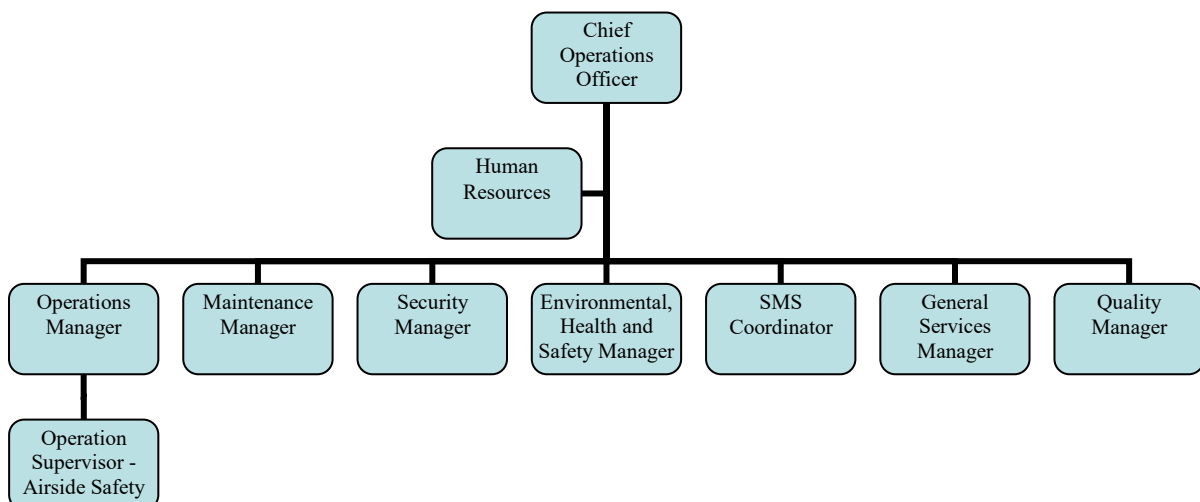
1.0 SAFETY PLAN OBJECTIVES

The purpose of this Safety Plan is to ensure that practices at the Luis Munoz Marin International Airport (SJU) are conducted in a manner that these prevent unsafe conditions for the general public and all airport employees. Additionally, the overall intention of the Safety Plan is to develop the framework for identifying and mitigating safety risks and issues as they arise. At this stage, Aerostar Airport Holdings, LLC (Aerostar), the current airport operators, is in the process of conducting a Job Hazard Analysis and Training Matrix, in order to complete this Safety Plan. Most important, Aerostar is securing third-party resources to develop and implement a Safety Management System (SMS). Because of this, the Safety Plan will be thoroughly updated in approximately six months. Further modifications and revisions will also be conducted as appropriate to address specific issues, needs, or concerns related to SJU that develop over time and as required by relevant authorities with jurisdiction.

At this stage, Aerostar has adopted measures recommended by the Federal Aviation Administration (FAA) in accordance with acceptable means of compliance with the 14 Code of Federal Regulations (CFR) Part 139 (Part 139) requirements. Specifically, FAA Advisory Circular 150/5200-18C, which focusses on airport safety and self-inspection, is embedded in SJU operations. Additionally, FAA Advisory Circular 150/5370-2F, which focuses on operational safety on airports during construction, will be promoted during construction efforts at SJU. Until the SMS development is completed and the necessary assessments are conducted, this Safety Plan will focus on the aforementioned FAA guidance and other general airport safety strategies.

2.0 ESSENTIAL STAFFING

Airport safety is everyone's business and encompasses the entire organization. Nevertheless, key staff have been identified in the following Aerostar Safety Team chart:



The Chief Operations Officer (or a designee) will:

- Ensure that the Safety Plan, and its amendments, adhere to Federal, Commonwealth and local laws and regulations.
- Conduct semi-annual meetings of the Safety Plan Key Staff to review all management activities and coordinate a review of the Safety Plan.
- Disclose responsibilities related to safety practices to all SJU employees, tenants and contractors.

The SJU Environmental, Health and Safety Manager, in collaboration with Human Resources, will be an integral part of the team in providing guidance to the Chief Operations Officer. Often serving as designee, such a position will:

- Ensure that the Safety Plan, and its amendments, adhere to Federal, Commonwealth and local laws and regulations.
- Attend semi-annual meetings of the Safety Plan Key Staff to review all management activities and coordinate a review of Safety Plan.
- Chair, whenever the Chief Operations Officer is not available, the Safety Plan meetings.
- Assist in disclosing responsibilities related to safety practices to all SJU employees, tenants and contractors.
- Work in conjunction with the Operations Manager, Maintenance Manager, General Services Manager, Quality Manager, and Security Manager in promoting safety practices throughout SJU operations, enforce the airport's safety policy (to be developed), and assure compliance with all laws and regulations.
- Integrate safety efforts with other Aerostar divisions.

The SMS Coordinator will:

- Work with the Environmental, Health and Safety Manager in developing a Safety Culture within the organization, which is the foundation to a solid SMS Program.
- Through the Safety Risk Management, work with the hazard identification, safety risk assessments, hazard tracking and risk mitigation.
- Assess effectiveness of the mitigation strategies, and create safety data analysis reports, among others.
- Collect and analyze safety data creating reviews and evaluations.
- Coordinate trainings, share safety data, and disseminate lessons learned from the process implemented.

The aforementioned team will work with all SJU stakeholders to promote the Safety Plan development, implementation, and adaptive management measures.

3.0 STAKEHOLDERS

SJU has a wide variety of stakeholders ranging from operators, airlines, contractors, and tenants, to regulatory agencies and the general public. What follows is a list of stakeholders, in no particular order, that have been identified as part of the ongoing stakeholder involvement efforts:

- Aerostar
- Puerto Rico Ports Authority
- Federal Aviation Administration
- Transportation Security Administration
- US Department of Transportation
- Government of Puerto Rico
- Airlines
- Other SJU tenants and third party landlords
- Passengers
- Vendors
- Federal, State, Regional, and Local government representatives
- Environmental regulatory agencies
- Law enforcement agencies
- Non-governmental organizations
- Local businesses
- Business related Cooperatives, Unions and other interest groups
- Adjacent communities, particularly Isla Verde, Los Angeles, and Piñes, among others
- Puerto Rico Tourism Company
- Contractors

The Aerostar team is determined to implement the following stakeholder engagement strategies:

- ✓ Maintain **open and honest** communications;
- ✓ Promote **collaborative participation** of all stakeholders in decision making processes;
- ✓ **Support the community** where we do business, particularly in the Municipality of Carolina;
- ✓ Regulatory agencies will be **proactively engaged** throughout their oversight, permitting and enforcement efforts.

4.0 SAFETY PLAN

Aerostar has adopted measures recommended by the FAA in accordance with acceptable means of compliance with the 14 CFR Part 139 requirements. Specifically, FAA Advisory Circular 150/5200-18C, which focusses on airport safety and self-inspection, is embedded in SJU operations. Additionally, FAA Advisory Circular 150/5370-2F, which focuses on operational safety on airports during construction, will be promoted during construction efforts at SJU. Until the SMS development is completed and the necessary assessments are conducted, this Safety Plan will focus on the aforementioned FAA guidance and other general airport safety strategies.

4.1 Safety Training

Efforts are underway to provide Aerostar employees at SJU the following safety training sessions (*some sessions are focused for specific occupations):

1. OSHA 10 & 30 Hours Outreach Trainings for General Industry
2. OSHA 10 & 30 Hours Outreach Trainings for Construction Industry
3. Confined Space Entry and Rescue*
4. Construction Management Safety
5. Electrical Safety*
6. Emergency Response Planning
7. Fall Protection*
8. Fire Prevention
9. Hazard Communication
10. Hearing Conservation*
11. Office Safety Training
12. Spill Prevention Control and Countermeasures
13. Storm Water Pollution Prevention

As part of SJU safety promotion efforts, key stakeholders will be invited to participate in the SJU Safety Team. Such team will identify safety training opportunities and/or safety education outreach efforts for the overall airport community, which would be updated accordingly in this Safety Plan.

4.2 Safety Management System (SMS)

A SMS is a formal approach to managing safety risks and is built on basic system safety principles. SMS provides a comprehensive process for managing risks and spreads the responsibility for safe operations throughout all levels of the organization. Aerostar proposes a SMS for SJU that will include the following components:

- ✓ **Safety Policy:** Will include a safety policy statement, organizational structure and management procedures for policy implementation.
- ✓ **Safety Risk Management:** Will include hazard identification, risk assessment, risk mitigation, and risk management.
- ✓ **Safety Assurance:** Will include internal audits, external audits, and corrective actions where applicable.
- ✓ **Safety Promotion:** This integral component will include the implementation of a safety culture at SJU, training, and proactive communication.

It is expected that the SMS for SJU will be thoroughly developed in a period of no longer than six months. Once the SMS is completed, along with the necessary assessments, this Safety Plan will be updated accordingly.

4.3 Best Management Practices

SJU will adopt best practices as part of the overall safety assessment and SMS creation. At this stage, Aerostar will pursue adopting the following extract to FAA promulgated best practices for airport safety:

1. Eliminate distractions in the operational area.
2. Air traffic and airport operations should meet following each unusual event to discuss lessons learned.
3. Eliminate confusing call signs for vehicles operating in the airport operations area.
4. Maintain a well-defined mowing plan and procedures.
5. Use two vehicles for runway inspections to reduce "Time-on-Runway".
6. Use high visibility vehicles to increase conspicuity for pilots, controllers and other drivers operating on the AOA (airport operations area).
7. All vehicle lights (high beams, flashers, beacons, and strobes) should be turned on when crossing or operating on runways, taxiways or the AOA.
8. Vehicle flashers and beacons help ATC, aircrews and other vehicle operators see vehicles in the AOA — especially during periods of reduced visibility and at night.
9. Airport authority should distribute current airport diagrams to all airport users.
10. Airport authority should coordinate with local fire department, ARFF, and associated training for access to the airfield. Create a "Letter of Agreement" on staging points, alert drills, etc.
11. Re-designate confusing taxiways.
12. Use current diagrams in all AOA access vehicles.
13. Obtain and use airport diagrams.
14. Implement and share the driver's training program.

15. All AOA access authorized personnel, including taxi-qualified mechanics, should complete a driver's training program — to include recurrent training.
16. Offer training and awareness education to local contractors working on the airport, and monitor them.
17. Place signs and marking placards in all AOA access vehicles.
18. Know who has access to the airfield.
19. Maximize controlled access to the airfield, including wildlife.
20. Enforce maximum use of existing service roads; stay off of the runway as much as possible.
21. Build and maintain access roads to Navaids from service roads or taxiways, not from runways.
22. Install and/or remove additional signs (including surface painted) and markings to eliminate confusion.
23. Create an airport sign plan and adhere to it.
24. Use lighted runway closure markers to warn pilots of a closed runway.
25. Install signs at the entry point to the AOA and runway safety areas.
26. Prevent potential obstructions.
27. Maintain runway and taxiway markings.
28. Increase awareness and advertise of local wildlife issues.
29. Encourage local flight schools to emphasize runway safety during initial and recurrent training.
30. Use follow-me vehicles when the ramp is unusually close to a runway and/or for a confusing taxiway route.
31. Attend and conduct safety seminars and programs on RUNWAY SAFETY.
32. Improve safety by teaching, advocating, stressing and understanding situational awareness.
33. Distribute RUNWAY SAFETY materials to every aviation entity.
34. Look for runway incursion potential when reviewing airport construction safety plans, especially for haul routes.
35. Always think SAFETY FIRST.

4.4 Safety Practices and Policies

In order to assure an adequate SJU safety policy, Aerostar is committed to the implementation of the SMS. Additionally, upper management will continually monitor safety performance and encourage all employees to abide to the established safety protocols (to be developed as part of the SMS and related assessments).

4.5 Airport Construction Safety Policy

At this stage of the Safety Plan development, particularly related to the SMS and related assessments, Aerostar will follow the guidelines established by the FAA. See Appendix A.

4.6 Self-Inspection Manual

At this stage of the Safety Plan development, particularly related to the SMS and related assessments, Aerostar will follow the guidelines established by the FAA. See Appendix B.

5.0 UPDATES AND REPORTING

This Safety Plan will be reviewed after the development of the SMS and related assessments, as well as whenever such update is necessary. In order to utilize an adaptive management approach as part of this Safety Plan, an effective monitoring and communication program will be developed. Monitoring results will be used through an assessment process to determine whether the outcomes are consistent with the original goals and objectives of this plan.

April 7, 2015 Final

SAFETY MANAGEMENT SYSTEM MANUAL

Luis Muñoz Marín International Airport

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Section 1 General Requirement

The application of a systematic, proactive, and well-defined safety program (as is inherent in a SMS) allows an organization producing a product or service to strike a realistic and efficient balance between safety and production. The forecast growth in air transportation will require new measures and a greater effort from all aviation producers—including airport operators—in order to achieve a continuing improvement in the level of aviation safety. The use of SMS at airports can contribute to this effort by increasing the likelihood that airport operators will detect and correct safety problems before those problems result in an accident or incident. In November 2005, the International Civil Aviation Organization (ICAO) amended Annex 14, Volume I (Airport Design and Operations) to require member States to have certificated international airports establish an SMS. The FAA supports harmonization of international standards, and has worked to make U.S. aviation safety regulations consistent with ICAO standards and recommended practices. The agency intends to implement the use of SMS at U.S. airports to meet the intent of the ICAO standard in a way that complements existing airport safety regulations in 14 CFR Part 139.

Aerostar Airport Holdings, LLC, Airport operator and FAR Part 139 Certificate holder of the Luis Muñoz Marín International Airport (SJU or Airport), San Juan, Puerto Rico will comply with the future SMS rulemaking that will require the Airport's SMS Manual to be incorporated into the 14 CFR Part 139 Airport Certification Manual (ACM). In anticipation of the rule, the SJU SMS Manual has been compiled and will be updated to meet any new requirements when the new rule becomes effective.

KEEPING THIS MANUAL UPDATED:

1. The FAA will require this manual be kept current. As new or amended requirements of Part 139 SMS are issued by the FAA this manual shall be revised. Any change or amendment to the final approved manual shall be subsequently approved by the FAA before it takes effect.
2. The official copy of the SJU SMS Manual shall be kept by the SMS Coordinator. Distribution of this Manual shall be recorded in the "Record of Distribution" by the SMS Coordinator. This Manual at a minimum shall be reviewed annually by the SMS Coordinator. The review shall take place within the calendar month corresponding to the first effective date. Revisions to this Manual shall be issued as needed by the SMS Coordinator. Revisions shall be promptly incorporated in the Manual by the SMS Coordinator and recorded in the "Approved Revisions Log".

DISTRIBUTION:

1. The official copy of this manual shall be kept at the SMS Coordinator's office and is to be available for inspection.
2. Copies of the manual shall be made available to each person working within the movement and non-movement areas of SJU as part of their regular job description including airport staff and tenants identified, as further indicated under the LINES OF RESPONSIBILITY section below. Distribution will be recorded in the Distribution section of this document.
3. A current copy of the SMS Manual revisions shall be submitted to the Regional FAA¹ office each time this manual is revised.

¹ When mandated by FAA SJU SMS Manual will be submitted for approval to the designated contact within the Southern Regional Airport's Office

EXEMPTIONS/LIMITATION:

Luis Muñoz Marín International Airport (SJU) operates without any exemptions or limitations² issued by the FAA as it pertains to SMS.

LINES OF AUTHORITY:

The LINES OF AUTHORITY are depicted in section 1.8 and displayed in Figure 1 Organization Chart.

AIRPORT DESCRIPTION:

The Airport serves as the primary international gateway from Puerto Rico to the rest of the world, and as the main connection to the United States mainland. It is classified as a medium hub primary airport under the National Plan of Integrated Airport Systems. According to preliminary data from the Federal Aviation Administration (FAA), it had over 8.2 million total passenger in calendar year 2013. It is the 13th busiest medium hub airport in the U.S., and the 43rd busiest airport overall in the U.S. The airport has two runways, both of which are designed for commercial service. Runway 8-26 is 10,400 in length and Runway 10-28 is 8,016 feet in length. Nestled between the two runways is the passenger terminal complex, main roadway access, the Air National Guard, air cargo operators, fueling facilities, and fixed base operators (FBOs).

RECORDS:

Records for the SMS program shall be maintained in an Airport database for a period of 5 years.

² Limitations pertain to SMS manual only and as of this date do not represent the Airport's ACM

1.1 Authorization

Safety Program Manual Approvals

By the signature(s) below, the following official certifies that this document serves as an approved Safety Program Manual (“SPM”) and fully supports the safety policies, goals and practices of a SMS at SJU.

Approved: _____ Date _____
[Agustin Arellano/Chief Executive Officer]

Updates/Changes

Approved: _____ Date _____
[Name/Title]

Approved: _____ Date _____
[Name/Title]

Approved: _____ Date _____
[Name/Title]

Approved: _____ Date _____
[Name/Title]

SMS Manual

RECORD OF REVISIONS

REVISIONS			
Number	Effective Date	Entered By	Principal Change
1			

Table 2 Record of Revisions

SMS Manual

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Section 2 FAR Part 139 Safety Policy and Objectives

2.1 Overview

In order for Aerostar Airport Holdings, LLC, Airport operator and FAR Part 139 Certificate holder of the Luis Muñoz Marín International Airport (“SJU”) to have a successful Safety Management System (“SMS”) it is vital that the communication and support of this program be driven from top management. The Safety Policy reflects the Airport’s values to safety and briefly describes why and how they plan to promote a Safety Culture throughout all levels.

2.2 Safety Policy

Safety Management System
Safety Policy
Luis Muñoz Marín International Airport

Purpose: To concisely define the Chief Executive Officer’s commitment to safety of customers and the employees of the Luis Muñoz Marín International Airport (“SJU” or “Airport”) within the confines of a delineated Safety Management System (“SMS”) approach as defined by the Federal Aviation Administration (“FAA”).

SJU Mission Statement: Our mission is to operate a first class airport by providing the highest safety and security standards, and delivering excellence in customer service.

SJU Vision Statement: Become the leading private airport operator offering a safe, secure and innovative airport experience to our customers, enhancing commerce and tourism.

Safety Policy Statement: Aerostar Airport Holdings, LLC. (Airport) is committed to the prevention of incidents and/or accidents that may impact life safety, preservation of property and airport operations while protecting the environment.

Implementing Standards: Under the leadership of the Chief Executive Officer, Aerostar Airport Holdings, LLC, the Airport Senior Management Team shall -

- a. Support the above Safety Policy Statement by providing adequate structure, infrastructure and resources for safety management;
- b. Set safety objectives, take actions to meet these objectives and measure performance against them for continuous improvement;
- c. Implement a system that provides a basis towards a just safety culture;
- d. Implement the procedures and practices required for safety management;
- e. Provide training to foster an understanding of the importance of safety management, and safety assurance; and
- f. Communicate and actively promote safety management to ensure that awareness and responsibility is instilled within the airport environment inclusive of employees and stakeholders.

- g. **Safety Reporting Policy:** we encourage uninhibited reporting of all incidents and occurrences which may compromise the safe conduct of our operations. To this end, every employee is responsible for communicating any information that may affect the integrity of SJU Airport operations. Such communication can be anonymous or not, according to the preference of the reporter.

This policy shall not apply to information received by the organization from a source other than the employee involved in the event, or which involves an illegal act, or a deliberate or willful disregard of promulgated regulations or procedures;

Our method of collecting, recording and disseminating information obtained from Safety Reports has been developed to protect, to the extent permissible by law, the identity of any employee who provides safety information;

Policy Approval: _____
(Chief Executive Officer Signature) (Date)

2.3 Organization Chart

Figure 1 represents the current Airport Executive Staff organization. These lines of authority delineate the day-to-day management structure of the Airport.

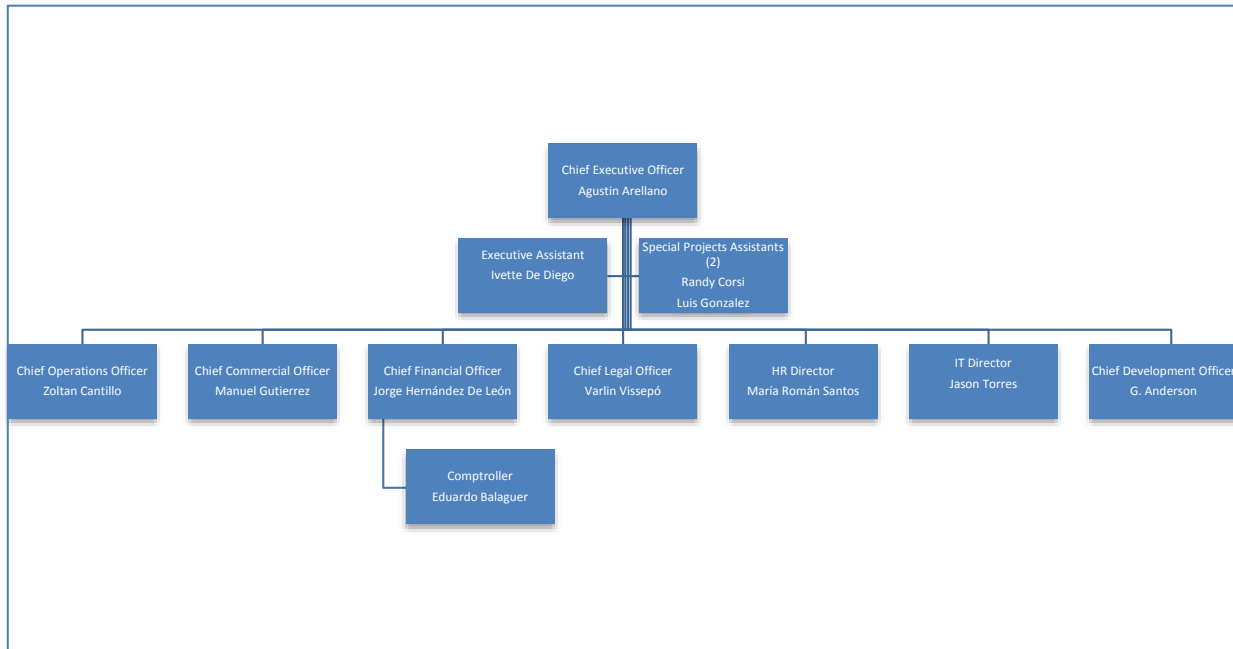
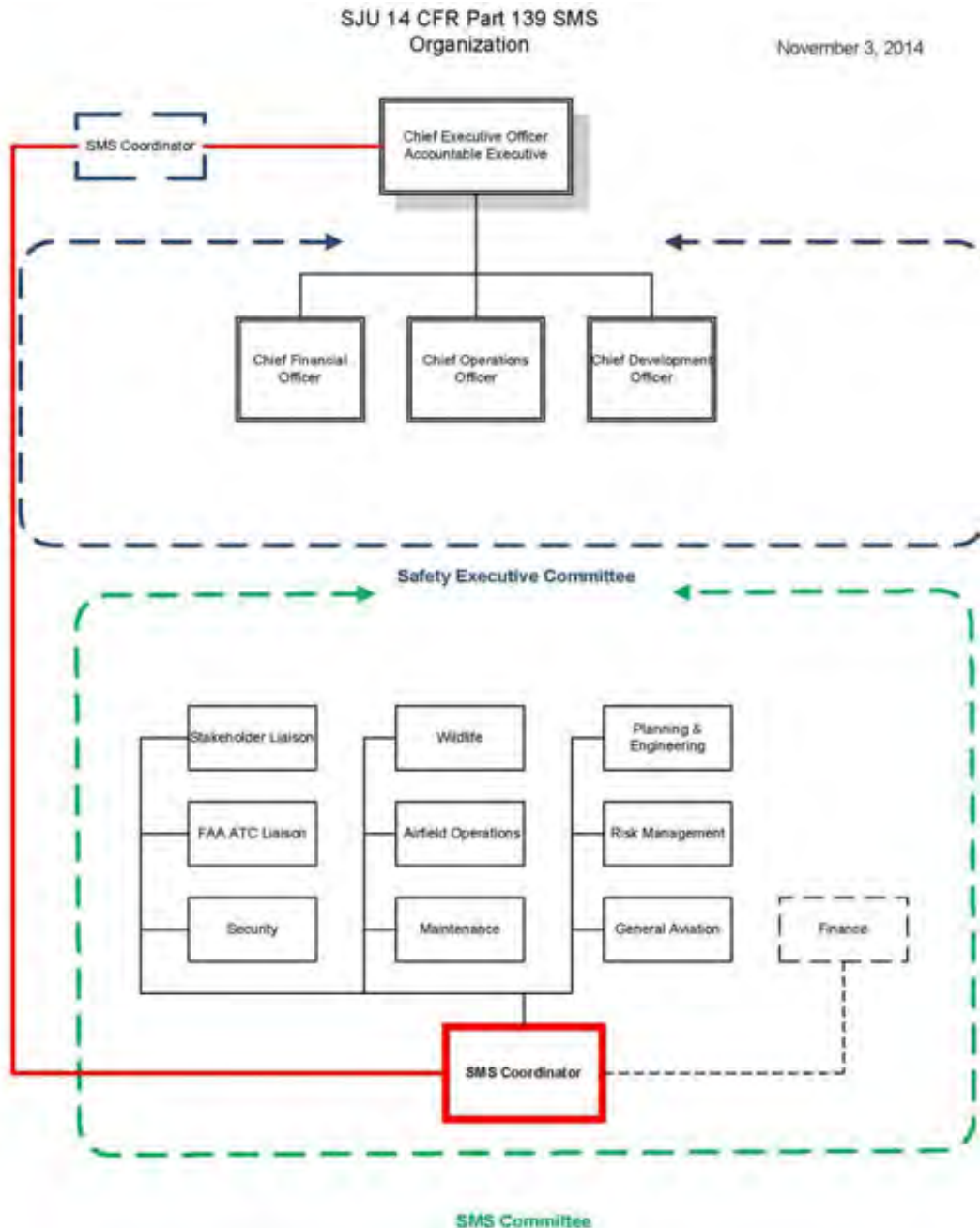


Figure 1: Organization Chart

2.4 Airport SMS Committee, Executive Committee

2.4.1 Purpose

The SMS Committee is the group responsible for implementing and updating the program's SMS Manual and specifically focused on SRM and conducting Risk Assessments ("RA") and Corrective Action Plans for mitigation and monitoring of safety hazards. The SMS Executive Committee serves to provide approval of SMS actions and policies, and oversight of the SMS Committee. Roles and Responsibilities are discussed further on the next page.



2.4.2 Roles and Responsibilities

2.4.2.1 The Accountable Executive: Has overall authority and responsibility for the Airport's SMS Program. The Accountable Executive is the Chief Executive Officer (CEO) and manages the Safety Executive Committee comprised of executive management staff with authority over the airports operational and financial obligations. The Accountable Executive specifically approves Safety Policy and this SMS Manual.

2.4.2.2 The Safety Executive Committee: This Committee is comprised of the Accountable Executive/ the CEO, Chief Financial Officer (CFO), Chief Operations Officer (COO) and Chief Development Officer (CDO). Shall meet as needed, and/or at a minimum twice annually within 12 consecutive months to support the SMS Committee and to address responses to safety risks in a timely manner. They shall actively participate in discussions concerning the SMS program including prioritization of risk mitigation actions and RAs revealing consequences to life safety, continuity of airport operations, environmental impacts and financial obligations that may impact the Airport. They shall make final decisions concerning Corrective Action Plans that the SMS Coordinator shall communicate to them.

2.4.2.3 The SMS Coordinator: Responds directly to the COO and shall report to the Accountable Executive for FAR Part 139 SMS issues. The SMS Coordinator shall be responsible for the day-to-day management of the Airport's SMS program including updates to this Manual. The SMS Coordinator shall coordinate and oversee all reporting of airside hazards and incidents/accidents, and ensure proper record keeping and processing from receipt of a report through Risk Analysis, Corrective Actions and monitoring of hazards. The SMS Coordinator or his/her designee shall acknowledge a Hazard report within 10 business days or less. The SMS Coordinator shall provide oversight of the SMS Committee members, and Airport Safety Committee members, including scheduling meetings, meeting minutes, documentation and communication concerning the SMS program.

2.4.2.4 The SMS Committee: Shall support the SMS Coordinator by engaging in discussions concerning the Airport's SMS program including policy changes and updates, Safety Risk Management (SRM), Safety Assurance and Safety Promotion. Panel member's particular focus shall be on the Risk Assessment process and Corrective Action planning. The Committee members are expected to share their specific expertise concerning the airport environment in discussions concerning hazards and risk mitigation plans. They shall also co-chair the Airport Safety Committee with the SMS Coordinator. These assignments shall be made by Department Managers as needed. The rotation may occur in a 2 year cycle in accordance with Table 3 which depicts an example of an SMS Committee Rotation. New committee members shall shadow seated member for at least one Risk Assessment and Mitigation Strategy.

2.4.2.5 The Finance Liaison: This liaison to the SMS Committee shall help the Committee understand funding sources available during Corrective Action Planning and by observing the process of an SRA the liaison can communicate back to the Finance Department on the impacts that some mitigation plans may have on either the operating budget or capital improvement planning process. Their involvement shall help strategize best business processes to support the Airport's SMS program.

Representative	Calendar Month Rotation			
	January 1 st	April 1 st	June 1 st	September 1 st
Planning & Engineering	X			
Wildlife		X		
Airfield Operations		X		
Maintenance			X	
Security			X	
Risk Management				X
General Aviation				X

Table 3 – SMS Committee Rotation Example

2.5 SMS Evaluator

2.5.1 Purpose

These persons shall evaluate the Airport’s FAR Part 139 SMS program once per calendar year ([Reference Appendix 18: IE-01 Internal Evaluation Procedure](#)).

2.5.2 Roles and Responsibilities

The intention is for the Evaluator to examine compliance with the SMS program. The Evaluator shall only be assigned to examine departments outside of their own. The SMS Coordinator shall be responsible for the assignments and the schedule of each Internal Evaluation. The Evaluator shall be responsible for developing a Corrective Action Plan if deficiencies are found. The final plan will be submitted to the Safety Executive Committee for approval in accordance with IE-01.

2.6 Airport Safety Committee

2.6.1 Purpose

This Committee represents the stakeholder tenants who operate in the movement and non-movement areas of the Airport. The Airport Safety Committee has a representation of 15% to 20% of the Airport’s stakeholders and at least one international carrier representation.

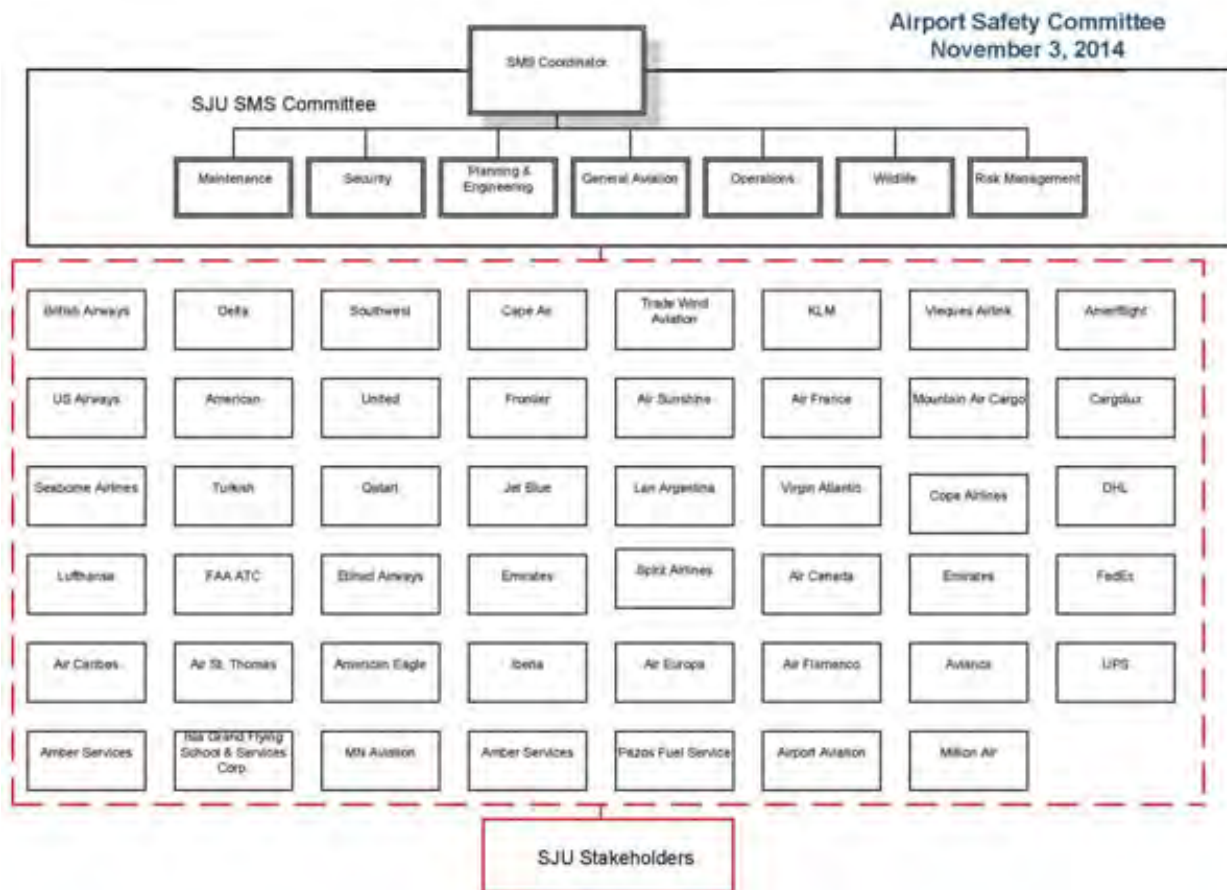


Figure 2: Airport Safety Committee

2.6.2 Roles and Responsibilities

Each Stakeholder representative should dedicate one liaison to attend the Airport Safety Committee meetings. All Airport Safety Committee meetings shall be scheduled by the SMS Coordinator. The Stakeholders are encouraged to report on hazards brought to their attention by employees for discussion with the Committee. The SMS Coordinator shall also brief the Stakeholders on the current status of Hazard reports, accident/incident investigations, as well as status of any RA's and Corrective Action's. Stakeholders may also play a role in assisting with RAs should the risk being assessed directly affect their operating area or in order to lend subject matter expertise during an assessment.

2.7 Safety Objectives

2.7.1 Purpose:

Safety objectives and goals serve as a measurement of the Airport's SMS effectiveness. The following objectives have been agreed upon by the SMS Committee and approved by the Safety Executive Committee. Each of the following objectives shall be effective for one calendar year from the Manual's effective date unless otherwise noted. Each objective shall be base-lined for current data to be measured against. These objectives

shall be updated in accordance with their calendar timeline and/or as the Airport chooses to include additional objectives in the program. These objectives shall be shared with the Airport Safety Committee. The success of most of these objectives relies on all Stakeholders taking responsibility while working in the airport environment. These objectives shall be reviewed in the Safety Assurance section of this Manual. The initial set of objectives are listed below. More objectives may be added or removed at the discretion of the Safety Executive Committee.

2.7.1.1 Objective #1: Reduce fuel spills (amount of fuel) by 5% from baseline

Actions:

- a. Track trends
- b. Increased training – fuel amounts for specific airframes
- c. Increase spot fueler inspections/visibility
- d. Trend spills by geographic area
- e. Increase quantity of spill carts
- f. Identify main causal and contributing factors to spills at SJU
- g. Possible incentives

2.7.1.2 Objective #2: Reduce AOA accidents or incidents by 5%

Actions:

- a. Track trends
- b. Increasing patrols
- c. Increase enforcement
- d. Recurrent ramp driver training
- e. Increase markings
- f. Promote safety awareness for specific hazards
- g. Formalize enforcement policy

2.7.1.3 Objective #3: Reduce vehicle/pedestrian and runway incursions to nil

Actions:

- a. Track trends
- b. Identify causal and contributing factors to runway incursions at SJU
- c. Identify hotspots and promote safety awareness
- d. Review and increase training
- e. Control access
- f. Communicating badge removal & recurrent training enforcement

2.7.1.4 Objective #4: Increase FOD collection by 10% from baseline

Actions:

- a. Track trends
- b. Increase training
- c. Increase number of FOD buckets
 - i. Marked FOD
- d. Increase FOD walks
- e. Increase inspections around trash cans
- f. Identify and eliminate sources of FOD
- g. Incentives

2.8 Confidential and Anonymous Reporting

2.8.1 Purpose:

To set out the parameters and to provide the framework to encourage reporting of safety issues by all employees working at the Airport.

2.8.2 Rationale:

The success of the SMS program at the Airport, as intended by the Federal Aviation Administration (“FAA”), depends heavily on the uninhibited reporting, by employees working at the Airport, of any safety event perceived to be a Hazard.

The SMS’s main goal is prevention and it encourages the reporting of any problem within the total airport system inclusive of the AOA that is perceived by the employee as a Hazard to the safety of employees, contractors or passengers, can damage equipment and/or infrastructure or harm the environment. The ideal approach is to identify any potential problem or condition (Hazard) before it leads to either an incident or an accident.

2.8.3 Reporting:

All employees working within the Airport environment are encouraged to report hazards through the Airport’s web-based Hazard identification system entitled, “*SMS Hazard Identification Reporting Form*”. These reporting procedures can also be found in this Manual ([Reference Appendix6: HI-02 Hazard Self-Reporting Form](#)). Although Hazard information shall be validated by the SMS Coordinator and/or designee, the names of persons who report a Hazard shall be kept confidential at all times should they request such anonymity. In instances where additional information is required the reporter may be contacted by the SMS Coordinator or his/her designee. The SMS Coordinator or his/her designee shall acknowledge a Hazard report within 10 business days or less including its validity and the action taken with respect to the Hazard as described in Section 2.4.2.3 of this Manual.

2.8.4 Anonymous Reporting:

The Airport has made anonymous reporting convenient in order to encourage reports of potential hazards without fear of retribution. Hazard Identification reporting forms are made available to all tenants via the Airport’s website. If the reporter chooses to remain anonymous they can log onto the airport’s internet. Another alternative may be to call the SMS Reporting Hotline at 787-253-0979 and speak with a call taker anonymously or leave a message.

2.9 Record Keeping

Records regarding the Airport’s SMS program shall be kept by the SMS Coordinator for a minimum of 5 years.

SMS Manual

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Section 3 Safety Risk Management

3.1 Safety Risk Management (“SRM”) process:

The Safety Risk Management (SRM) process consists of a Process Flow Diagram ([Reference Appendix 3: SRM-01 SRM Management Process](#)) and a written procedure ([Reference Appendix 4: SRM-02 Safety Risk Management Procedure](#)). These tools are to help guide airport SMS practitioners through each step of the SRM process from Hazard reporting/identification, risk assessment and mitigation to corrective action plans and post work inspection and sign off.

3.1.1 Responsibilities and Procedures per SRM-02:

The process chart below shows an overview of the steps the SMS Coordinator and the SMS Committee shall take if a Hazard is reported. Throughout this process the SMS Coordinator along with the SMS Committee may decide that the Hazard does not require further action at key points in the review including after receipt, after investigation and after SMS Committee review. The Hazard information will however be kept in a database as part of the program’s Record Keeping plan as described in section 3.2.2 of this manual.

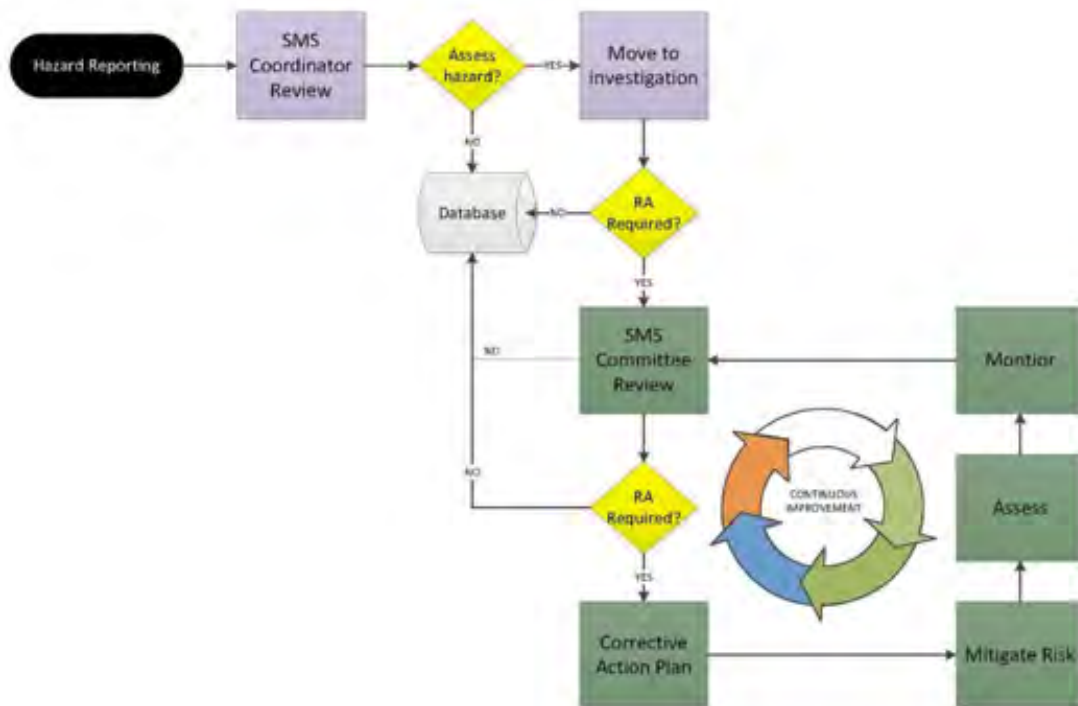


Figure 3: SRM Process Overview

The procedures below contain more detailed information, including responsibilities, sequence and guidance for employees that are relevant to the execution of the SRM procedures.

Any staff member/ stakeholder

1. Identify a Hazard within any area of work within the airport movement and non-movement areas
2. Record the Hazard in the Hazard identification form number HI-01/02 ([Reference Appendix 5: HI-01 Hazard Identification Reporting Form \(Call Taker\)](#) and [\(Reference Appendix 6: HI-02 Hazard Self-Reporting Form\)](#)).
3. Forward to the SMS Coordinator for review.

SMS Coordinator

1. Review Hazard form and decide on action required, ([Reference Appendix 7: HI-03 Hazard Preliminary Assessment Form](#)) which must include but is not limited to the following:
 - a. Verify the Hazard (i.e. confirm that this is indeed a Hazard);
 - b. Review information submitted and ensure that it is complete, if not request further information;
 - c. Decide whether root cause and/or investigative analysis is required, and if so, who has to perform this analysis and
 - d. Assign tasks of investigation to the specific individual.

Assigned individual

1. Perform root cause investigation and determine what, when, why and how Hazard occurred. Observe and record the area and research documentation on this Hazard occurring previously and/or elsewhere utilizing Forms HI-04/05/06 ([Reference Appendix 8: HI-04 Hazard Interview Form](#), [Appendix 9: HI-05 Hazard Observation Form](#) and [Appendix 10: HI-06 Hazard Research Form](#)) and,
2. Provide investigation feedback to SMS Coordinator.

SMS Coordinator

1. Review information uncovered during investigation and analyze and categorize identified hazards and system factors that failed.
2. Identify and categorize consequences should the Hazard lead to an incident utilizing Form number HI-07 ([Reference Appendix 11: HI-07 Hazard Consequences Worksheet](#)).
3. Log details of hazards into database.
4. Convene SMS Committee to perform a Risk Analysis utilizing Form RA-01 ([Reference Appendix 12: RA-01 Risk Analysis and Assessment](#)) and record findings in the database.
5. If further Root Cause Investigation was necessary record findings in RA-02 ([Reference Appendix 13: RA-02 Guidance for Root Cause](#)).
6. Lead the SMS Committee through a Corrective Action Plan using Form RM-01 ([Reference Appendix 14: RM-01 Corrective Action Plan](#)).
7. Report to the SMS Executive Committee.
8. Write all work orders using Form RM-02 ([Reference Appendix 15: RM-02 Hazard Mitigation Work Order](#)) and assignments based on Corrective Action Plan and distribute as appropriate.
9. Ensure Post Inspection using RM-03 ([Reference Appendix 16: RM-03 Hazard Mitigation Post Work Inspection](#)) is done and either accept the work or update the Corrective Action Plan and corresponding Work Orders.

10. Once work has been accepted reassess the hazards with the SMS Committee and decide if residual risk is acceptable/tolerable.
11. If the risk is unacceptable create another Corrective Action plan and corresponding Work Order until the risk is deemed tolerable.
12. Monitor the hazards. Monitoring plan shall be decided by the SMS Committee.
13. Report to the Safety Executive Committee.

3.2 The Five Steps of Safety Risk Management Process as Defined by FAA AC 150/5200-37A:

3.2.1 Step 1. Describe the System:

Everything inside the Air Operations Area (AOA) fence line has the potential to be analyzed for hazards and associated risks. The SRM process description is contained in the process flow diagram Safety Risk Management Process SRM-01 ([Reference Appendix 3: SRM-01 SRM Management Process](#)) and the Safety Risk Management Procedures SRM-02 ([Reference Appendix 4: SRM-02 Safety Risk Management Procedure](#)) with associated guidance on implementation and appropriate forms. The process diagram is grouped into three defined tasks incorporating transition periods versus end/storage periods throughout the course of the SRM process. When describing the system, at a minimum, the following criteria shall be utilized:

- Where is the area (movement area/non-movement area)
- Is it mechanical, pavement, facility
- How is it used (taxiway/runway/roadway)
- Who uses it (ground crews/pilots/tenant vehicles)

3.2.2 Step 2. Identify the Hazards:

Hazard identification/reporting can be done a number of ways (Reference [Appendix 5: HI-01 Hazard Identification Reporting Form \(Call Taker\)](#)) and ([Reference Appendix 6: HI-02 Hazard Self-Reporting Form](#)). Hazards can be recorded on forms by the reporter via the internet or by calling SMS Reporting Hotline at 787-233-5288. In order to fill out a Form via the Airport's internet site, employees will utilize their SIDA badge number as the username and their pin will be the password for access.

The Airport's procedures enable all employees to utilize these forms for the purpose of identification and notification/reporting of perceived hazards within their respective work areas on a daily basis. All reports will be logged into the database as either no further action necessary or action required after hazards are verified by the SMS Coordinator and officially logged in the Airport database as a Hazard. The SMS Coordinator or his/her designee shall acknowledge a Hazard report within ten (10) business days or less.

3.2.3 Step 3. Determine the Risk:

The process for determining the risk for each Hazard is described in the SRM procedure in Task 1 of this Manual. This function is performed by the SMS Committee established for this purpose. The members of the SMS Committee shall receive detailed training on SRM and the categories for assessment. The SMS Committee is comprised of managers from each area of responsibility within the Airport. The SMS Committee may appoint

individuals temporarily who have subject matter experience in a specific airport operational area such as a ground handling, catering, ATC or airline to ensure that the SMS Committee obtains the required background and knowledge to determine the potential risks for specific hazards.

3.2.4 Step 4. Assess and Analyze the Risk:

One of the main tasks of the SMS Committee is to assess and analyze the risk(s) pertaining to each identified Hazard and to classify it according to the risk matrix and the guidance provided. The process and procedures are detailed in Task 2 of this Manual. The determination of priorities for action is based on the acceptability or tolerability of the risk associated with specific hazards. The findings and recommendations from the SMS Committee shall be reported to the Safety Executive Committee.

3.2.5 Step 5. Treat the Risk (i.e. mitigate, monitor and track):

The responsible party for creating a mitigation action plan is the SMS Committee. The acceptability and appropriateness of the mitigation action shall be assessed by the SMS Coordinator and Safety Executive Committee. Upon approval from the Safety Executive Committee, the SMS Coordinator is responsible for monitoring the implementation of the mitigation action plan. The SRM procedure indicates that the responsibility for taking mitigation action remains with the SMS Committee. The process and procedures are detailed in Task 3 of this Manual. The SMS Coordinator shall also measure the effectiveness of mitigation once implemented through the assurance activities described in Section Four (4) of this Manual.

3.3 Risk Management

3.3.1 Guidance material for the use of SRM accompanies the SRM flow diagram and procedure ([Reference Appendix 3: SRM-01 SRM Management Process](#)) and ([Reference Appendix 4: SRM-02 Safety Risk Management Procedure](#)).

A three-task implementation process as depicted in Safety Risk Management Process SRM-01 with respect to data collection and analysis shall be adhered to. Data collected out of re-active processes shall be analyzed and assessed first. Data on new hazards across the total system (pro-active approach) shall be captured as staff is reporting hazards through the Hazard Identification Forms.

Data coming from the forms shall be captured in the Airport's database with daily back-up of documentation. Statistical analysis tools are available through the Airport's software system.

The records that have to be filed and archived as a result of the introduction of the SRM process have been identified in the SRM procedure together with their retention periods of five (5) years as stated in the Record Section under General Requirements Section of this Manual. The current records management procedures for the Airport shall incorporate the electronic records that have been identified specifically in support of the SRM. The current document management procedures of the Airport shall be utilized for document control with respect to the SRM procedure, Hazard identification form and guidance material.

The SMS Coordinator shall be responsible for assessing the mitigation for its appropriateness and for its effectiveness after implementation. The SMS Coordinator

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shall be responsible for providing feedback to the SMS Committee and the Safety Executive Committee as required.

- 3.3.2 The SRM process flow of the five (5) steps is broken into three (3) tasks and are described in detail below:

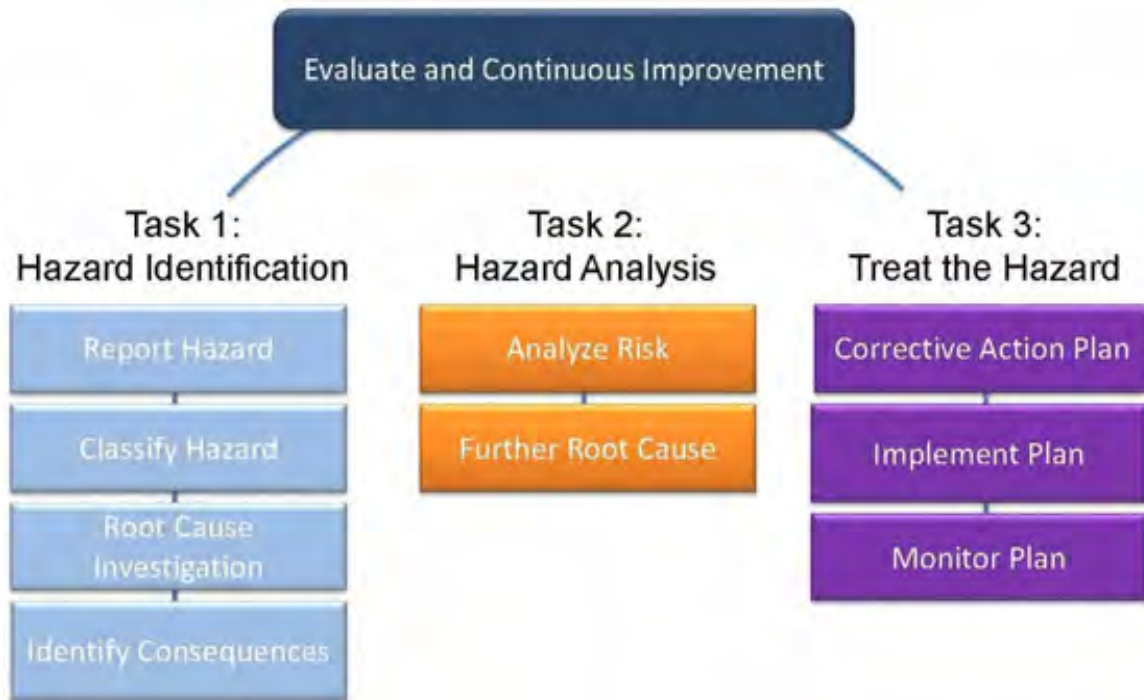


Figure 4 SRM Tasks

Task 1 Hazard Identification

A Hazard is identified/reported and recorded on the applicable form either HI-01 or HI-02 ([Reference Appendix 5: HI-01 Hazard Identification Reporting Form \(Call Taker\)](#)) and ([Reference Appendix 6: HI-02 Hazard Self-Reporting Form](#)). The SMS Coordinator or his/her designee shall determine if the report is a potential Hazard requiring Preliminary Root Cause Analysis to be initiated or if the report shall be deemed no further action required and then shall be logged for future reference into the Airport's database. If the SMS Coordinator deems the report is a potential Hazard he/she shall utilize Form HI-03 ([Reference Appendix 7: HI-03 Hazard Preliminary Assessment Form](#)) to describe the system and transition the Hazard report as an assignment for further investigation into root causes.

Shall the SMS Coordinator deem further investigation is appropriate he/she may assign personnel to do the following:

- **Interviews:** Interviews may be conducted involving those who filed the initial report, witnesses or people who work in the area where the Hazard was reported. The person assigned to conduct interviews shall utilize Hazard Interview Form HI-04 ([Reference Appendix 8: HI-04 Hazard Interview Form](#)) to record the process.
- **Observations:** Surveys of the area where the Hazard occurred may take place. The observer shall try to do this during similar conditions, time of day, weather and operations that were occurring at the time of the report. The observer may write their observations, record them with video and/or photos and utilize Hazard Observation Form HI-05 ([Reference Appendix 9: HI-05 Hazard Observation Form](#)) for documenting findings.
- **Research:** Research of a particular Hazard may also be undertaken. The person assigned shall utilize records such as past reports, safety committee meeting minutes, FAA reports and other airport interviews where the same/similar Hazard may have occurred within the aviation system. The researcher shall utilize the Hazard Research Form HI-06 ([Reference Appendix 10: HI-06 Hazard Research Form](#)).

Once investigations are complete the SMS Coordinator shall convene the SMS Committee to discuss findings. Based on the findings and the experiences of the SMS Committee consequences shall be documented based on each Hazard category. The categories include:

- **People**
- **Continuity of Operations**
- **Environmental**
- **Budget**
- **Perception (media coverage)**

The SMS Committee shall utilize the Hazard Consequences Form HI-07 ([Reference Appendix 11: HI-07 Hazard Consequences Worksheet](#)) to document each consequence. This serves as the transition from Task 1 Hazard Identification to Task 2 Hazard Analysis.

Task 2 Hazard Analysis

In Task 2 the SMS Committee under the leadership of the SMS Coordinator shall begin to assess and analyze the Hazard using a numerical value for each risk based on the group's decisions on the severity of the consequence and the likelihood of it actually occurring. These values shall be discussed in accordance with the definitions of the Risk Matrix Chart. The average of these values shall be plotted on a Risk Matrix Chart. The Group shall utilize the Risk Analysis Form RA-01 ([Reference Appendix 12: RA-01 Risk Analysis and Assessment](#)). The SMS Committee shall determine if the risk level is tolerable or not. Shall the hazard or incident be deemed as a systemic issue and frequently occurring in the airport system whereby the initial assessment did not provide sufficient information then further Root Cause Analysis may be conducted. The results may be documented on the Root Cause Analysis Form RA-02 ([Reference Appendix 13: RA-02 Guidance for Root Cause](#)) and the findings shall be used during mitigation in the next SRM task.

Below is an example Risk Matrix SJU shall use.

Figure 5: Risk Matrix Example

5	Catastrophic	Unacceptable risk by threat	Unacceptable risk by threat	Unacceptable risk by threat	Unacceptable risk by threat	Unacceptable risk by threat
4	Hazardous	Reduced risk by threat	Unacceptable risk by threat	Unacceptable risk by threat	Unacceptable risk by threat	Unacceptable risk by threat
3	Major	Reduced risk by threat	Reduced risk by threat	Unacceptable risk by threat	Unacceptable risk by threat	Unacceptable risk by threat
2	Minor	Acceptable risk by threat	Acceptable risk by threat	Reduced risk by threat	Reduced risk by threat	Unacceptable risk by threat
1	Negligible	Acceptable risk by threat	Acceptable risk by threat	Acceptable risk by threat	Acceptable risk by threat	Reduced risk by threat
		<i>Extremely Improbable</i>	<i>Extremely Remote</i>	<i>Remote</i>	<i>Probable</i>	<i>Frequent</i>
		<i>Should Never Occur</i>	<i>Unlikely to occur, do not dismiss</i>	<i>Should be expected once</i>	<i>May occur</i>	<i>May occur often</i>
		a	b	c	d	e

- Unacceptable risk by threat
- Reduced risk by threat
- Acceptable risk by threat

Risk Matrix

Considerations

- People
- Continuity of Operation Plan (COOP)
- Environmental
- Budget
- Perception

Severity Definitions

1. Negligible
 - a) No first aid required injury/illness
 - b) No lost work time
 - c) None to minimal operational impact, less than 2 hours
 - d) No equipment out of commission
 - e) No environmental impact
 - f) Loss of assets or revenue less than \$500k
 - g) Perception unchanged no public reporting
2. Minor
 - a) Injury/illness, first aid required
 - b) Little to no lost work time, less than 2 days (16 hours)
 - c) Very limited partial operational impact, 2 to 4 hours
 - d) Minimal equipment out of commission less than 1 day (24 hours)
 - e) Environmental impact contained with none to limited impact
 - f) Loss of assets or revenue between \$500k and \$2 mil
 - g) Limited exposure to public (blog/phone call, or less than 24 hours of local news interest)
3. Major
 - a) Injury/illness 1 to 14 persons
 - b) Death toll 1 to 4 persons
 - c) Lost work time less than 1 week (40 hours)
 - d) Loss of total operations less than 1 hour
 - e) Loss of partial operations less than 20 days
 - f) Equipment out of commission 2 to 29 days
 - g) Environmental impact non-contained manageable/mitigated less than 30 days
 - h) Loss of assets or revenues between \$2 mil and \$5 mil
 - i) Public exposure by local and national media between 24 to 72 hrs
4. Hazardous
 - a) Injury/illness 15 to 49 people
 - b) Death toll 5 to 19 persons
 - c) Lost work time 1 week to 1 month
 - d) Loss of total operation 1 to 3 hours

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- e) Partial loss of operation 20 to 59 days
 - f) Equipment out of commission 30+ days
 - g) Environmental impact non-contained, total impact 30 to 89 days
 - h) Loss of assets or revenues between \$5 mil and \$10 mil
 - i) Regional media, national and global exposure greater than 1 week
5. Catastrophic
- a) Injury/illness greater than 50 persons
 - b) Death toll exceeds 20 persons
 - c) Lost work time greater than one month
 - d) Loss of total operation 3+ hours
 - e) Loss of partial operations greater than 60+ days
 - f) Total loss of equipment
 - g) Non-contained, long term impact 90 + days
 - h) Loss of assets or revenues exceeding \$10 mil
 - i) Sustained local media (anniversary coverage) and broad global media exposure

Probability Definitions

- 1. Extremely Improbable
 - a) Almost impossible
 - b) Possibly only once in 10 to 100 years
- 2. Extremely Remote
 - a) Conceivable but highly unlikely
 - b) Possibly once in every 5 to less than 10 years
- 3. Remote
 - a) Unlikely but possible to occur
 - b) Possibly once a year or multiple times within 5 years
- 4. Probable
 - a) Regularly expected to occur in the system
 - b) Likely to occur multiple times per year or once per month
- 5. Frequent
 - a) Continuously expected to occur in the system
 - b) Likely to occur once a day or multiple times per week

Task 3 Treat the Hazard

The SMS Committee shall continue discussions of the hazards and recording mitigation efforts in the Corrective Action Form RM-01 ([Reference Appendix 14: RM-01 Corrective Action Plan](#)). The Corrective Action planning shall include all mitigation efforts as practical. After careful consultation by the group, a list of action items including labor and material costs shall be developed. Elements of the Corrective Action Plan not initially implemented may be utilized in the future should initial efforts fall short of risk tolerance acceptance. The Corrective Action Plan must be approved by the Safety Executive Committee prior to proceeding with correction assignments. In cases where the effort to mitigate may be complicated or incur significant cost, a Risk Assessment may be conducted by the SMS Committee implementing expected outcomes of the Corrective Action Plan to help ensure the mitigation efforts are practical, cost effective, and that residual risk is acceptable.

Once the Corrective Action Plan is approved, appropriate assignments shall be designated with a description of the mitigation efforts to be accomplished as well as timeframe to be completed in a Work Order Form RM-02 ([Reference Appendix 15: RM-02 Hazard Mitigation Work Order](#)).

A Post Inspection shall be conducted after risk mitigation actions are implemented to ensure the area is safe to reopen or return to normal operations and determine if the mitigation efforts were done according to plan and are effective. The Post Inspection Form RM-03 ([Reference Appendix 16: RM-03 Hazard Mitigation Post Work Inspection](#)) shall be utilized to document this.

The SMS Coordinator shall report back to the SMS Committee and perform a new Risk Analysis on the existing/remaining hazards and determine if risk is tolerable or not. If it is not tolerable the Corrective Action Plan shall be reviewed and new Work Orders issued to further mitigate the Hazard until it is deemed tolerable. The SMS Committee must also assess residual risk and analyze any new hazards that may have been introduced during the mitigation efforts. The Safety Executive Committee shall have final review of all hazards and approval of risk tolerance status.

The SMS Coordinator shall periodically monitor the hazards and bring it back before the SMS Committee for reassessing to ensure mitigation efforts remain effective. These timelines shall be part of the monitoring plan established by the SMS Committee upon completion of the Corrective Action Plan and approval of mitigation strategies. In general the review should be no more than one (1) year from implementation.

3.4 Managing AOA Work Environment (Planning and Engineering/Maintenance)

It is important that the Airport manages the safety aspects of multiple entities working within the AOA. The SMS Coordinator must ensure that proper coordination between all departments/tenants/stakeholders takes place.

3.4.1 Planning and Engineering

Planning and Engineering services at SJU have a responsibility to manage risks associated with their activities. The manner in which new facilities or alterations to existing

facilities are implemented necessitates the consideration of impacts from a risk perspective, before they are introduced into the system. Additionally, day-to-day construction activities represent environments where risk is managed intently from an operational perspective.

Planning and Engineering staff shall work with the SMS Coordinator to utilize the SMS reporting system as a tool to manage risk in those areas they are responsible for. This will include proactive identification of hazards and the evaluation of risk from the standpoint of physical changes to facilities and infrastructure and particularly any impacts to aircraft operations. Planning and Engineering staff shall also, as appropriate, address hazards identified through the information contained in the various reports within the SMS database or by way of the SMS Committee. Finally, Planning and Engineering staff shall, to the extent practical, supply reports to the SMS Coordinator regarding planning and construction activities. The primary focus of this reporting will be to more effectively document and identify planning or construction activities that could involve hazards for the purpose of proactively addressing them.

The following describes the activities that Planning and Engineering staff shall undertake, organized into three distinct phases that are common to facility development at SJU - Planning, Design and Construction.

3.4.1.1 Planning Activities

Risk shall be a consideration in virtually every planning exercise, particularly for airfield improvements. The SMS Coordinator shall make available relevant information stored in the SMS database to Planning and Engineering staff for use in evaluating any given project's likely impact on risk. For purposes of this SMS Manual, Planning Activities are those activities which define facility development, including:

- Master planning
- Project prioritization/CIP planning
- Advanced planning/programming

During the planning phase of development, Planning and Engineering staff shall:

- Consider safety impacts to operations in master planning studies by including evaluation criteria that identifies if the alternative/proposed change is likely to increase risk in an unacceptable manner.
- Include in the capital plan any projects that are derived out of SMS Committee activities that are safety driven/focused.
- Prioritize the capital plan with the consideration of risk in terms of the project's overall impact (assumed to be positive) on safety.
- Identify if a project will require a detailed risk assessment and include that information in the project definition and capital planning timeline.
- Conduct the appropriate level of risk assessment, documenting it, for each project during the advanced planning stage, when information is being prepared to allow for a RFQ/RFP to be issued for design services.

This may include:

- Documentation identifying that the project will not have a negative impact on risk. In this case subsequent phases of the project would not need to

address risk unless changes have occurred. (Note: This does not eliminate the need to conduct risk assessments mandated by the FAA, if required.)

- Conducting a risk assessment and documenting findings with SMS Coordinator and the SMS Committee or Airport Safety Committee, if appropriate
- Conducting a formal risk assessment under FAA Order 5200.11.

If a project is driven by safety concerns (i.e.; airfield geometry in a hot spot area) or is in an area that represents a high risk environment, Planning and Engineering staff shall, at a minimum, discuss the project with the SMS Coordinator, who will determine if the information should be sent to the SMS Committee. In scenarios where a risk assessment is performed by the SMS Committee and it is expected that a risk assessment under FAA Order 5200.11 will be required; an SMS Panel of Subject Matter Experts shall be created specific to the project being evaluated and shall strive to conduct the RA in a manner that can be built off of to fulfill the requirements of Order 5200.11.

3.4.1.2 Design Activities

For purposes of this SMS Manual, design activities are defined as those which detail facility development for the purposes of procuring construction contracts for the actual construction of the project. Design shall be involved with:

- Project prioritization/CIP planning
- Individual project designs and procurement activities

Design-related activities carried out by the Planning and Engineering staff (or managed through them and carried out by their contracted design professionals) at SJU shall consider risk.

During design, potential hazards may be identified via observations made by the design staff during site investigation activities or through research conducted related to the design activity. Similarly, hazards may be identified during this stage through the course of normal design related meetings. The Planning and Engineering staff will report to the SMS Coordinator these identified hazards as appropriate. Information obtained shall be appropriately documented in the SMS database.

The Planning and Engineering staff shall document progress reviews of the design concepts, design milestone review charrettes³, and pre-final (prior to publishing for bids and initiating construction activities) design deliverable reviews, all of which include consideration of risk elements and corresponding consideration of mitigation strategies to minimize or reduce risk.

Design activities shall include the coordination with project stakeholders and those impacted by the proposed construction activity as well as the final end users. The following elements shall be considered for new/residual risk and are used to define associated mitigations to control these risks:

- Definitions of project limits;
- Sequencing and phasing of construction;

³A collaborative workshop with all stakeholders engaged in making planning/design decisions

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- Management of traffic (aircraft, pedestrian, vehicular, and construction haul traffic alike);
- Standard safety practices for personnel, property and the environment;
- Unique special safety considerations developed for each project;
- Future maintenance and operational use considerations;
- Compliance with current, applicable regulations (e.g. the FAA Advisory Circular 150/5300-13A "Airport Design") and
- Materials used for the proposed design;

During the 60% and again during the 90% design phases of development, Planning and Engineering staff (or their design consultant) should meet with the Airfield Operations Division and SMS Coordinator to conduct a review and Safety Risk Assessment (SRA) (if applicable to the state of design) to determine hazards associated with the plan and especially those that may require a Modification of Standards. At 90% design phase of development, Planning and Engineering staff (or their design consultant) should meet again with the Airfield Operations Division, SMS Coordinator as well as a committee composed of any individuals who would participate in a SRA prior to the Construction Safety Phasing Plan (CSPP). All applicable documentation shall be submitted to the FAA. If required by the FAA a formal Panel under 5200.11 Change 2 will be convened to formally document project risk considerations and mitigation techniques which will be submitted in a design report to the FAA. These assessments at 60% and 90% design phases should be attended by qualified stakeholders. In the event the FAA requires a Panel to conduct a formal Safety Risk Assessment (SRA) it shall be done with a qualified Facilitator in accordance with FAA Order 5200.11.

The Planning and Engineering staff shall review the SMS database with the SMS Coordinator annually. The review shall take place at a minimum within the calendar month corresponding to the first effective date of this Manual to attempt to identify areas of concern, possibly requiring additional investigation and analysis, or those that may require modifications to the CIP project prioritization. This shall be timed to coincide with the annual updates to the CIP.

3.4.1.3 Construction Activities

Standard practice with respect to the construction phase of a project shall vary depending on the magnitude of the project regarding the level of Airport Engineering staff participation. For non-AIP funded airside (smaller or maintenance type, e.g. ramp striping) projects, Engineering may self-perform construction activity oversight. For large airfield projects (AIP funded) and some non-AIP projects, Engineering oversees outside construction management firms contracted to manage contractor activities. Engineering (and, by extension, the hired construction management firm) continuously considers, monitors, and manages safety risk during the construction phase of project.

The Engineering staff, Airfield Operations staff and the hired construction management firm during construction shall include the following activities:

- Daily inspections of the site (including informal evaluations of site conditions regarding safety and identified risk mitigation deployment effectiveness),

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- Weekly progress meetings held between Engineering and Operations staff, the hired construction management firm, and the contractor's superintendent and management staff in which safety is the first topic on the standing agenda, and
- Periodic safety inspections or evaluations of the site performed by Engineering, Operations, SMS Coordinator, construction management firm and the contractor's superintendent.

The contractor shall be required to hold daily meetings with his/her field crew to review safety protocols, reinforce procedures created to mitigate known safety risks, address concurrent activities that may impact the construction effort. The contractor shall designate an assigned safety officer who will cover these topics during meetings. Topics covered during the meetings shall be shared and risk mitigation actions reinforced with the contractor's crew on a daily basis at the meetings.

As part of these standing meetings and activities, the Airport Engineering and Airfield Operations staff, the hired construction management consultant, and contractor management team shall openly report safety related concerns to the SMS Coordinator as they are identified. The SMS Coordinator and Engineering staff shall review these reported concerns on an annual basis. The review shall take place within the calendar month corresponding to the first effective date to determine if changes in procedures, future project contract language (specifications) or other practices are warranted to better mitigate common, reoccurring safety risks.

For each construction project, the Engineering staff (and the construction management firm, as appropriate) shall review, at the start of the construction, the SMS database for trend identification, lessons learned for successful mitigation applications to similar risk scenarios. This review shall also be conducted periodically throughout the construction performance period. If a formal FAA Order 5200.11 safety assessment was conducted for the project, it will also be reviewed at the start and periodically throughout the project as stated in the monitoring plan.

3.4.2 Maintenance

The Airfield Maintenance department shall adhere to a Safety Plan whenever work is being performed within the AOA. The Department Manager or designee and Airfield Operations shall create the Safety Plan and review with the personnel assigned to the project prior to start of work. The Safety Plan shall be reviewed in a schedule agreed upon by the Department Manager and the SMS Coordinator. Schedules will be specific per project. The Safety Plan shall consist of the following elements at a minimum:

- Safety Officer assigned to each shift
- Proper airfield access
- Communication process
- Personal Protective Equipment requirements
- Airfield driving
- Safe operations around aircraft
- Hazard analysis/Risk mitigation
- Closure plans within the AOA and alternate taxi/parking routes
- Adequate barriers and lighting
- Safe utility management
- FOD management

- End of work inspections
- Submission of NOTAMs when required
- Major Repairs
- Construction Time Lapse
- Internal Coordination

3.4.3 Coordination with Other Stakeholders

3.4.3.1 ATC Safety Plans

Construction and maintenance planning shall include appropriate coordination with ATC. The purpose is to minimize air traffic impacts while maximizing safety. All airfield movement area closures, as they relate to construction and maintenance projects, shall be reviewed and alternative operational plans shall be developed as needed. The SMS Committee shall be expanded as needed to include ATC when hazards affect the movement areas of the Airport. NOTAMs should be coordinated between the Airport and ATC when necessary.

3.4.3.2 Airline Safety Plans

The airlines shall be responsible for the safety of their operational areas. Construction and maintenance planning shall include briefings with the carriers to alert them to changes in the AOA, movement and non-movement areas. The airlines are responsible for communicating construction/maintenance plans to all appropriate levels within their organization and the Airport.

If a RA is deemed necessary, the airlines may have a role in the SMS Committee as a subject matter expert. The SMS Committee may expand to include airline representation as deemed necessary for acceptance of the Safety Risk Management plan concerning movement areas and gate/ramp areas.

3.4.3.3 FBO/Fueler/Ground Service Providers (Stakeholders)

Airfield stakeholders shall be responsible for the safety of their own operational areas as well as compliance with the Airport's SMS as related to activities in the movement and non-movement areas. Construction and maintenance planning may include briefings with the stakeholders as necessary to alert them to changes in the AOA, movement and non-movement areas. The stakeholders are responsible for communicating construction/maintenance plans to all appropriate levels within their organization and the Airport.

If a RA is deemed necessary, the stakeholders may have a role in the SMS Committee as a subject matter expert. The SMS Committee shall expand to include stakeholder representation as deemed necessary for acceptance of the Safety Risk Management plan concerning movement areas and gate/ramp areas

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Section 4 Safety Assurance

4.1 Safety Program Assurance Measures Overview

The Safety Assurance component of SJU SMS aims to ensure that the activities, plans, and actions taken to improve safety are implemented and effective. There is also an element within this component that evaluates how effectively the SMS is functioning as a whole. The Airport carries out a series of proactive activities to ensure that the systems and procedures implemented are effective and potential hazards are identified immediately. They include internal evaluations, review of processes, procedures, analyses, inspections, and training.

The Safety Program Measures for Safety Assurance has an internal procedure to evaluate and track the effectiveness of SJU SMS elements and the system as a whole. The SMS Coordinator shall provide program oversight, under the supervision of the Accountable Executive. An Internal Evaluation Flow Diagram ([Reference Appendix 17: Internal Evaluation Flow Diagram](#)) shows each step of the evaluation process as well as responsibility of specific functions at SJU.

In support of this assurance measure shall be the implementation of a self-evaluating procedure used by all Aerostar Airport Holdings, LLC staff. The purpose is to monitor the success of the Safety Management System program as well as employee understanding of the program components and raise concerns with respect to the usefulness of the system. Other stakeholders outside of the Aerostar Airport Holdings group, while not tied to the self-evaluation procedures shall also receive a pass/fail refresher course that will be tied to the renewal of the SIDA badge. Training for all employees will be monitored for efficiencies.

The Internal Evaluator shall be a separate representative than those involved with the SMS Committee and is designated by the Accountable Executive. An Internal Evaluator is not permitted to evaluate his/her own department. The Internal Evaluation Procedure is in place to help guide the process ([Reference Appendix 18: IE-01 Internal Evaluation Procedure](#)) and an Internal Evaluation Checklist shall be used for documentation of the findings either electronically or hard copy ([Reference Appendix 19: IE-02 Internal Evaluation Checklist](#)). An Internal Evaluation shall be conducted one time per calendar year, no less than six (6) weeks prior to the Airport's FAR Part 139 Certification Inspection.

The SJU Evaluation process is intended to be a proactive approach to a successful program where the goal is not to find deficiencies with the SMS Coordinator but to have discrepancies in the system identified and corrected as soon as possible. The SMS Coordinator shall be responsible to propose actions to address any deficiencies noted during the Internal Evaluation. The SMS Coordinator shall utilize the Evaluation Corrective Action Plan ([Reference Appendix 20: ECAP-01 Internal Evaluation Corrective Action Plan](#)). The time frame to address the deficiencies shall be documented by the Evaluator in order to have an appropriate schedule relative to the Evaluation Corrective Action Plan. The deficiencies should be corrected prior to the FAA's annual Certification Inspection.

External third party Evaluations may be utilized at the discretion of the Accountable Executive.

The Accountable Executive and Internal Evaluators shall have proper training on the Evaluation process to ensure that they understand the Evaluation methodology and techniques. The SMS Coordinator is responsible to ensure individuals involved understand their roles and responsibilities as outlined in this Manual. The Evaluation Process shall be reviewed prior to each annual Evaluation.

4.2 Safety Evaluating Processes

4.2.1 Self-Evaluations of the SMS

A Self Evaluation procedure shall be implemented for Safety Assurance. The procedure serves as a verification method by SJU employees of their knowledge and understanding of the following aspects within the SMS:

- Safety Policy (documented & implemented)
- Measures to achieve the safety objectives/targets (documented & implemented)
- Safety risk management procedures (documented & implemented)
- Staff's understanding and awareness of the guidelines, procedures and its implications on their daily work
- Staff's utilization of the SMS procedures and forms (implemented)
- Confidential and anonymous reporting (documented & implemented)
- Staff training with respect to the SMS (documented & implemented)

This procedure shall be conducted once each consecutive 12 months. The evaluation will entail a SMS refresher training course with a pass/fail test. This test will serve as the self-evaluation documentation. The SMS Coordinator will be advised that the self-evaluation has been completed. The SMS initial and recurrent training program shall be evaluated annually for efficiencies and proficiencies. If failure rates exceed 25% adjustments to the program will be made.

4.2.2 Internal Evaluation of the SMS

Internal Evaluations are the responsibility of the SMS Coordinator and shall take place once within 12 consecutive months and reviewed within two months prior to the FAA annual certification inspection. The Accountable Executive shall ensure all Evaluations are taking place following the documented procedures. Evaluation findings shall be recorded and the Evaluator shall be responsible for ensuring corrective actions have been addressed by the SMS Coordinator. Department Managers shall work with the SMS Coordinator to mitigate discrepancies within their area of responsibility. Evaluator shall be responsible for monitoring and signing-off on Evaluation Corrective Action Plans to ensure proper closure of Evaluation findings.

Process & Objectives: The Evaluator shall review whether the process and objectives are available to the staff of Aerostar Airport Holdings, LLC and evaluate whether the staff understands the objectives and the implications of SMS implementation on their day-to-day work. This includes their responsibility as defined in the process and their understanding of the confidential and anonymous nature of the system. If any deficiencies are identified, the SMS Coordinator is responsible for providing additional awareness training to ensure that the deficiency is clarified. This Evaluation shall also highlight any

potential weaknesses within the process and objectives. When any weak areas are identified, the SMS Coordinator is responsible for implementing ECAP to address these weaknesses.

Safety Risk Management: The Evaluator shall review staff's understanding of the Safety Risk Management procedures and guidance that have been developed to manage risk, as well as their responsibility for identifying and reporting hazards on the appropriate forms that have been developed for this purpose. The Internal Evaluator shall also be responsible for checking all documentation and record keeping of Hazard Identification, Risk Assessment and Corrective Action Plans to ensure process and procedures were adhered to and are filed appropriately. When any weak areas are identified, the SMS Coordinator is responsible for implementing ECAP to address these weaknesses.

Safety Assurance: The Evaluator shall assess staff's understanding of the importance of Safety Assurance procedures and Evaluations. When weak areas are identified, the SMS Coordinator is responsible for implementing ECAP to address these weaknesses.

Safety Promotion: The Evaluator is to assess staff's attitude/behavior towards the implementation of the SMS in order to assess the progress made with respect to the development of a safety culture throughout the Airport. When any weak areas are identified, the SMS Coordinator is responsible for implementing the ECAP to address these weaknesses.

4.2.3 Evaluation Corrective Action Plan ("ECAP")

The SMS Coordinator shall have an opportunity to make corrections to deficiencies noted during Self Evaluations and provide documentation for the Internal Evaluator concerning those corrections. During the Internal Evaluation should deficiencies be found the Evaluator shall note them in the ECAP.

Once the SMS Coordinator receives the ECAP from the Evaluator it is his/her responsibility to create action items in order to address each deficiency. These action items must be approved by the Evaluator and Accountable Executive prior to implementation. Once the action items have been implemented, the Evaluator and the Accountable Executive shall ensure there is sufficient evidence that those corrective action items implemented successfully mitigated the deficiency. The ECAP is then filed appropriately.

4.2.4 Airfield Self-Inspections

Airfield self-inspections are carried out daily by Airfield Operations. These inspections include runways, taxiways, ramps, and safety areas in accordance with the SJU Airport Certification Manual (ACM).

The results obtained from these daily checks are reviewed by the appropriate manager, and corrective actions are implemented as necessary. A nightly safety inspection, including lighting and windsock status, is performed by Airfield Operations as described in the ACM. Special inspections are to be undertaken under unusual conditions, as described in the same section of the ACM. Hazards identified during these inspections and measures taken to eliminate/mitigate risks are reported to the SMS Coordinator.

4.2.5 Wildlife Inspections

Airfield Operations performs a perimeter fence and wildlife inspection in a daily basis in accordance with the ACM. Should corrective actions be necessary to fix damaged sections of the perimeter fence, Airfield Operations will report to Airfield Maintenance, who dispatches maintenance personnel to perform necessary repairs or other temporary corrective actions deemed necessary.

Should wildlife procedures be necessary to address safety issues, the Environmental Control Manager will take the appropriate actions, according to the ACM. The results obtained from these daily checks are reviewed by the appropriate manager, and corrective actions are implemented as necessary to mitigate persistent events. Safety concerns and actions are reported to the SMS Coordinator.

4.2.6 Construction Inspections

Airfield Operations and Airport Engineering ensure the conduct of inspections of any airfield construction sites and/or activities taking place at SJU Airport. The inspections ensure that contractors are compliant with their stated safety plan and ensure that activities or situations that could potentially create an aviation-related safety hazard are prevented. Construction inspections focus on the Construction Safety and Phasing Plan (CSPP) according to CFR Part 139 requirements.

4.3 Performance Measurement and Monitoring

Safety management activities and risk mitigation actions are selective measures designed to either prevent undesirable events, or effect changes to existing undesirable situations. One of the alternatives available for assessing the effectiveness of implemented measures is to compare the changes experienced over time.

This process seeks to identify and select measurable parameters, collect data related to them, and track and compare this information over time. Some of these parameters are defined in Section 2.7 of this Manual. The SMS Coordinator is responsible for collecting, storing, analyzing, interpreting, and monitoring safety significant data selected for the measurement of SMS performance at the Airport.

Department Managers are also responsible for collecting, storing, analyzing, interpreting, and monitoring safety significant data selected for the measurement of SMS performance that are relevant to their specific departments and to share analysis outcomes with the SMS Coordinator.

The process established for is the following:

1. The persons responsible for setting up measurable parameters will meet with their immediate support staff or other SJU Airport personnel, as they deem necessary.
2. Prior to defining the proper indicators, the group will:
 - Review the organizational/departmental objectives defined for the period.
 - Discuss areas that, by collective experience, are known to be a safety weak point.
3. Identify the metrics that can provide the most suitable indication of safety performance.
4. Set up a data collection and storage procedure for those metrics.

SMS Manual

Metrics will be assessed, reviewed, and updated on a yearly basis, or as necessary to obtain meaningful data and identify trends. The SMS Coordinator and Department Managers will collect and summarize data in a suitable format.

This information will be reviewed and discussed during SMS Committee and Safety Executive Committee meetings. Parameters will be adjusted and further breakdown will be implemented when additional exploration is needed to define the root causes of observed trends.

SMS Manual

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Section 5 Safety Promotion

5.1 Safety Training and Education Plan

5.1.1 Introduction

SJU's training program is directly linked to the success of the Safety Management System program. A well-coordinated training program shall tie the organization's safety objectives to safety practices in order to positively influence the safety culture. The training program shall communicate the organization's safety policy and principals to all levels of workers within the airport environment.

5.1.2 Training Needs

SJU Executive Management Training

In order for safety to be a priority from the top down, executive level training needs to take place. The Chief Executive Officer (CEO) understands their responsibility and authority for the overall safety of the Airport. The CEO may choose to delegate operational responsibility to the Chief Operations Officer (COO) as the Accountable Executive. The SMS Executive Committee members shall be amongst the first to be trained in Safety Management. This training shall be executed during the implementation of the SMS program in an on-the-job type program and shall address (a) the Safety Executive Committee responsibilities in establishing the SMS Committee and Airport Safety Committee and (b) requirement for oversight of Group/Committee actions to ensure a successful SMS program. This training shall be done periodically as needed by the SMS Coordinator in a one on one basis to review the program based on organizational changes.

SMS Committee Training

The SMS Committee training shall be executed during the implementation of the SMS program in an on-the-job type program and shall address (a) the Safety Executive Committee responsibilities in oversight of the SMS Committee and (b) Airport Safety Committee's role in the Safety Risk Management process. This training shall be done periodically in a one-on-one and group environment during Committee meetings as needed by the SMS Coordinator to review Risk Management processes based on organizational changes.

Roles and responsibilities include regular meetings, expected communications, risk management, sign off process by the Safety Executive Committee, implementation of safety practices, confidential and anonymous reporting methods, tracking, evaluating and trending.

Internal Evaluator Training

All individuals that have been identified and appointed as Safety Assurance Evaluator shall be expected to carry out the Internal Evaluations under the direction of the SMS Coordinator and Accountable Executive. An Internal Evaluator course shall be presented by the SMS Coordinator prior to the annual Internal Evaluation scheduled no less than 2 months prior to the annual FAA Part 139 certification inspection to ensure that all Evaluator are familiar with the Safety Assurance Evaluation methodology and techniques, as well as with their roles and responsibilities with respect to this Evaluation function. The SMS Coordinator shall review the Internal Evaluation Process IE-01 and checklists IE-02

Evaluator shall in no way be involved with the other safety management functions, such as the SMS Committee, in order to prevent any negative impact on the safety reporting. Internal Evaluator shall not be allowed to evaluate their own departments to ensure maximum objectivity of safety assurance functions.

SMS Coordinator Training (new position)

A newly hired SMS Coordinator shall review the SJU SMS Manual and shall attend within 12 months of being hired one of the industry courses related to airport SMS programs.

SMS Training for Internal Aerostar Employees

Safety training for Aerostar employees involved with SMS shall be done on-line. This training is on-line and shall be complied with for new employee training and annual recurrent training in conjunction with FAR Part 139 Training through the Airport's training program. This training targets internal Aerostar employees most involved with the SJU SMS. Training components are outlined in 5.1.3 and the training shall include a pass/fail test. During initial and recurrent training the program shall include a Self-Evaluation for employees to satisfy the annual Self Evaluation requirement in support of the Safety Assurance compliance.

Basic SMS Training for SJU Airport Employees and Stakeholders

Every individual who works within the AOA environment must understand the expectations and processes in a Safety Management System Program. This basic SMS training is on-line and new employees shall receive initial training and all employees shall receive recurrent training within 12 consecutive months through the Airport's training program. Training components are outlined in 5.1.3 and the training shall include a pass/fail test.

5.1.3 Employee SMS Training Outline:

- a. Brief history of Safety Management;
- b. Basic principles of Safety Management;
- c. Airport corporate safety philosophy including: safety statement, guidelines, safety management and safety culture;
- d. Safety policy and guideline mandates and the importance of compliancy;
- e. Organization, roles and responsibilities including: Executive Management, the SMS Committee and the Airport Safety Committee;
- f. Safety oversight record including systemic weaknesses such as aircraft ramp incidents, property damage, employee injuries and FOD;
- g. Safety objectives and goals ;
- h. Safety Management Program including: incident reporting systems, confidential and anonymous reporting systems;
- i. Safety Risk Management process and matrix used;
- j. Human factors;
- k. Ongoing program assessments including: Internal Evaluations and External Evaluations;
- l. Communication methods;

- m. Safety promotion: awards/incentives;
- n. Safety culture; and
- o. Pass/Fail test

5.1.4 Safety Assurance and Evaluating Training Outline

Internal Evaluators have to be identified and appointed for evaluating purposes. The Evaluator must receive initial training from the SMS Coordinator utilizing the evaluation procedures that shall cover the following:

- a. The introductory training on the SMS;
- b. The role (and purpose) of Safety Assurance within the SMS;
- c. Evaluator roles, responsibilities and behavior;
- d. Evaluation techniques and methodology; and
- e. Evaluation Corrective Action Plan (ECAP) follow-up.

5.1.5 Training measurement

Training records shall need to be made available by the SMS Coordinator for the CEO and the Safety Executive Committee, and as required by the FAA. Training programs shall include a pass-fail system as determined by the Safety Executive Committee. The passing rate must be 85% or better accuracy. Tracking the scales of accomplishment in passing shall be critical to the effectiveness of the program. If the scales show a level of failures in the pass rate, the training program shall be reviewed and modifications made where necessary. Training program scales shall also be an indicator during safety evaluations of program compliance, effectiveness and successfulness.

5.2 SMS Committees

5.2.1 Safety Executive Committee

This Committee is comprised of the Accountable Executive/ the CEO, Chief Financial Officer (CFO), Chief Operations Officer (COO) and Chief Development Officer (CDO). The Safety Executive Committee SHOULD MEET twice during a consecutive twelve month period, preceding the SMS Committee meeting or as needed. It is the responsibility of the Safety Executive Committee to oversee the SMS Committee and review all Hazards and mitigation efforts to evaluate and ensure safe practices are followed. This Committee shall also make decisions on recommendations concerning prioritization of Hazards and associated Risk Assessments and budget allocations. The SMS Coordinator shall be responsible for coordinating all meetings and provide relevant information to the Safety Executive Committee.

5.2.2 SMS Committee

This group is represented by each operational area that has a role in airfield safety and operations. The Committee is managed by the SMS Coordinator. The Committee should meet every other month or as needed. It is the responsibility of this group to analyze all Hazard reports, identify risks and conduct analysis, develop and implement mitigation efforts, ensure appropriate communication plans are utilized and make recommendations to the Safety Executive Committee.

5.2.3 Airport Safety Committee

This Committee is comprised of the SMS Committee and airport stakeholders who access the AOA. The Committee should meet monthly or as needed. The SMS Coordinator shall be responsible for coordinating all meetings and follow-up. The purpose is to review reports received, discuss hazards and mitigation efforts, review mitigation efficiencies, ensure new Hazards have not been created as a result of a mitigation effort and make recommendations. The Committee members shall be responsible for reporting information back to their respective organizations.

5.3 SMS Communication Plan

SMS Communication shall be driven from the top down through all levels of the organization. The Accountable Executive and the SMS Committee shall be actively involved with programs, perceptions and feedback to ensure effective communication is in place. They are the key team to explain the 'need for change' and demonstrate leadership. Workshops may be organized periodically to promote the SMS program. The SMS Coordinator shall be responsible for the planning and implementation of any workshops. During these workshops, management can explain employee responsibilities.

The SMS Coordinator should work with the Media/Public Relations personnel to create logos, images and pertinent messages to help promote the SMS.

5.3.1 Communication may cover:

- What is happening;
- Why it is happening (stressing the importance and value of implementing SMS);
- Who is the Accountable Executive and what are their responsibilities;
- Who is the SMS Coordinator and what are their responsibilities;
- What is expected of employees;
- What is expected of contractors;
- What is expected of tenants and stakeholders;
- How the program is progressing;
- Reported hazards and their status;
- Safety awareness campaigns;
- Changes in the program especially objectives and goals and
- Incentives.

5.3.2 Communication Mediums

The following is a list of communication mediums which may be used throughout the lifecycle of an SMS

- SMS Committee/brainstorm sessions
- Airport Safety Committee/brainstorm sessions
- Website with links to SMS updates/status

- Workshops
- Blast emails
- Phone
- Electronic newsletter
- Electronic annual SMS report on Website
- Printed reports as requested
- Reporting communications
 - On line reporting with auto-response feedback
 - Phone in reporting

5.4 Safety Incentive Programs

The intent of the incentive programs is to encourage involvement and reward those who contribute to the safety culture of the airport. The following are examples of reward programs that may be utilized which may include meal vouchers, logo clothing, airport tours, etc.

5.4.1 FOD

- Gate FOD walks conducted, results advertised via website
- FOD cleanup infield with employees and stakeholders

5.4.2 Quarterly Recognition

- SMS Committee chooses most impactful report
- SMS Committee chooses most reports resulting in RA
- Employee submitting most hazard reports

5.4.3 Annual Recognition

- Based on most impactful Hazard reported as selected by the SMS Committee

Appendix 1 Acronyms and Definitions

Acronym List

AC	Advisory Circular
ACM	Airport Certification Manual
ACP	Access Control Point
ADA	Americans with Disabilities Act
AEP	Airport Emergency Plan
ALERT I	Non-Aircraft Emergencies
ALERT II	Aircraft Incident/Difficulty
ALERT III	Aircraft Accident/Crash
ALPA	Air Line Pilots Association
ALS	Advanced Life Support
AOA	Air Operations Area
APU	Auxiliary Power Unit (Generator)
ARC	American Red Cross
ARFF	Aircraft Rescue and Fire Fighting
ATCT	Air Traffic Control Tower
ATIS	Automatic Terminal Information Service
CDO	Chief Development Officer
CEO	Chief Executive Officer
CFR	Code of Federal Regulations
COO	Chief Operations Officer
EHS	Environmental Health and Safety
ECAP	Evaluation Corrective Action Plan
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
EPI	Emergency Public Information
FAA	Federal Aviation Administration
FAR	Federal Aviation Regulation
FBO	Fixed Base Operator
FOD	Foreign Object Debris/Damage
GIS	Geographic Information System
HAZMAT	Hazardous Material
HAZWOPER	Hazardous Waste Operations Emergency Response
HI	Hazard Identification (forms)
ICAO	International Civil Aviation Organization
IE	Internal Evaluation
MOU	Memorandum of Understanding
MSDS	Material Safety Data Sheet
NWS	National Weather Service

OFA	Obstacle Free Area
OSHA	Occupational Safety and Health Administration
PIO	Public Information Officer
PPE	Personal Protective Equipment
RY or RWY	Runway
RA	Risk Assessment (forms)
RM	Risk Management (forms)
RSA	Runway Safety Area
SA	Safety Assurance/Assessment
SIDA	Security Identification Display Area
SJU	Luis Muñoz Marín International Airport, San Juan, Puerto Rico
SME	Subject Matter Expert(s)
SMS	Safety Management System
SOP	Standard Operating Procedure
SPM	Safety Program Manual
SRM	Safety Risk Management
SRMD	Safety Risk Management Document
TSA	Transportation Security Administration
TSA	Taxiway Safety Area
TWY	Taxiway

Definitions

14 CFR Part 139 – Airport Certification Regulations

14 CFR Part 77– Objects Affecting Navigable Airspace Regulations

49 CFR Part 1542– Airport Security Regulations

Accountable Executive – A person designated by the CEO to act on their behalf to implement and maintain the airport’s Safety Management System (“SMS”). The Accountable Executive has sufficient authority and control of the Airport’s human and financial resources for airport operations to effectively direct SMS program oversight.

Advanced Root Cause Assessment (“ARCA”) – A follow on assessment during risk analysis to ensure all contributing factors are realized to the extent possible.

Aircraft Accident – As defined in Title 49 CFR Part 830.2, an occurrence associated with the operation of an aircraft which takes place between the time any person boards the aircraft with the intention of flight and all such persons have disembarked, and in which any person suffers death or serious injury, or in which the aircraft receives substantial damage.

Aircraft Incident – As defined in Title 49 CFR Part 830.2, an occurrence other than an accident that is associated with the operation of an aircraft and that affects or could affect the safety of operations (also see Aircraft Accident).

Airports Capital Improvement Plan (“ACIP”) – The planning program used by the Federal Aviation Administration to identify, prioritize and distribute Airport Improvement Program funds for airport development and the needs of the National Airspace System to meet specified national goals and objectives.

Airfield – The portion of an airport that contains the facilities necessary for the operation of aircraft.

Airside – The portion of an airport that contains the facilities necessary for the operation of aircraft.

Airport Layout Plan (“ALP”) – A scaled drawing of the existing and planned land and facilities necessary for the operation and development of an airport.

Airport Master Plan – The planner’s concept of the long-term development of an airport.

Air Operations Area (“AOA”) – All airport areas where aircraft can operate, either under their own power or while in tow. The AOA includes runways, taxiways, and apron areas.

Airport Owner/Operator – The entity that is legally responsible for the management and operation of an airport including the fulfillment of the requirements of related laws and regulations.

Air Traffic Control Tower (“ATCT”) – A facility in the terminal air traffic control system located at an airport and that consists of a tower cab structure and an associated instrument flight rules room, if radar equipped, that uses ground-to-air and air-to-ground communications and radar, visual signaling and other devices to provide for the safe and expeditious movement of terminal area air traffic in the airspace and at airports within its jurisdiction.

Air Traffic Organization (“ATO”) – The primary service of the FAA’s Air Traffic Organization is to move air traffic safely and efficiently.

Air Transportation System – Entirety of the aviation system, including the Federal Aviation Administration entities that design, manufacture, or operate aircraft or components of aircraft; training entities; people; infrastructure; and other systems and subsystems.

Construction Safety and Phasing Plan (“CSPP”) – A CSPP is a plan all airport sponsors must submit for FAA review and approval that specifies all aspects of safety during construction. Requirements for CSPP reviews are contained in FAA Order 5100.38, Airport Improvement Program Handbook, Advisory Circular 150/5370-2, and FAA Order 7400.2, Procedures for Handling Airspace Matters.

Corrective Action Plan (“CAP”) – Is the mitigation strategy suggested by the Safety Committee to reduce the probability and/or severity of risks associated with identified hazards.

Environmental Assessment (“EA”) – An environmental analysis performed pursuant to the National Environmental Policy Act to determine whether an action would significantly affect the environment and thus require a more detailed environmental impact statement.

Environmental Impact Statement (“EIS”) – A document a federal agency prepares to comply with the National Environmental Policy Act for major projects or legislative proposals significantly affecting the environment. It describes the negative and positive environmental effects of a proposed action and reasonable alternatives.

FAA Airspace Review – Actions specified by FAA Order JO 7400.2, Procedures for Handling Airspace Matters This includes all matters relating to navigable airspace as authorized by several federal regulations, including 14 CFR Parts 77 Objects Affecting Navigable Airspace, CFR Part 152 Airports Aid Program and CFR Part 157 Notice of Construction, Alteration, Activation, and Deactivation of Airports.

Federal Aviation Administration (“FAA”) – Is the United States government agency with the mission of providing safe and efficient aerospace systems in the US National Aerospace System.

Federal Aviation Regulations (“FAR”) – The general and permanent rules established by the executive departments and agencies of the Federal Government for aviation, which are published in the Federal Register. These are the aviation subset of the Code of Federal Regulations.

Gap Analysis – A comparison between existing systems, processes, and procedures and SMS requirements desired by the airport.

Hazard – Any existing or potential condition that can lead to injury, illness, or death to people; damage to or loss of a system, equipment, or property; or damage to the environment. A Hazard is a condition that is a prerequisite of an accident or incident. A Hazard might or might not result in a situation of high risk.

Hazard Assessment – A systematic, comprehensive evaluation of a change, operation, system, or safety issue.

Joint Planning and Development Office (“JPDO”) – A federal multi-agency organization created by Congress to bring about substantial and long-term change in the management and operation of the national airspace system (“NAS”) to meet the demands of the Next Generation Air Transportation System (“NextGen”).

Landside – The portion of an airport that provides the facilities necessary for the processing of passengers, cargo, freight and ground transportation vehicles.

Likelihood – The estimated probability or frequency, in quantitative or qualitative terms, of a Hazard’s effect.

Mitigation: The measures taken to eradicate (remove) a Hazard, or to reduce the likelihood or severity of a risk associated with a Hazard.

Movement Area –The runways, taxiways, and other areas of an airport that are used for taxiing, takeoff, and landing of aircraft, exclusive of loading ramps and aircraft parking areas. As defined in Title 14 CFR Part 139.5.

National Airspace System (“NAS”) – The common network of U.S. airspace; air navigation facilities; equipment and services; airports or landing areas; aeronautical charts and information services; rules, regulations, and procedures; technical information; and labor and material. Includes system components shared with the military.

National Environmental Policy Act (“NEPA”) – Federal legislation that establishes environmental policy for the nation. It requires an interdisciplinary framework for federal agencies to evaluate environmental impacts and contains action-forcing procedures to ensure that federal agency decision makers take environmental factors into account.

National Plan of Integrated Airport Systems (“NPIAS”) – The national airport system plan developed by the Secretary of Transportation on a biannual basis for the development of public-use airports to meet national air transportation needs.

Non-movement Area – The area on the airport layout/footprint, other than that described as the movement area, used for the loading, unloading, parking, and movement of aircraft on the airside of the airport (including ramps, apron areas, and on-airport fuel farms).

Passenger Facility Charge (“PFC”) – A fee collected for every enplaned passenger at commercial airports controlled by public agencies to be used to fund FAA-approved projects that enhance safety, security, or capacity; reduce noise; or increase air carrier competition.

Preliminary Hazard Assessment (“PHA”) – An overview of the hazards associated with an operation or project proposal consisting of an initial risk assessment and development of safety-related requirements.

Preliminary Root Cause Assessment (“PRCA”) – An initial investigation into the Hazard including interviews, observations and research.

Risk – The composite of predicted severity and likelihood of the potential effect of a Hazard. Severity is the measure of impacts resulting from an event, which are usually calculated as the worst credible outcome. Likelihood is the estimated probability or frequency, in quantitative or qualitative terms, of a Hazard’s effect; it is often an expression of how often an effect is expected to occur.

Risk Assessment (“RA”) or Safety Risk Assessment (SRA) – The process by which the results of safety risk analysis are used to make decisions. Often this is a multidiscipline review and documentation often conducted by a panel of experts. It is the process of combining the impacts of risk elements discovered in risk analysis and comparing them against some acceptability criteria. Safety risk assessment can include consolidating risks into risk sets that can be jointly mitigated, combined, and then used in decision-making.

Risk Mitigation – Any action taken to reduce the risk of a Hazard's effect.

Runway – A defined rectangular area at an airport designated for the landing and taking-off of an aircraft.

Safety Assurance – The process management function that evaluate the continued effectiveness of implemented risk mitigation strategies, support the identification of new hazards, and function to systematically provide confidence that an organization meets or exceeds its safety objectives through continuous improvement.

Safety Evaluation – Procedures to monitor performance based upon safety objectives, SMS requirements, or initiatives, tied to Safety Assurance.

Safety Management System (“SMS”) – An integrated collection of processes and procedures that ensures a formalized and proactive approach to system safety through risk management.

Safety Management System (“SMS”) Committee – A group formed to formalize a proactive approach to system safety and a methodology that ensures hazards are identified and unacceptable risk is mitigated before the change is made. It provides a framework to ensure that once a change is made, it shall be tracked throughout its life cycle.

Safety Objectives – A measurable goal or desirable outcome related to safety.

Safety Officer – A staff assignment made by a Maintenance Manager and/or Construction Project Manager to oversee a project safety plan relevant to a specific airfield project.

Safety Policy – The statement and documentation adopted by the airport that defines its commitment to safety and provides its overall safety vision.

Safety Promotion – The combination of safety culture, training, and communication activities that support the implementation and operation of an SMS.

Safety Risk Management (“SRM”) – A formal process within a SMS program that describes the system; identifies the hazards; and analyzes, assesses, and mitigates the risk.

Safety Risk Management Document (“SRMD”) – An ATO-specified description of the safety analysis for a given proposed change. It documents the evidence to support whether the proposed change to the system is acceptable from a safety risk perspective. SRMDs are maintained by the organization responsible for the change for the life cycle of the system or change.

Severity: The measure of how bad the results of an event are predicted to be. Severity is determined by the worst credible outcome.

Single Point Failure: A failure of an item that would result in the failure of the system and is not compensated for by redundancy or an alternative operational procedure.

System: An integrated set of constituent pieces that are combined in an operational or support environment to meet a defined objective. These pieces include people, equipment, information, procedures, facilities, services, and other support services.

System Safety Deficiency: A condition, object or activity that allows hazards of the same (or similar) nature to exist

Appendix 2 Existing Controls

A2.1 Existing Controls for SJU

A2.1.1 Purpose:

Documenting existing controls serves as a tool to help guide the SMS Committee during the Corrective Action design phase by utilizing or referring to tools already available and in use by the Airport. These tools may also be represented in the Corrective Action Plan as needing to be updated or expanded upon. Existing controls shall also be referenced when discussing goals to meet objectives. This list shall be reviewed during the scheduled Manual review and updated as necessary. The following are identified controls:

A2.1.2 Rules/Regulations/Laws and Advisory Material used for the legal and safe operation of the airport.

A2.1.3 Current Safety-Related Training at SJU (training provided by Airport resources or outside agencies as required).

A2.1.4 Standard Operating Procedures (“SOP’s”) Guidelines/Understandings (Documents are found in Airport Administration Offices or outside agencies as required); generally developed by individual departments providing details regarding specific operating requirements for routine and emergency operations.

A2.1.5 Operational Practices (practices and procedures generally supported by checklists or other best practices documentation).

A2.1.6 Engineering/Barriers/Containers (examples)

- a. Secured fence line
- b. Perimeter Wildlife sub fence
- c. Concrete barriers for security on perimeter
- d. Fence security barrier cable
- e. Obstacle Frangibility inside safety areas
- f. FOD cans
- g. Dumpsters with lids
- h. Spill carts/kits
- i. Serpentine Jersey Barriers

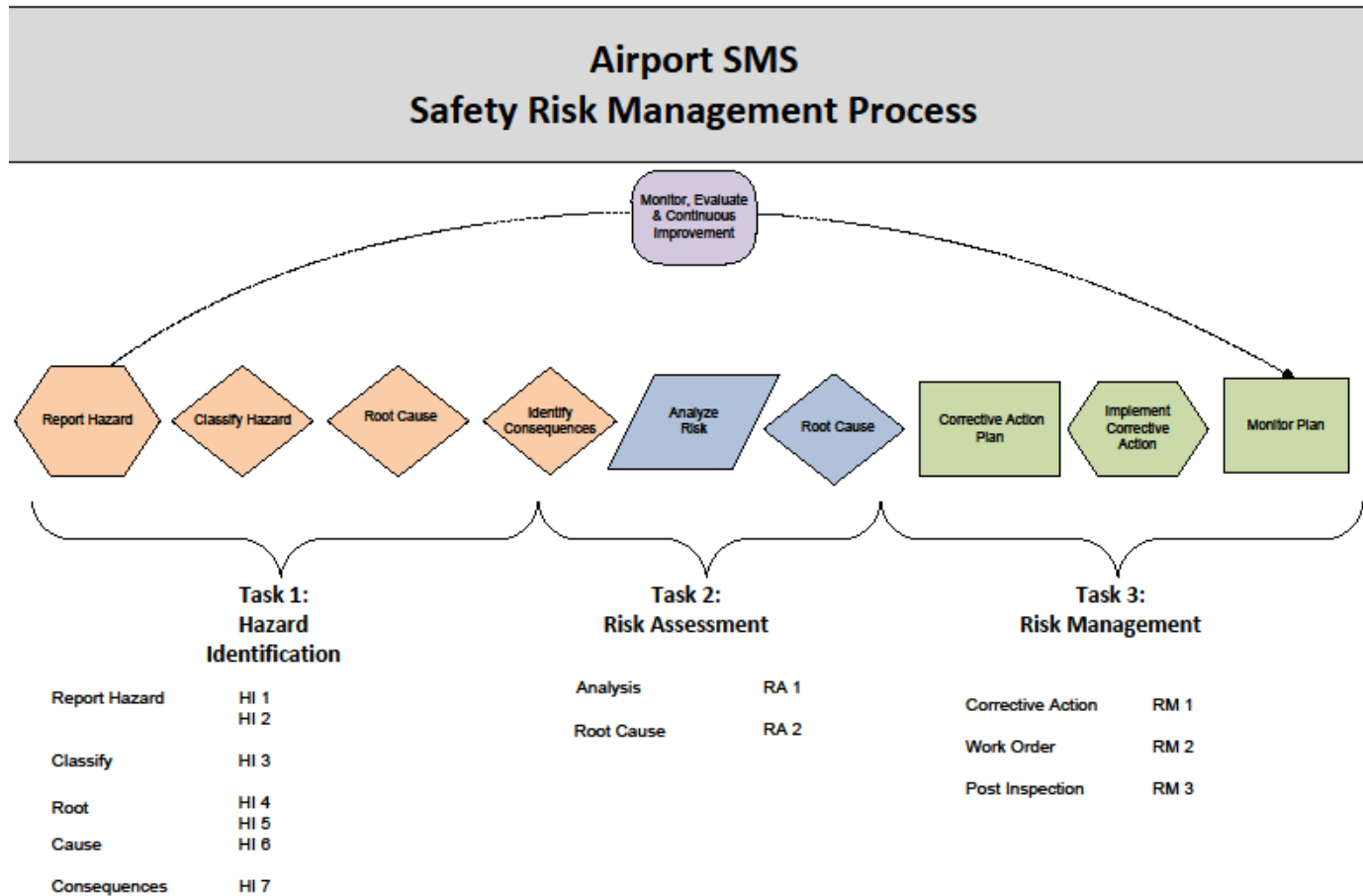
A2.1.7 Marking/Lighting/Signage:

- a. Driving lanes painted including stop, yield and speed limits
- b. Movement and non-movement areas delineated
- c. Deicing pad delineation
- d. Obstacle free zones area delineated
- e. Safety box for aircraft parking delineated
- f. Gate number and lead in lines delineated (on some)
- g. Taxiway signage
- h. Taxiway lighting

- i. Runway signage
- j. Runway lighting
- k. ILS critical area delineated and signed
- l. Surface Movement Guidance and Control System (“SMGCS”) Plan and supporting lighting, marking
- m. Ramp/Gate area lighting
- n. Airport vehicles marked and lighted
- o. Signage delineating emergency shut off for fueling
- p. Aircraft ground boarding marking

Appendix 3 SRM-01: SRM Management Process

December 18, 2014



(double-click on image above to open PDF file)

Appendix 4 SRM-02: Safety Risk Management Procedure

SRM 02: SAFETY RISK MANAGEMENT PROCEDURE

PURPOSE

The procedure that describes the process followed for identifying and documenting hazards, for determining its associated risk(s), its severity and probability of occurring and the strategies for its mitigation.

REFERENCES	Responsibility	Minimum Retention Period
FAA AC 150/5200-37A Safety Policy	SMS Coordinator SMS Coordinator	While valid

PROCEDURE DETAIL

RESPONSIBILITY PROCEDURE DETAIL IN SEQUENCE

All airport staff

Identify hazards

Note **Definitions:**

Hazard: Any existing or potential condition that can lead to injury, illness, or death to people; damage to or loss of a system, equipment, or property; or damage to the environment. A Hazard is a condition that is a prerequisite of an accident or incident. A Hazard might or might not result in a situation of high risk.

Risk: The composite of predicted severity and likelihood of the potential effect of a Hazard. Severity is the measure of impacts resulting from an event, which are usually calculated as the worst credible outcome. Likelihood is the estimated probability or frequency, in quantitative or qualitative terms, of a Hazard's effect; it is often an expression of how often an effect is expected to occur.

Mitigation: The measures taken to eradicate (remove) a Hazard, or to reduce the likelihood or severity of a risk attached to a Hazard.

System Safety Deficiency: A condition, object or activity that allows hazards of the same (or similar) nature to exist.

- | | | |
|----------------------------------|----|--|
| Any staff member/
stakeholder | 1. | Identify a Hazard within any area of work within the airport movement and non-movement areas. |
| | 2. | Record the Hazard in the Hazard identification form number HI-01/02. |
| | 3. | Forward to the SMS Coordinator for review. |
| SMS Coordinator | 4. | Review Hazard form and decide on action required, which must include but is not limited to the following: <ul style="list-style-type: none"> 4.1 verify the Hazard (i.e. confirm that this is indeed a Hazard); 4.2 review information submitted and ensure that it is complete, if not request further information; 4.3 decide whether root cause and/or investigative analysis is required, and if so, who has to perform this analysis; 4.4 assign tasks of investigation to the specific individual; and |

SMS Manual

- | | | |
|---------------------|-----|---|
| Assigned individual | 5. | Perform investigation and determine what, when, why and how Hazard was caused. Observe and record the area and research documentation on this Hazard occurring previously and/or elsewhere utilizing Forms HI-04/05/06. |
| | 6. | Provide investigation feedback to SMS Coordinator. |
| SMS Coordinator | 7. | Review information uncovered during investigation and analyze and categorize system factors that failed. |
| | 8. | Identify and categorize consequences should the Hazard occur utilizing Form number HI-07. |
| | 9. | Log details of hazards into database. |
| | 10. | Convene SMS Committee to perform a Risk Analysis utilizing Form RA-01 and record findings in the database. |
| | 11. | If Advanced Root Cause Investigation was necessary record findings in RA-02. |
| | 12. | Lead the SMS Committee through a Corrective Action Plan using Form RM-01. |
| | 13. | Write all work orders using Form RM-02 and assignments based on Corrective Action Plan and distribute as appropriate. |
| | 14. | Ensure Post Inspection using RM-03 is done and either accept the work or update the Corrective Action Plan and corresponding Work Orders. |
| | 15. | Once Work has been accepted reassess the Hazard with the SMS Committee and decide if it is an acceptable risk. |
| | 16. | If the risk is unacceptable create another Corrective Action plan and corresponding Work Order until the Hazard is deemed tolerable |
| | 17. | Monitor the Hazard. Monitoring plan shall be decided by the SMS Committee. |
| | 18. | Report to the Safety Executive Committee. |

SMS Manual

SMS Committee

Determine and evaluate (assess) risk(s) for each Hazard.(Phase 3 & 4)

SMS Coordinator

1. Arrange a Safety Committee meeting. (This can be scheduled annually upfront to ensure availability of managers)
2. Send Hazard identification (including root cause) information to SMS Committee members. (Preferably in the table/excel/database format)

SMS Committee

3. Review Hazard information and confirm applicable System Factor failures.
4. Determine and list specific risk(s) of each Hazard by using the guidance provided (HI-07).
5. Evaluate (or assess) each risk in terms of its severity (first) and its probability (see RM-01).
6. Prioritize hazards for action based on their risk in terms of their tolerability or acceptability.
7. Identify persons responsible to plan mitigation action.

SMS Coordinator

8. Forward request for mitigation action to the responsible manager with a target date for response, determined during the meeting as a result of the seriousness of the risk.
9. Keep minutes of meeting and records of risk determination and risk assessment as well as required mitigation action.

Responsible manager

Determine and implement mitigation action.(Phase 5)

Responsible manager

1. Review Hazard and risk information provided by SMS Coordinator including root cause analysis feedback where applicable.
2. Determine mitigation action that can reduce risk to an acceptable level (or will result in removing the Hazard) based on the following strategies.
 - Avoidance: selecting a different approach or not participating in, or allowing, the operation or procedure to take place or continue.
 - Control: development of control options and alternatives to the procedure that minimize or eliminate the risk
 - Transfer: shifting the risk to another area where its severity and probability is different and acceptable

SMS Coordinator

3. Assist responsible manager when required.

Responsible manager

4. Submit mitigation action plan to SMS Coordinator for review.

SMS Coordinator

5. Review mitigation action for appropriateness. (in other words, will the mitigation action address the risk and would it be capable of reducing or removing the risk/Hazard) (see RM-01)
6. Accept mitigation action & record action plan in the database or return mitigation action plan to the responsible manager to amend.

Responsible manager

7. Amend & re-submit to SMS Coordinator for review.

SMS Coordinator

Review mitigation & accept mitigation action. Request Responsible manager to implement action and record in database.

Responsible manager

8. Implement mitigation action and report back on successful implementation to SMS Coordinator.

SMS Coordinator

9. Record mitigation action taken in database & report back to SMS Committee.
10. Evaluate effectiveness of mitigation action taken & report back to SMS Committee.
11. Keep records of mitigation action plan and of mitigation action taken. Keep records of review of mitigation plans. Keep records of evaluations (audits) of implemented mitigation.

SMS Manual

RECORDS	RESPONSIBILITY	MINIMUM RETENTION PERIOD
Hazard identification information	SMS Coordinator	5 -10 years
Root cause analysis records	SMS Coordinator	5 -10 years
Risk Assessment records	SMS Coordinator	5 -10 years
Safety Committee meeting minutes	SMS Coordinator	5 years
Mitigation action records	SMS Coordinator	5 years
Evaluation (audit) reports	SMS Coordinator	5 years

Appendix 5 HI-01: Hazard Identification Reporting Form (Call Taker)

HI01:

HI-01 HAZARD IDENTIFICATION REPORTING FORM (CALL TAKER)

Part 1: Hazard report/notification - To be Completed by Call taker

Date/Time Reported	
1. Identification of reporter (This information remains confidential)	
a. Do you wish to remain anonymous?	<input type="radio"/> Yes <input checked="" type="radio"/> No
b. Caller Name	Ex: Bob Smith
c. Caller Department	Ex: IT
d. Caller Company	Ex: Arts & Engineering
e. Caller Phone Number/Extension	(555) 555-5555
2. Identification of call taker	
a. Call Taker Name	
b. Call Taker Department	
c. Call Taker Company	
d. Call Taker Phone Number/Extension	
3. Hazard information	
a. Describe potential hazard	
b. Area where hazard is located	
c. What went wrong?	
Were there injuries?	No
Did those injured seek medical treatment?	No
Was there any damage to property?	No
d. When did this happen? (Date/Time)	

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Appendix 6 HI-02: Hazard Self-Reporting Form

HI02

HI-02 HAZARD SELF-REPORTING FORM

Part 1: Hazard report/notification - To be Completed by Call taker

1. Identification of reporter (This information remains confidential)	
a. Do you wish to remain anonymous?	<input checked="" type="radio"/> Yes <input type="radio"/> No
b. Caller Name	Ex: Bob Smith
c. Caller Department	Ex: IT
d. Caller Company	Ex: Arts & Engineering
e. Caller Phone Number/Extension	(555) 555-5555
2. Hazard information	
a. Describe potential hazard	
b. Area where hazard is located	
c. What went wrong?	
Were there injuries?	<input type="text" value="Yes"/>
Did those injured seek medical treatment?	<input type="text" value="Yes"/>
Was there any damage to property?	<input type="text" value="Yes"/>
d. When did this happen? (Date/Time)	

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Appendix 7 HI-03: Hazard Preliminary Assessment Form

HI03

Page 1 of 1

HI-03 HAZARD PRELIMINARY ASSESSMENT

Part 1: Identify Potential Hazard	
1. Hazard Name	
2. Hazard Tracking ID#	
3. Date Received	
4. Information Verified	With Originator <input type="text"/> With Manager <input type="text"/>
5. Potential Hazard: If Yes, continue to No. 6 If No, close out	<input type="radio"/> Yes <input checked="" type="radio"/> No
Signed off by:	
Full Name:	
Signature:	
Date:	

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Appendix 8 HI-04: Hazard Interview Form

HI04

Page 1 of 3

HI-04 HAZARD INTERVIEW

Part 1: Interview Assignment

1. Hazard Name	
2. Hazard Tracking ID#	
3. Date of interview:	
4. Interview Assigned to:	Name <div style="background-color: #e6f2ff; height: 20px;"></div>
	Department <div style="background-color: #e6f2ff; height: 20px;"></div>
	Contact Number <div style="background-color: #e6f2ff; height: 20px;"></div>
5. Person to be interviewed:	Name <div style="background-color: #e6f2ff; height: 20px;"></div>
	Department <div style="background-color: #e6f2ff; height: 20px;"></div>
	Contact Number <div style="background-color: #e6f2ff; height: 20px;"></div>
6. Is this the first interview? (If no, see 7)	<input checked="" type="radio"/> Yes <input type="radio"/> No

Part 2: Conduct Interview

1. Were you a witness, or did you hear about this second hand?	<input checked="" type="radio"/> Witness <input type="radio"/> Second Hand <input type="radio"/> Other
a. Who did you hear about this from?	
2. Where was the potential hazard and what activities were taking place at the time?	
3. Were chemicals or substances involved?	<input type="radio"/> Yes <input checked="" type="radio"/> No
4. If yes, do you know what they were?	<input type="radio"/> Yes <input checked="" type="radio"/> No
5. What were the chemicals or substances?	
6. Did this involve any threat of electricity, static electricity or fire?	<input type="radio"/> Yes <input checked="" type="radio"/> No

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Appendix 9 HI-05: Hazard Observation Form

HI05

Page 1 of 3

HI-05 HAZARD OBSERVATION FORM

Part 1: Observation Assignment (Assign during similar operating conditions/times)

1. Hazard Name	
2. Hazard Tracking ID#	
3. Starting date and time of observation:	
4. Ending date and time of observation:	
5. Observation assigned to:	Name <div style="background-color: #e6f2ff; height: 15px;"></div>
	Department <div style="background-color: #e6f2ff; height: 15px;"></div>
	Contact Number <div style="background-color: #e6f2ff; height: 15px;"></div>

Part 2: Conduct Interview

1. Is this observation being done in a vehicle?	<input type="radio"/> Yes <input checked="" type="radio"/> No
2. If yes, what areas did the observer drive to?	
3. Is the observation being documented by pictures, audio or video?	<input type="radio"/> Yes <input checked="" type="radio"/> No
4. If yes, what medium was used?	
5. What were the weather conditions during the observation period?	
6. Was the weather similar to when the hazard was reported?	<input checked="" type="radio"/> Yes <input type="radio"/> No
7. If no, what was different?	
8. Was the time of day similar to when the hazard was reported?	<input checked="" type="radio"/> Yes <input type="radio"/> No

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Appendix 10 HI-06: Hazard Research Form

HI06

Page 1 of 3

HI-06 HAZARD RESEARCH FORM

Part 1: Researcher Assignment

1. Hazard Name	
2. Hazard Tracking ID#	
3. Date of research:	
4. Research assigned to:	Name <div style="background-color: #e6f2ff; height: 15px; width: 100%;"></div>
	Department <div style="background-color: #e6f2ff; height: 15px; width: 100%;"></div>
	Contact Number <div style="background-color: #e6f2ff; height: 15px; width: 100%;"></div>

Part 2: Conduct Research

1. Were there other reports related to this hazard filed previously?	<input type="radio"/> Yes <input checked="" type="radio"/> No
2. If yes, what were the hazard report numbers?	
3. Are there entries in the Airport Operations logs?	<input type="radio"/> Yes <input checked="" type="radio"/> No
4. If yes, what dates and times?	
5. Was this a Part 139 hazard?	<input type="radio"/> Yes <input checked="" type="radio"/> No
6. If yes, please describe:	
7. Was this a Part 77 hazard?	<input type="radio"/> Yes <input checked="" type="radio"/> No
8. If yes, please describe:	
9. Were there maintenance work requests related to this hazard?	<input type="radio"/> Yes <input checked="" type="radio"/> No
10. If yes, what are the work order numbers?	

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Appendix 11 HI-07: Hazard Consequences Worksheet

HI07

Page 1 of 2

HI-07 HAZARD CONSEQUENCES WORKSHEET

Part 1: Identify Potential Hazard Consequences

1. Hazard Name	
2. Hazard Tracking ID#	
3. Name:	
4. Date	
5. Describe the System	
6. Hazard Categories	Hazard Consequences
<input type="checkbox"/> 6.1 - People: Threat to any airport employee, tenant, contractor, travelling public, and public at-large.	<input type="checkbox"/> Injury
	<input type="checkbox"/> Death
	<input type="checkbox"/> Loss of Work
	<input type="checkbox"/> Illness
<input type="checkbox"/> 6.2 - Continuity of Operations: Threat of any disruption to airport operations, including aircraft delays, loss of operation of a facility, runway, taxiway, ramp, navigational aids (NAVAIDS), buildings, equipment, ATC, roadways or any other infrastructure needed to maintain normal operations and damage that incurs an airport financial loss/ impact.	<input type="checkbox"/> Movement Area Pavement Impacted
	<input type="checkbox"/> Movement Area Marking/Lighting/Signage Impacted
	<input type="checkbox"/> RWY Safety Area Impacted
	<input type="checkbox"/> TWY Safety Area Impacted
	<input type="checkbox"/> Non-Movement Area Pavement Impacted
	<input type="checkbox"/> Non-Movement Area Marking/Lighting/Signage Impacted
	<input type="checkbox"/> Access/Perimeter Road Impacted
	<input type="checkbox"/> Perimeter Fence/Security
	<input type="checkbox"/> Navigational Aids Impacted
	<input type="checkbox"/> Damage to Airport Equipment/Vehicles
	<input type="checkbox"/> Damage to Aircraft
	<input type="checkbox"/> Damage to Tenant Equipment/Vehicles
	<input type="checkbox"/> Building Facilities Impacted
	<input type="checkbox"/> Services Impacted (fueling, utilities, aircraft support)
<input type="checkbox"/> Terminal Impacted	

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Appendix 12 RA-01: Risk Analysis and Assessment

Part 1: Identify Hazard Consequences by Severity and Probability

1. Hazard Tracking no.	2. Risk Name	3. Date
Hazard Categories:		Hazard Consequences Rated by Severity and Probability:
<p>1 – People: Threat to any airport employee, tenant, contractor, travelling public, and public at-large.</p>	<p>Injury/illness</p> <p>Severity Score:</p> <p>Negligible = 1 to 1.5 points -No first aid required</p> <p>Minor = 2 to 2.5 points -Injury/illness, minor first aid required</p> <p>Major = 3 to 3.5 points -Significant injury/illness 1 to 5 persons</p> <p>Hazardous = 4 to 4.5 points -Significant injury/illness, 6-49 people</p> <p>Catastrophic = 5 to 5.5 points -Significant injury/illness, 50 or greater</p> <p>Probability Score:</p> <p>Extremely Improbable = 1 to 1.5 points -Almost impossible -Possibly only once in 10-100 years</p> <p>Extremely Remote = 2 to 2.5 points -Conceivable, but highly unlikely -Possibly once in every 5 to less than 10 years</p> <p>Remote = 3 to 3.5 points -Unlikely, but possible to occur -Possibly once a year or multiple times from 1 year to less than 5 years</p> <p>Probable = 4 to 4.5 points -Regularly expected to occur in the system -Likely to occur multiple times per year or once per month</p> <p>Frequent = 5 to 5.5 points -Continuously expected to occur in the system -Likely to occur once a day or multiple times per week</p>	
	<p>Death</p> <p>Severity Score:</p> <p>Major = 3 to 3.5 points -Death, less than 2 persons</p> <p>Hazardous = 4 to 4.5 points -Death, less than 5 persons (not Mass Casualty Incident)</p> <p>Catastrophic = 5 to 5.5 points -Significant injury, 50 or greater -Death, 5 or greater, MCI -Lost work time, greater than 1 month</p> <p>Probability Score:</p> <p>Extremely Improbable = 1 to 1.5 points -Almost impossible -Possibly only once in 10-100 years</p>	

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Appendix 13 RA-02: Guidance for Root Cause

Guidance for determining causal factors contributing to consequences related to the Hazard.

Root cause analysis can assist the SMS Committee to determine and categorize which system factors contributed to the failure which led to the Hazard within the system.

In instances where root cause analysis has to be performed for complex hazards, the root cause investigation will highlight the system factors that failed. The system factor categorization would then be performed once the root cause analysis has been completed.

In all instances, the categorization of hazards causes would assist to identify systemic hazards. This information has to be captured on the Hazard identification form RA 01 and logged within the Hazard analysis database to assist trend analysis with respect to system failures.

The following steps will guide the SMS Committee through the root cause analysis process:

1. Gather and review the supporting completed documents as applicable, such as:
 - a. HI-01 Call Taker Form;
 - b. HI-02 Airport Report Form;
 - c. HI-03 Preliminary Assessment Form;
 - d. HI-04 Interview Form;
 - e. HI-05 Observation Form;
 - f. HI-06 Research Form, and
 - g. HI-07 Hazard Consequences Form
2. Evaluate and categorize the findings into the following system factors (Column 1 of the attached table):
 - a. Human;
 - b. Equipment;
 - c. Environment;
 - d. Rules/Standards/Policies;
 - e. Decision Makers; and,
 - f. Supervision.
3. The following Error/Deficiency and Preconditions listed are to be evaluated and those checked items are to be captured in form SRM RM 01 Corrective Action Plan.
 - **Error/Deficiency** is defined as the lack of or absence of something within the specific system factor. For example, a 'decision error' is categorized within 'human factors' and would be seen as a cognitive behavior lending itself to the system failure.
 - **Precondition** is defined as a circumstance that must exist or be established before the error/ deficiency can occur. For example, parts fatigue can lead to improper operation of snow equipment, which in turn could lead to equipment failure and a potential accident/incident.

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Appendix 14 RM-01: Corrective Action Plan

RM 01 CORRECTIVE ACTION PLAN				
Part 1: General details				
1. Name:				
2. Hazard Tracking #:				
3. Name:				
4. Date:				
5. Parties Involved in Discussion:				
Part 2: Details of the Risk Assessment findings				
Categories				
<input type="checkbox"/> People	<input type="checkbox"/> COOP	<input type="checkbox"/> Environment	<input type="checkbox"/> Budget	<input type="checkbox"/> Perception
Consequences				
<input type="checkbox"/> Injury/Illness <input type="checkbox"/> Death <input type="checkbox"/> Loss of Work	<input type="checkbox"/> Movement Area Pavement <input type="checkbox"/> Movement Area Marking/Lighting/Signage <input type="checkbox"/> RWY Safety Area <input type="checkbox"/> TWY Safety Area <input type="checkbox"/> Non Movement Area Pavement <input type="checkbox"/> Non Movement Area Marking/Lighting/Signage <input type="checkbox"/> Access/Perimeter Road <input type="checkbox"/> Perimeter Fence/Security <input type="checkbox"/> Navigational Aids <input type="checkbox"/> Damage to Airport Equipment/Vehicles <input type="checkbox"/> Damage to Aircraft <input type="checkbox"/> Damage to Tenant Equipment/Vehicles <input type="checkbox"/> Building Facilities <input type="checkbox"/> Services Impacted <input type="checkbox"/> Terminal Impacted	<input type="checkbox"/> Water Quality Impacted <input type="checkbox"/> Ground/Soil Impacted <input type="checkbox"/> Air Quality Impacted <input type="checkbox"/> Wildlife Impacted	<input type="checkbox"/> Airport Operating Budget <input type="checkbox"/> CIP Project <input type="checkbox"/> Tenant Budget	<input type="checkbox"/> Perception

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Appendix 15 RM-02: Hazard Mitigation Work Order

RM 02 HAZARD MITIGATION WORK ORDER			
Part 1: Assign Hazard Work Order			
1. Hazard Tracking no.		4. Mitigation requires multiple disciplines? Yes see 5	<input type="checkbox"/> Yes <input type="checkbox"/> No
2. Date received.		5. Other disciplines: Engineering Plumbing Electrical Pavement Paint	
3. Work Assigned to:	Name Department Contact Number	6. Target date:	7. Work reminder date:
8. Impacts to day to day operations:	<input type="checkbox"/> Yes <input type="checkbox"/> No		
9. If yes, in which area:			
Part 2: Mitigation Work Plan			
1. Priority for mitigation action:	(No action) <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9 <input type="checkbox"/> 10 (Immediate)		
2. Closure impacts:	<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low		
3. Describe work to be done			
4. Estimate cost	Labor:	Materials:	
5. Duration for work to be completed:			
6. Potential new hazards?			
7. Work plan approval			
Part 3: Work Order Close Out (see Post Work Inspection Form RM 03)			
1. Inspected by:			
2. Inspection approved?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
3. Did work address the issue?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
4. Actual cost	Labor:	Materials:	
5. Remaining Hazard(s)?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
6. Remaining Hazard tolerable?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
7. New work order needed?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
8. Date reported to Safety Committee:			
Signed off by:			
Full Name:			
Signature			
Date:			

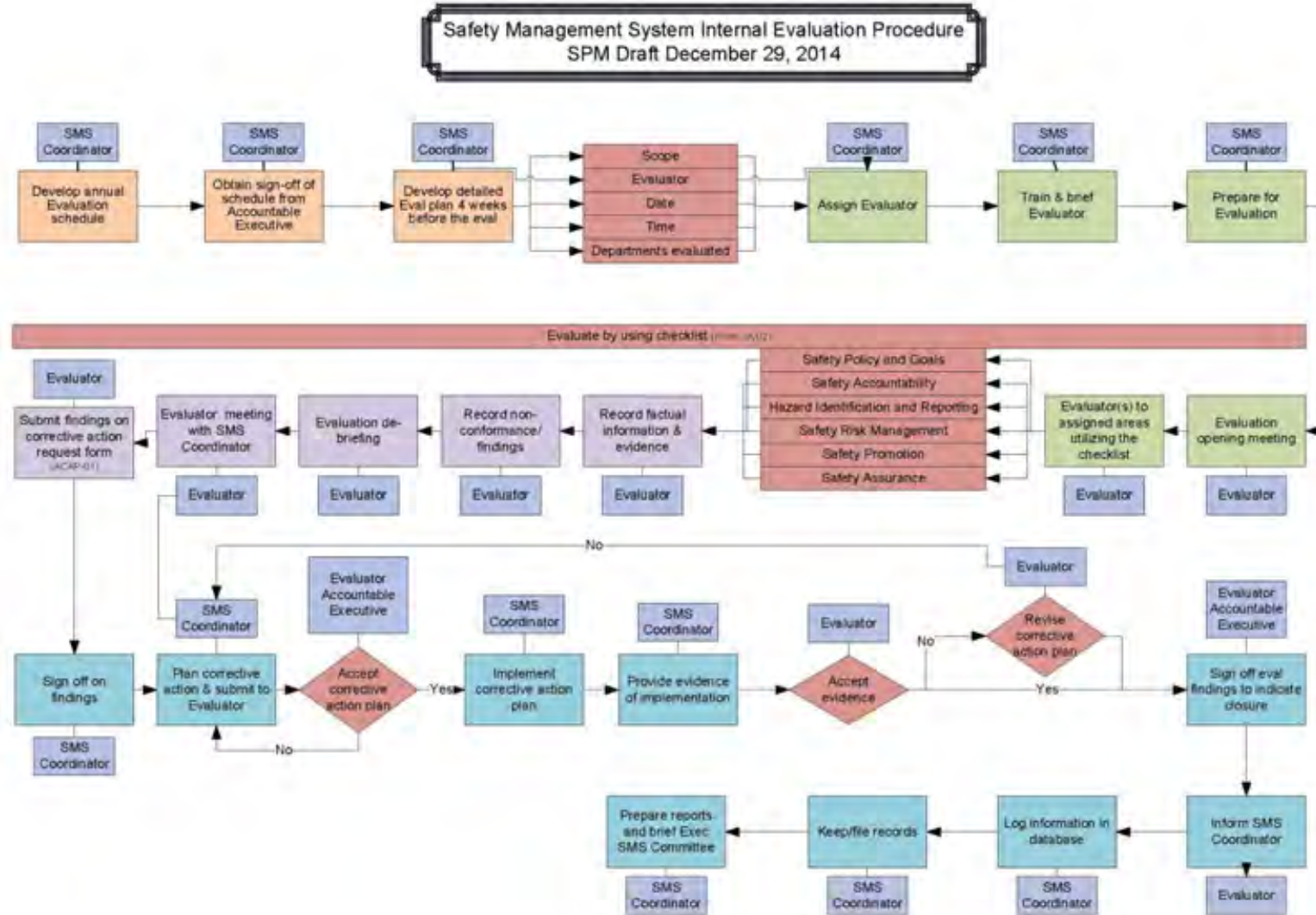
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Appendix 16 RM-03: Hazard Mitigation Post Work Inspection

RM-03 HAZARD MITIGATION POST WORK INSPECTION			
Part 1: Inspection Assignment			
1. Hazard Tracking no.		4. Is this the first inspection? No see 5	<input type="checkbox"/> Yes <input type="checkbox"/> No
2. Date Inspected.		5. Reasons for second inspection:	
3. Inspection Assigned to:	Name Department Contact Number	6. Target date met?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Part 2: Inspection Checklist			
1. <u>Closures involved?</u> If yes do not remove barricades prior to inspection	<input type="checkbox"/> Yes <input type="checkbox"/> No		
2. Work completed in accordance with plan?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
3. Area clear of all debris?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
4. If no assigned to?			
5. If no describe discrepancy			
6. New work order needed?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
7. If yes to #6 stop inspection and request new work order if no proceed to #8			
8. Area clear of all tools and materials?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
9. Area markings clearly visible and accurate?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA		
If no describe discrepancy			
10. Area signage clearly visible and accurate?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA		
If no describe discrepancy			
11. Area lighting visible and accurate?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA		
If no describe discrepancy			
12. Obstacle free zones clear?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA		
If no describe discrepancy			

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Appendix 17 Internal Evaluation Flow Diagram



Appendix 18 IE-01: Internal Evaluation Procedure

IE-01: INTERNAL EVALUATION PROCEDURE

PURPOSE

This procedure describes the internal Evaluating process and responsibilities of the SMS Coordinator and those assigned to conduct the Internal Evaluation. The purpose of the Evaluation will assist in ensuring the successful implementation of the airport's Safety Management System.

<u>References</u>	<u>Responsibility</u>	<u>Minimum Retention Period</u>
Safety Policy	Accountable Executive	While Valid
FAA AC 150/5200-37A	SMS Coordinator	While valid
FAR Part 139	SMS Coordinator	While valid
SJU SMS Manual	SMS Coordinator	While valid
SRMs	SMS Coordinator	5- years

Conduct Internal Evaluation

RESPONSIBILITY

SMS Coordinator

1.

PROCEDURE DETAIL IN SEQUENCE

Develop an annual evaluation schedule for quarterly evaluations of the Safety Management System. Provide copy of schedule to the Accountable Executive.

Accountable Executive

2.

Ensure that the internal evaluation process is being carried out effectively and according to the annual schedule provided by the SMS Coordinator.

SMS Coordinator

3.

Develop detailed internal evaluations plan at least four weeks in advance of the scheduled internal evaluation opening meeting. The evaluation plan must include at least the following:

- Scope of the Evaluation
- Evaluator involved
- Date of the Evaluation
- Time for the Evaluation

SMS Coordinator

4.

Ensure Self Evaluation training has been performed and any discrepancies found have been mitigated.

SMS Coordinator

5.

Prepare for the internal evaluation and brief assigned Evaluator on findings of the self-evaluation status.

SMS Coordinator

6.

Convene and carry out the internal evaluation opening meeting with the assigned Evaluator to explain the purpose and scope of the evaluation as well as how findings will be treated.

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- | | | |
|--|-----|--|
| Evaluator | 7. | Conduct the evaluation of the SMS of the airport (using Internal Evaluation Checklist IE-02) covering the following areas: <ul style="list-style-type: none"> • Safety Policy & Goals • Safety Accountability • Hazard Identification & Reporting • Safety Risk Management • Safety Promotion • Safety Assurance |
| Evaluator | 8. | Record all facts including references to evidence on the evaluation checklist (IE-02) |
| Evaluator | 9. | Hold evaluation de-briefing meeting with all Evaluators and consolidate findings of non-conformance. Document any findings of non-conformance on the Internal Corrective Action Plan (ECAP-Internal). |
| Evaluator | 10. | Hold evaluation meeting with SMS Coordinator to provide feedback on non-conformances found and to explain the corrective action process requirements. Sign off and hand over corrective action requests to the SMS Coordinator. |
| SMS Coordinator | 11. | Sign off on the corrective action requests and provide a copy of the signed corrective action request to the evaluators. |
| SMS Coordinator | 12. | Plan corrective action to address findings of non-conformance raised including root cause analysis where required. |
| SMS Coordinator | 13. | Present Corrective Action Plan to Evaluator and Accountable Executive for acceptance. |
| Evaluator & Accountable Executive | 14. | Review Corrective Action Plan and accept/decline. When declined, discuss with the Safety Coordinator what is required to close out the findings fully. |
| SMS Coordinator | 15. | Revise Corrective Action Plan and re-submit if the initial plan was declined by the evaluators and/or the Accountable Executive. |
| SMS Coordinator | 16. | If accepted, fill out the corrective action steps and implement by assigning steps to responsible party, a target date and completion date. |
| SMS Coordinator | 17. | Provide evidence of implementation and closure of findings to the evaluators and Accountable Executive. Sign off on implementation completion. |
| Evaluator & Accountable Executive | 18. | Review evidence and if necessary re-evaluate the specific area of concern raised by the findings to ensure closure of the findings. |
| Evaluator & Accountable Executive | 19. | If evidence is not accepted, advise SMS Coordinator of shortcoming and instructions to follow-up. Once evidence is accepted, sign off on Corrective Action Plan to indicate closure of findings and inform SMS Coordinator. |
| SMS Coordinator | 20. | Prepare a final Evaluation report and report to the SMS Executive Committee on the overall effectiveness of the evaluation and the Airport's SMS. |
| SMS Coordinator | 21. | Log details of all findings and corrective action into a database and file all evaluation reports, findings raised, corrective action requests, corrective action plans, including any other correspondence. |

SMS Manual

Records

Evaluation Checklists
Root Cause Analysis Records
Internal Evaluation Corrective Actions
Reports to SMS Executive Committee
Correspondence to Managers
Final Evaluation Reports

Responsibility

SMS Coordinator
SMS Coordinator
SMS Coordinator
SMS Coordinator
SMS Coordinator
SMS Coordinator

Minimum Retention Period

5 years
5 years
5 years
5 years
5 years
5 years

Appendix 19 IE-02: Internal Evaluation Checklist

IE-02 INTERNAL EVALUATION CHECKLIST

Part 1: General Details

1. Identification of Evaluator	
a. Name:	
b. Department:	
c. Phone number/extension:	
d. Date of evaluation:	
e. Department evaluated:	
f. Previous evaluation findings: (note any deficiency trends)	

Note: Record factual evidence and relevant references in each 'Comments' section.

Part 2: Safety Policy & Objectives

	Yes	No	N/A	Comment Number
a. Is the airport safety policy documented?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
b. Is the airport safety policy implemented?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
c. Is the top management aware of the policy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
d. Are the staff aware of the policy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
e. Does top management understand the policy and its implications?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
f. Does staff understand the policy and its implications?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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Appendix 20 ECAP-01: Internal Evaluation Corrective Action Plan

ECAP-01 INTERNAL EVALUATION CORRECTIVE ACTION PLAN	
Part 1: General Details	
1. <input type="checkbox"/> Internal Evaluation	
2. Identification of Evaluator	
a. Name:	
b. Date of Internal Evaluation:	
c. Date finding raised:	
d. Name of SMS Coordinator	
e. Internal Evaluation Corrective Action Plan number:	
3. Identification of SMS Coordinator	
a. Name:	
b. Date Evaluation is received:	
c. Date findings raised:	
d. Evaluation Corrective Action Plan number:	
Part 2: Details of Evaluation Findings <input type="checkbox"/> Internal Evaluation <i>(completed by the Evaluator)</i>	
1. Findings area:	
<input type="checkbox"/> Policy <input type="checkbox"/> Goals <input type="checkbox"/> Accountability <input type="checkbox"/> Hazard ID <input type="checkbox"/> SRM <input type="checkbox"/> Safety Promotion <input type="checkbox"/> Safety Assurance	
2. Description of findings:	
3. Root Cause Analysis Required? <input type="checkbox"/> Yes (see Part 3) <input type="checkbox"/> No	

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Airport Certification Manual

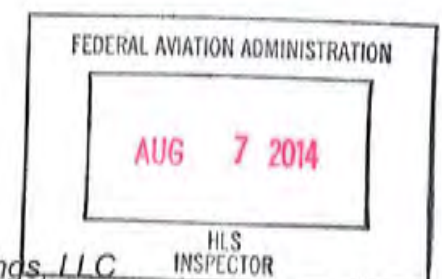


Aerostar Airport Holdings, LLC

July 31, 2014

Agustin Arellano
Chief Executive Officer
Aerostar Airport Holdings, LLC
Luis Muñoz Marín International Airport

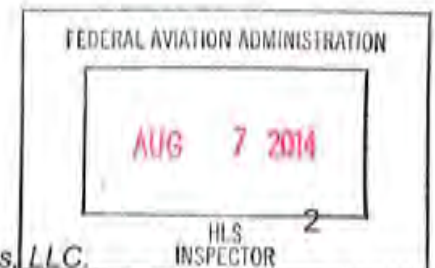
Eng. Agustin Arellano



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Distribution List

	Agency/Company	Date of Delivery
	Public Entities and Airport Divisions	
1.	PR State Emergency Management Agency and Disaster Administration (PREMA)	
2.	9-1-1 Puerto Rico	
3.	PRPA Executive Director	
4.	Aerostar Chief Executive Officer	
5.	Aerostar Airside Operations	
6.	Aerostar Maintenance	
7.	Aerostar Security	
8.	Aerostar Public Relations	
9.	Aerostar Accounting	
10.	Aerostar Legal	
11.	Aerostar SMS Coordinator	
12.	Aerostar Aircraft Rescue & Fire Fighting	
13.	Aerostar Quality	
14.	Aerostar HBS	
15.	Aerostar Acquisition	
16.	PR Police Department	
17.	Aerostar Interagency Coordinator	
18.	FAA San Juan Air Traffic Control Tower	
19.	Transportation Security Administration	



	Airlines/Aviation Tenants	Date
1	United Airlines	
2	US Airways	
3	Delta Airlines	
4	Copa Airlines	
5	jetBlue Airways	
6	Spirit Airlines	
7	American Airlines	
9	WestJet Airlines	
10	Cape Air	
11	LIAT	
12	Seaborne Airlines	
13	Ameriflight	
14	AmeriJet	
15	Mountain Air Cargo	
16	Air Sunshine	
17	Vieques Air Link	
18	Tradewinds	
19	FedEx	
20	UPS	
21	DHL	
22	GMD	
23	Airport Aviation Services	
24	M&N Aviation	
25	ROME International	
26	Condor Airways	
27	Air Europa	
28	Avianca	
29		
30		
31		
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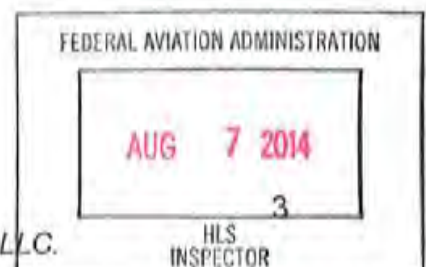
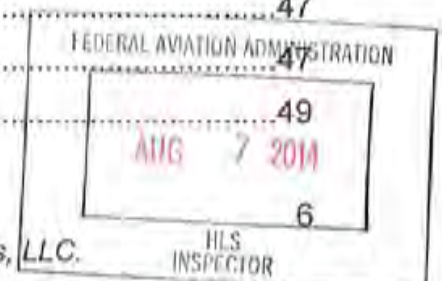


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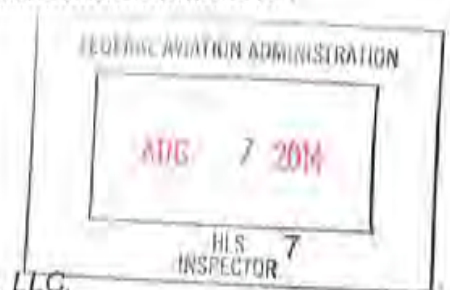
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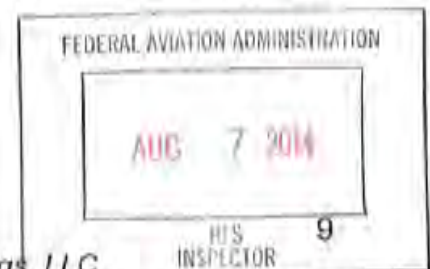
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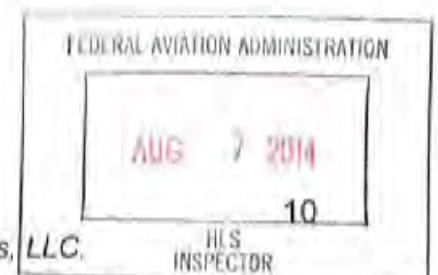
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I. DEFINITIONS

The following terms have the following meanings when used in this document. In the event of a conflict between the definitions below and the definitions set forth in 14 C.F.R. Part 139, the provisions of Part 139 shall apply.

ACM means the Airport Certification Manual for the Luis Muñoz Marín International Airport ("SJU").

Aerostar means Aerostar Airport Holdings, LLC, which leases the airport from the Puerto Rico Ports Authority pursuant to the Lease.

Administrator means the Administrator of the Federal Aviation Administration ("FAA").

AFFF means Aqueous Film Forming Foam agent.

Air carrier aircraft means an aircraft that is being operated by an air carrier and is categorized as either a large air carrier aircraft if designed for at least 31 passenger seats or a small air carrier aircraft if designed for more than 9 passenger seats but less than 31 passenger seats.

Air carrier operation means the takeoff or landing of an air carrier aircraft and includes the period of time from 15 minutes before until 15 minutes after the takeoff or landing.

Airport means an area of land or other hard surface, excluding water that is used or intended to be used for the landing and takeoff of aircraft, including any buildings and facilities.

Airport Facilities shall mean those buildings and equipment that are part of the Airport and under the control of Aerostar pursuant to the terms of the Lease. Airport facilities do not include FAA or TSA facilities located at the Airport.

Airport Operating Certificate means a certificate issued by FAA for operation of an airport.

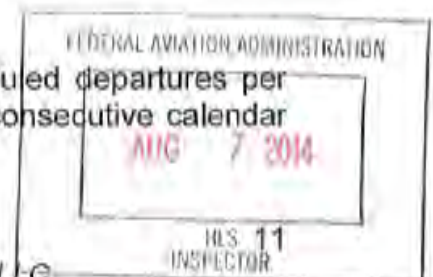
Airport Security Plan means the security plan approved by the Transportation Security Administration for use at SJU.

Airport Safety Self-Inspection Program is described in Section XIV, below.

AOA means Airport Operational Areas, all airside areas accessible to aircraft, including runways, taxiways and ramps.

ARFF means Aircraft Rescue and Fire Fighting.

Average daily departures means the average number of scheduled departures per day of air carrier aircraft computed on the basis of the busiest 3 consecutive calendar



months of the immediately preceding 12 consecutive calendar months. However, if the average daily departures are expected to increase, then "average daily departures" may be determined by planned rather than current activity, in a manner authorized by the FAA.

BOD means Board of Directors, and is the Governing body of Aerostar.

Certificate Holder means SJU, holder of an Airport Operating Certificate issued under Part 139.

Class I airport means an airport certificated to serve scheduled operations of large air carrier aircraft that can also serve unscheduled passenger operations of large air carrier aircraft and/or scheduled operations of small air carrier aircraft.

Clean agent means an electrically non-conducting volatile or gaseous fire extinguishing agent that does not leave a residue upon evaporation and has been shown to provide extinguishing action equivalent to halon 1211 under test protocols of FAA Technical Report DOT/FAA/AR-95/87.

Driving Permit means the permit issued by Aerostar to persons operating motor vehicles at SJU as described in Section XV, below.

FAA means the United States Federal Aviation Administration and any successor agency thereto.

Fuel line supervisor means a fueling agent supervisor that has completed an aviation fuel training course in fire safety that is authorized by the FAA and receives recurrent training every 24 months.

Heliport means an area of an airport used or intended to be used for the landing and takeoff of helicopters.

Index means the type of aircraft rescue and firefighting equipment and quantity of fire extinguishing agent that SJU must provide in accordance with Sec. 139.315.

Runway Incursion is any occurrence at an aerodrome involving the incorrect presence of an aircraft, vehicle or person on the protected area of a surface designated for the landing and takeoff of aircraft.

Lease means the Luis Muñoz Marín International Airport Lease Agreement dated July 24, 2012 by and between the Puerto Rico Ports Authority and Aerostar Airport Holdings, LLC.

Movement area means the runways, taxiways, and other areas of an airport that are used for taxiing, takeoff, and landing of aircraft, exclusive of loading ramps and aircraft parking areas.

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Notice to Airmen (NOTAM) means a notice or advisory distributed by means of telecommunication containing information concerning the establishment, conditions or change in any aeronautical facility, service, procedure or hazard, the timely knowledge of which is essential to personnel and systems concerned with flight operations.

Vehicle Permit means the permit described in Section XV, below.

Part 139 means 14 C.F.R. §139, as amended from time to time.

Part 1542 means 49 C.F.R. § 1542, the Transportation Security Administration's airport security requirements.

PRPA means the Puerto Rico Ports Authority that leases SJU to Aerostar pursuant to the Lease.

Safety area means a defined area comprised of either a runway or taxiway and the surrounding surfaces that is prepared or suitable for reducing the risk of damage to aircraft in the event of an undershoot, overshoot, or excursion from a runway or the unintentional departure from a taxiway.

Scheduled operation means any common carriage passenger-carrying operation for compensation or hire conducted by an air carrier for which the air carrier or its representatives offers in advance the departure location, departure time, and arrival location. It does not include any operation that is conducted as a supplemental operation under 14 C.F.R. Part 121 or public charter operations under 14 C.F.R. Part 380.

Sign and Marking Plan means the runway and taxiway identification system plan described in Section VII.

Unscheduled operation means any common carriage passenger-carrying operation for compensation or hire, using aircraft designed for at least 31 passenger seats, conducted by an air carrier for which the departure time, departure location, and arrival location are specifically negotiated with the customer or the customer's representative. It includes any passenger-carrying supplemental operation conducted under 14 C.F.R. Part 121 and any passenger-carrying public charter operation conducted under 14 C.F.R. Part 380.

Wildlife hazard means a potential for a damaging aircraft collision with wildlife on or near an airport. The term "wildlife" includes feral animals and domestic animals out of the control of their owners.



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II. GENERAL REQUIREMENTS

A. PURPOSE

This ACM provides direction and lines of responsibility for the day-to-day operation of the Airport. In addition, it details the operating procedures to be followed for both routine matters and unusual circumstances or emergencies that may arise. The contents of this manual are designed to meet the FAA's rules and regulations for airports certificated under Part 139. Under this regulation, SJU operates as a Class I Airport.

B. KEEPING THIS MANUAL UPDATED

It is an FAA requirement that this manual be kept current. As new or amended requirements of Part 139 are issued by FAA, this manual must be revised. Any change or amendment to this manual must be approved by the FAA before it can take effect. Likewise, this manual must reflect any changes in operations staff, their responsibilities, or policy changes made by Aerostar.

Updating the manual will be the responsibility of the Chief Executive Officer. This manual is to be kept current at all times and will be revised annually and/or as necessary. Upon receipt of a revision notice, the revision will be inserted in the manual and the revision annotation will be entered in the "Revision Log".

C. DISTRIBUTION

An official, complete, and current copy of the approved ACM will be located in the Chief Executive Officer's Office. This official ACM shall be available for inspection by the FAA upon request. In addition, an official current copy must be submitted to the Regional FAA office in Atlanta, Georgia each time this manual is revised.

Field copies of the manual are to be issued to each of the personnel at the airport with operational responsibilities and to other Aerostar staff identified as having airport operation or airport emergency responsibilities.

D. INSPECTION AUTHORITY (§139.105)

The Chief Executive Officer shall allow the Administrator to make any inspections, including unannounced inspections, or tests to determine compliance with 49 U.S.C. §44706 and the requirements of Part 139.



E. DURATION OF CERTIFICATE (§139.109)

This ACM is effective for planning upon receipt and for execution in accordance with the procedures prescribed herein. It will become official and an extension of Part 139 immediately after the approval of the FAA and the Chief Executive Officer. The Operating Certificate issued under this part will remain effective until the certificate holder surrenders it or the certificate is suspended or revoked by the Administrator.

F. EXEMPTIONS/LIMITATIONS (§139.111)

SJU operates without exemptions or limitations issued by FAA.

G. PROCEDURES FOR REPORTING DEVIATIONS (§139.113)

The Chief Executive Officer, or his/her authorized designated representative, may deviate from any requirement of subpart D of Part 139 and the ACM, to the extent required during emergency conditions requiring immediate action for the protection of life or property, and when in his/her judgment, immediate, and/or direct action is necessary to maintain established standards of operational safety and/or security, or during contingency situations affecting life and/or property within airport jurisdiction.

Chief Executive Officer who deviates from an ACM requirement shall, within 14 days after the emergency, notify the FAA Regional Airports Division Manager of the nature, extent, and duration of the deviation. When requested by the FAA Regional Airports Division Manager, the Chief Executive Officer shall provide this notification in writing.

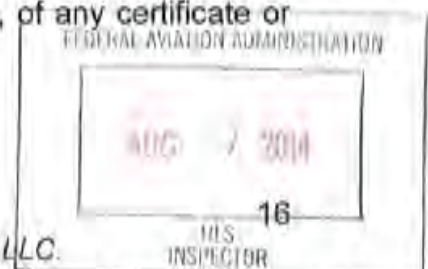
H. FALSIFICATION, REPRODUCTION, OR ALTERATION OF APPLICATIONS, CERTIFICATES, REPORTS, OR RECORDS (§139.115)

(a) No person shall make or cause to be made:

(1) Any fraudulent or intentionally false statement on any application for a certificate or approval under this part.

(2) Any fraudulent or intentionally false entry in any record or report that is required to be made, kept, or used to show compliance with any requirement under this part.

(3) Any reproduction, for a fraudulent purpose, of any certificate or approval issued under this part.

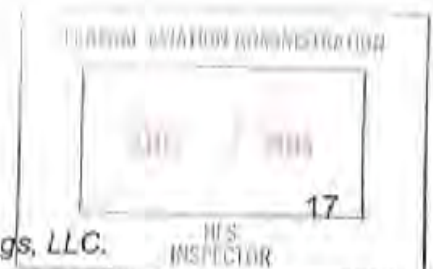


(4) Any alteration, for a fraudulent purpose, of any certificate or approval issued under this part.

(b) The commission by any owner, operator, or other person acting on behalf of a certificate holder of an act prohibited under paragraph (a) of this section is a basis for suspending or revoking any certificate or approval issued under this part and held by that certificate holder and any other certificate issued under this title and held by the person committing the act.

I. METHODS AND PROCEDURES FOR COMPLIANCE (§139.7)

Certificate Holders must comply with requirements prescribed by subparts C and D of FAR Part 139 in a manner authorized by the Administrator. Aerostar Airport Holdings will use FAA Advisory Circulars, which contain methods and procedures acceptable to the FAA, for compliance with the requirements contained herein.



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III. RECORDKEEPING (§ 139.301)

The Luis Muñoz Marín International Airport (SJU) will produce, make, and maintain training records required according to the requirements of Part 139 and the ACM. The Chief Executive Officer shall furnish upon request by the FAA all records required to be maintained under Part 139 and the Administrator may require additional records as needed for the SJU airport:

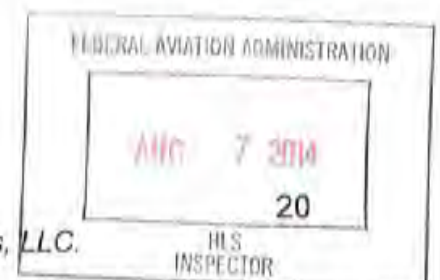
1. Airport personnel, including ARFF personnel and other emergency personnel training records:
24 consecutive calendar months
2. Airport fueling agent inspection records:
12 consecutive calendar months
3. Fueling personnel training records:
12 consecutive calendar months
4. Self-inspection records:
12 consecutive calendar months
5. Movement area and safety area training records – training records of training given to pedestrians and ground vehicle operators with access to movement and safety areas:
24 consecutive calendar months
6. Accident and incidents occurring in the movement and safety areas involving an air carrier aircraft and/or ground vehicle:
12 consecutive calendar months
7. Airport Condition Reports – dissemination records:
12 consecutive calendar months

Training records for fueling personnel shall be maintained in each Fixed Base Operator's and /or fueling companies offices, which are required to submit a copy of such records to the ARFF office. A copy of the certification of that training will be maintained in the ARFF office.

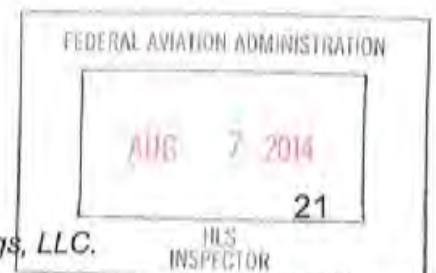


AEROSTAR AIRPORT HOLDINGS LLC	Luis Muñoz Marín International Airport	ACM
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Emergency personnel training records for ARFF and emergency medical personnel shall be maintained at the ARFF office. All other records shall be maintained at the Airside Operations Office.



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IV. PERSONNEL - LINES OF SUCCESSION OF RESPONSIBILITY (§139.303)**A. MANAGEMENT AND LINES OF RESPONSIBILITY**

The lines of responsibility are depicted in the organizational chart in Figure 1 below. The policy setting and financial authority for SJU rests with Aerostar and its Board of Directors ("BOD"). Unless otherwise noted herein, actions and responsibilities may be carried out by the designated representative of Aerostar and the BOD.

1. The Chief Executive Officer of Aerostar is the Chief Executive Officer of SJU and is appointed by the Board of Directors.
2. The Chief Executive Officer, and/or designated representative, manage SJU and perform the following duties:
 - a. Supervises the improvement, maintenance, equipping, administration, operation, regulation and protection of the airport.
 - b. Exercises direct and indirect supervision over:
 - i. Personnel needs and initial and recurrent annual training.
 - ii. Inspection procedures and records of condition of pavements, safety areas, lighting and other Airport Facilities.
 - iii. Cleaning, maintenance and repair of pavements, safety areas, lighting and other Airport Facilities.
 - iv. Reporting and dissemination of information regarding airport and facility conditions and safety hazards.
 - v. ARFF activities, allocating duties and assigning subordinates to specific duties; establishing procedures and techniques, training of personnel; inspection of airport premises for safety and fire hazards; maintenance and repair of fire equipment and fire station building; the coordination of assignments of emergency duties and responsibilities to fire rescue personnel.



3. ARFF Chief:
 - a. Responsible for ensuring that ARFF personnel maintain currency in ARFF and emergency first aid training.
 - b. Responsible for the operation of the fire equipment and training his/her support staff in its operation.
4. Maintenance Manager:
 - a. Responsible to maintain Airport Facilities in accordance with FAA standards.
 - b. Responsible for the operation and maintenance of all of the airport's equipment.
 - c. Responsible for instructing support staff in these duties.
5. Security Manager:
 - a. Responsible for policing/security functions in accordance with the Airport Security Plan.
6. Airside Operations Manager:
 - a. Responsible for all airside operations in accordance with Part 139.

B. PERSONNEL

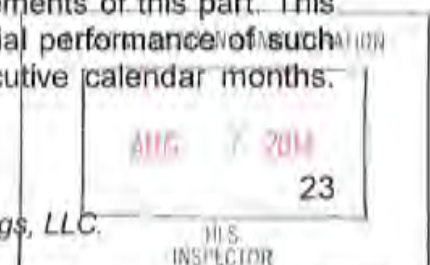
The Chief Executive Officer or designated representative shall provide sufficient and qualified personnel to comply with the requirements of the ACM and Part 139.

C. RESOURCES AND EQUIPMENT

The Chief Executive Officer or designated representative shall provide sufficient resources and equipment to comply with the requirements of the ACM and Part 139.

D. INITIAL AND RECURRENT TRAINING (§ 139.303)

1. Train all persons who access movement areas and safety areas and perform duties in compliance with the requirements of the Airport Certification Manual and the requirements of this part. This training must be completed prior to the initial performance of such duties and at least once every 12 consecutive calendar months.



The curriculum for initial and recurrent training must include at least the following areas. :

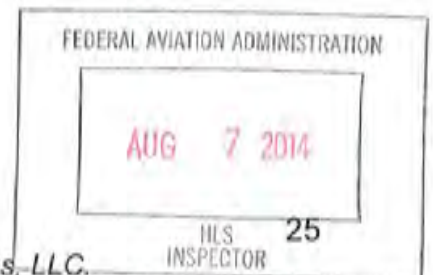
- a. Airport Familiarization, including airport marking, lighting, and signs system.
 - b. Procedures for access to, and operation in, movement areas and safety areas.
 - c. Airport communications, including radio communication between the air traffic control tower and personnel, use of the common traffic advisory frequency in case of air traffic control tower or the tower is not in operation, and procedures for reporting unsafe airport conditions.
 - d. Techniques for runway inspections and how to accomplish other elements of daily and periodic inspections.
 - e. Instruction on the duties under the Airport Emergency Plan.
 - f. Duties required under the ACM.
2. Any additional subject required by the FAA Administrator will be scheduled and administered in accordance with FAA Instructions.



Aerostar Organizational Chart



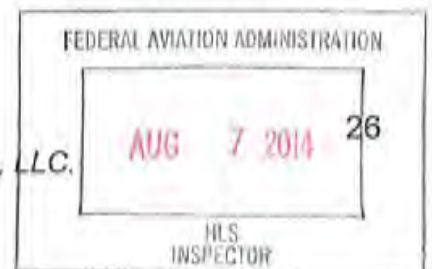
Figure 1



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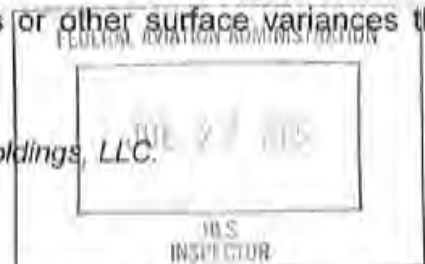
V. PAVED AND UNPAVED AREAS (§139.305 & 139.307)

A. DESCRIPTION OF EACH AIR CARRIER MOVEMENT AREA

SJU MOVEMENT AREAS	
RUNWAYS	
Runway 8/26	Runway 10-28
10,400 x 200 (ASPH-GRVD)	8,016 x 150 (CONC-GRVD)
TAXIWAYS	
- Taxiways A (North Traffic) & B (South Traffic), located West of the airfield, connects Runway 8 via S Taxiway and Runway 10 via C and H Taxiways.	
- Taxiway N, located at the center of the airfield, connects Runway 8/26 via S Taxiway and Runway 10/28 via Taxiway H.	
- Parallel Taxiway Juliet (J) connects Apron 9 and Apron 12 and to Runway 10/28 via J-1, J-3, J-5, J-6, J-7	
- Taxiway Mike (M) is located East of N Intersection Abeam N3 Twy	
S – Parallel Taxiway	H – Parallel Taxiway
S-1, S-2, S-3, S-4, S-5, S-6, S-7, and S-9 connect Rwy 8/26 with Taxiway S	H-1, H-2, H-3, H-4, H-5, H-6, and H-7 connect Rwy 10/28 with Twy H
S-6, S-7 connect ramp areas with Taxiway S	H3, H4 connect H Taxiway with apron areas
N-2 connects northern ramp areas	N-3 taxiway connects southern cargo ramp areas

B. PROVISION FOR INSPECTION

1. The runways, taxiways, and air carrier apron are to be inspected daily by the airport operations personnel, with particular attention to the paved surfaces and pavement edges as follows:
 - a. No pavement lip shall be allowed to be more than three (3) inches above the level of the shoulder soil.
 - b. No hole in the pavement shall be allowed to exceed three (3) inches in depth or a hole the slope of which from any point in the hole to the nearest edge or lip is 45 degrees or greater, unless, in either case, the entire hole can be covered by a five (5) inch diameter circle.
 - c. The pavement shall be free of cracks or other surface variances that might limit control or aircraft.



- d. Mud, dirt, sand, loose aggregate, debris, foreign objects, rubber deposits, and other contaminants shall be removed promptly and as completely as practicable.
 - e. Any chemical solvent that is used to clean any pavement area shall be removed as soon as possible, consistent with the instructions of the manufacturer of the solvent.
 - f. The pavement shall be sufficiently drained and free of depressions to prevent ponding that obscures markings or impairs safe aircraft operations.
 - g. Should any of the above conditions or any other unsatisfactory conditions exist, Airside Operations shall initiate prompt action to make the needed repairs with the Maintenance Manager or designated representative.
2. There are no unpaved areas at the airport used for air carrier operations or any other aircraft operations.

C. RESPONSIBILITIES FOR MAINTENANCE

1. General

Airport Maintenance is divided into four main categories:

- a. Emergency Maintenance
 - Correction of abnormal breakdowns or conditions which endanger life or property will be addressed through the AOCC.
- b. Routine Maintenance
 - Regular repair of discrepancies which become damaged or inoperative and do not endanger life or property. Requests will be addressed to the maintenance department on a daily basis via email to: mantenimiento@aerostarairports.com and will be assigned a priority. Maintenance of items affecting aircraft safety will be performed in accordance with FAA standards.
- c. Preventive Maintenance
 - Periodic maintenance required to prevent failure or deterioration of equipment or facilities and will be scheduled as necessary.

d. **Construction or Replacement**

- Complete replacement is required or the work requires capital investment. All construction activities will be accomplished in accordance with FAA standards.

2. Emergency Maintenance

Emergency Maintenance can be accomplished through notification to the AOCC by:

- Calling 787-253-0979
- Via e-mail: mantenimiento@aerostarairports.com

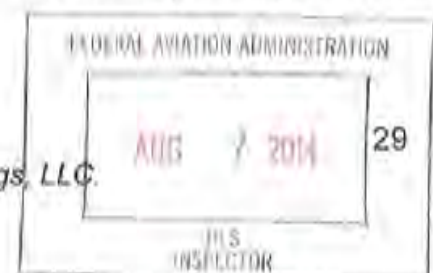
3. Maintenance Procedures

The following maintenance procedures are established:

- Lighting – whenever hazardous conditions exist, electricians will be responsible for restoring critical lighting fixtures to operational status.
- Pavement surfaces – Maintenance supervisors will supervise all repairs. Broken or loose pavement, foreign objects, and/or obstructions will be removed by maintenance or operations personnel.
- Warning Signs - Will be firmly installed, insuring that they cannot endanger aircraft if blown apart.
- Security – Airport Perimeter gates will be repaired and closed/locked. All gates must be repaired and secured immediately upon receiving report of a damaged gate. All gates will be chained.
- Obstructions – Will be either removed, or marked and lighted in accordance with FAA standards.

4. Airport Safety during Construction

- Construction areas will be properly marked and illuminated to reduce potential hazards to aircraft operations. All necessary precautions must be taken to avoid interruption or failure of utilities and/or NAVAIDS. Contractors will display flags and use markers for daytime operations and lighted markers at night.



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VI. SAFETY AREAS (§139.309)**A. DIMENSION OF SAFETY AREAS**

1. The airport map, attached as Appendix XII, describes the location and dimensions of safety areas.
2. Maintenance Manager shall provide and maintain, for each runway and taxiway that is available for air carrier use, a safety area as follows:
 - a. Each safety area shall be cleared and graded and have no potentially hazardous ruts, humps, depressions, or other surface variations.
 - b. Each safety area shall be drained by grading or storm sewers to prevent water accumulation.
 - c. Each safety area shall be capable under dry conditions of supporting aircraft rescue and firefighting equipment and of supporting the occasional passage of aircraft without causing major damage to the aircraft.
 - d. No objects may be located in any safety area, except for objects that need to be located in a safety area because of their function. These objects shall be constructed, to the extent practical, on frangible mounted structures of the lowest practical height, with the frangible point no higher than 3 inches above grade.
 - e. On the service roads of gate access 4 and 13 leading to the Runway Safety Area (RSA) of runways 08-26 and 10-28, no vehicle is permitted to enter the RSA beyond the points marked with a stop sign without previous coordination with ATCT via radio.

B. INSPECTION

1. Airside Operations will inspect daily safety areas at each side and at each end of the runway, and the following conditions shall be maintained at all times:
 - a. Safety areas shall be graded smooth of ruts, depressions, ponding of storm water or other surface variations that might be hazardous to aircraft.
 - b. Safety areas kept clear of rocks, vegetation or foreign objects that could be hazardous to aircraft.
 - c. Vegetation shall be kept in mowed condition at all times.

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C. RESPONSIBILITY FOR MAINTENANCE

- Maintenance Manager shall, within 24 hours of its discovery, dispatch his/her maintenance staff to correct any condition found to be out of compliance with the above requirements.

D. SJU RUNWAY SAFETY AREA DATA

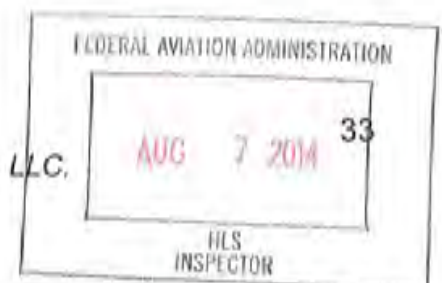
	Runway 8	Runway 26
Length (feet)	10,400	
Width (feet)	200	
Standard Runway Safety Area – Length (feet)	1,000	
Standard Runway Safety Area – Width (feet)	500	
Critical Aircraft Approach Category	D	
Critical Aircraft Design Group	V	
Actual RSA Length (feet)	1,000	1,000
Actual RSA Width (feet)	500	500

	Runway 10	Runway 28
Length (feet)	8,016	
Width (feet)	150	
Standard Runway Safety Area – Length (feet)	1,000	
Standard Runway Safety Area – Width (feet)	500	
Critical Aircraft Approach Category	D	
Critical Aircraft Design Group	V	
Actual RSA Length (feet)	1,000	1,000
Actual RSA Width (feet)	500	500



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VII. MARKING, SIGNS, AND LIGHTING (§139.311)

A. SIGN AND MARKING PLAN

The runway and taxiway identification system plan, referred to as the Sign and Marking Plan, identifies the runway and taxiway identification system, includes location and inscriptions of signs, runway markings, and holding markings.

B. CONTACT INFORMATION

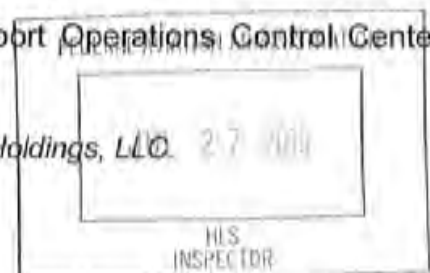
The owners of and the entities responsible for maintenance of lighting are as follows:

Facility	Lights	Owner	Responsible for Maintenance
RWY 10	MALSR	FAA	FAA
	PAPI	Aerostar	Aerostar
	Windsock	Aerostar	Aerostar
RWY 28	PAPI	Aerostar	Aerostar
	Windsock	Aerostar	Aerostar
RWY 8	MALSR	FAA	FAA
	PAPI	FAA	FAA
	Windsock	Aerostar	Aerostar
RWY 26	REIL	FAA	FAA
	PAPI	Aerostar	Aerostar
	Windsock	Aerostar	Aerostar
RWY 8/26 – 10/28	HIRL	Aerostar	Aerostar
All TWY	TWY Lights	Aerostar	Aerostar
TWY J-6	RWY Guard Lights	Aerostar	Aerostar
TWY J-7	RWY Guard Lights	Aerostar	Aerostar
TWY J-9	RWY Guard Lights	Aerostar	Aerostar
Airport rotating beacon	Beacon	Aerostar	Aerostar

The contact information for the approach lighting maintenance is:

1. FAA Airway Facilities at (787) 253-4544 / 4545 or the Atlantic Operations Command Center (AOCC) (24/7) 770-210-7800
2. For Aerostar maintenance, contact the Airport Operations Control Center at 787-253-0979.

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C. ADDRESS THE SHIELDING OF AIRPORT LIGHTING.

1. Chief Operations Officer ensures that all airport lighting plans include shielding.
2. Airside Operations Manager or designated representative performs daily inspections of all lighting facilities and requests replacement/repair upon discovery of lighting outages, or damage to the light shielding devices.

D. INSPECTION & REPAIR OF SEQUENCE LIGHTS

FAA Airways Facilities is responsible for the inspection, repair, and replacement of sequence lights. FAA Airway Facilities follow their own standards in accordance with current Advisory Circulars as to determine when the system is considered inoperative.

E. MARKINGS:

The Maintenance Manager ensures that runway markings meet the specifications for the approach with the lowest minimums authorized for each runway, and maintain marking systems for air carrier operations on the airport that are as authorized by the FAA, and consist of at least the following:

1. Runway markings meeting the specifications for takeoff and landing minimums for each runway.
2. A taxiway centerline.
3. Taxiway edge markings, as appropriate.
4. Holding position markings.
5. Instrument Landing System (ILS) critical area markings.

F. SIGNS:

The Maintenance Manager ensures that sign system meets FAA standards, and maintains sign systems for air carrier operations on the airport that are authorized by the FAA, and consist of at least the following:

1. Signs identifying taxiing routes on the movement area.
 - a. Holding position signs.
 - b. Instrument landing system (ILS) critical area signs



- c. Required signs are internally illuminated.
2. Taxiway and runway guidance signs are provided and all Airport signs are placed in accordance with the FAA-approved Airport Sign and Marking Plan and meet the standards of AC 150/5340-18E, Standards for Airport Sign Systems.
3. Taxiway/Runway holding position signs are situated as required by FAA regulations.

G. LIGHTING:

Maintenance Manager provides and maintains lighting systems for air carrier operations when the airport is open at night, during conditions below visual flight rules (VFR) minimums, and they consist of at least the following:

1. Runway lighting that meets the specifications for takeoff and landing minimums, as authorized by the FAA, for each runway.
2. Taxiway Edge Lights
3. An airport beacon is located on top of Operations Tower
4. Approach lighting that meets the specifications for takeoff and landing minimums, as authorized by the FAA. Approach lighting, as listed in Section VII.B above, is maintained by FAA Airway Facilities Division. Aerostar, through the Maintenance Manager, is responsible for those lights described in Section VII.B above.
5. Obstruction marking and lighting, as appropriate, on each object within its authority that has been determined by the FAA to be an obstruction.

H. MAINTENANCE:

The Chief Operations Officer, or designated representative, is responsible to make the appropriate coordination with the Airside Operations Manager or designated representative to properly maintain each marking, sign, or lighting system installed and operated on the airport, as corresponds with Section VII.B above. As used in this section, to "properly maintain" includes cleaning, replacing, or repairing any faded, missing, or nonfunctional item; keeping each item unobscured and clearly visible; and ensuring that each item provides an accurate reference to the user.



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I. REPAINTING

The Maintenance Manager will schedule repainting of the marking when paint becomes significantly dulled or worn. Inspections will be made as stipulated in FAR 139.327. All runways and taxiways are marked in accordance with AC150/5340-1, Standards for Airport Markings, as shown on the Airport Sign and Marking Plan.

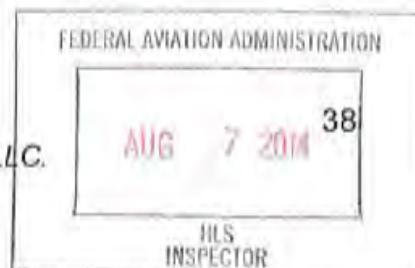
J. LIGHTING INTERFERENCE:

The Chief Operations Officer or designated representative, is responsible to ensure that appropriate coordination is made with the Airside Operations Manager or designated representative to ensure that all lighting on the airport, including that for ramps, vehicle parking areas, roadways, fuel storage areas, and buildings, is adequately adjusted or shielded to prevent interference with air traffic control and aircraft operations.



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VIII. AIRCRAFT RESCUE AND FIREFIGHTING: INDEX DETERMINATION (§ 135.315)

- A. SJU operates as a Class I, Index D airport with scheduled airline service with Boeing 757-300, Boeing 747-400, Boeing 767-300/200, Boeing 777-200, and Airbus 330-200. The Average daily departures of the B757-300 and B767-200 aircrafts are approximately 5 to 6 per day based on the busiest 3 consecutive calendar months.
- B. Approximately 96 times a year (2 times per week) for the B777-200, and 48 times a year (2 times per week for 6 months) the airport receive B747-400 aircrafts.
- C. Available ARFF equipment with Turret discharge rates AFFF and the type of dry chemical used (sodium potassium based) is available 24 hours complying with 14 C.F.R. §139.315 Index D.



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IX. AIRCRAFT RESCUE & FIREFIGHTING: EQUIPMENT AND AGENTS (§139.317)

Unless otherwise authorized by the FAA, the following rescue and firefighting equipment and agents are the minimum required for SJU as an Index D facility:

A. THREE VEHICLES

1. One vehicle carrying the extinguishing agents as follows:
 - (a) 500 pounds of sodium-based dry chemical or clean agent; or
 - (b) 450 pounds of potassium-based dry chemical and water with a commensurate quantity of AFFF to total 100 gallons for simultaneous dry chemical and AFFF application, and
2. Two vehicles carrying an amount of water and the commensurate quantity of AFFF so the total quantity of water for foam production carried by all three vehicles is at least 4,000 gallons.

B. FOAM DISCHARGE CAPACITY

Each aircraft rescue and firefighting vehicle used to comply with Index B, C, or D requirements with a capacity of at least 500 gallons of water for foam production shall be equipped with a turret. Vehicle turret discharge capacity shall be as follows:

1. Each vehicle with a minimum-rated vehicle water tank capacity of at least 500 gallons, but less than 2,000 gallons, shall have a turret discharge rate of at least 500 gallons per minute, but not more than 1,000 gallons per minute.
2. Each vehicle with a minimum-rated vehicle water tank capacity of at least 2,000 gallons shall have a turret discharge rate of at least 600 gallons per minute, but not more than 1,200 gallons per minute.

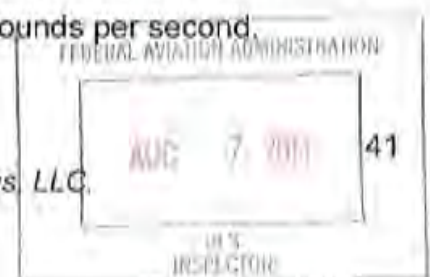
C. AGENT DISCHARGE CAPACITY

Each aircraft rescue and firefighting vehicle that is required to carry dry chemicals or clean agents for compliance with Index requirements must meet one of the following minimum discharge rates for the equipment installed:

1. Dry chemical or clean agent through a hand line--5 pounds per second.
2. Dry chemical or clean agent through a turret--16 pounds per second.

3. EXTINGUISHING AGENT SUBSTITUTION

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Other extinguishing agent substitutions authorized by the FAA may be made in amounts that provide equivalent firefighting capability.

D. AFFF QUANTITY REQUIREMENTS

In addition to the quantity of water required, each vehicle required to carry AFFF shall carry AFFF in an appropriate amount to mix with twice the water required to be carried by the vehicle.

E. AIRCRAFT RESCUE AND FIREFIGHTING: EQUIPMENT AND AGENTS

SJU is classified as **Index D**, which is determined by a combination of the length of the longest aircraft using SJU (B767) and the average daily departures. Primary Fire Extinguishing Agent AFFF 6% MIL-F-24385F, Aqueous Film Forming Foam Liquid Concentrate, UL 162, Standard for Safety for Foam Equipment and Liquid Concentrate, dated March 30, 1994. Turret discharge rates and the type of dry chemical used (sodium potassium based) is as follows:

1. All ARFF vehicles are stationed at the airport. They are housed at the Airport Fire Station building. This ARFF facility is centrally located on the airport and has direct access to the ramp areas, taxiways, and runways. These units are maintained with a quick response readiness status 24 hours a day.

2. The ARFF vehicles are:

(a) RESCUE 9 - Model - Titan 1500 4x4 Year 2001

- Capacity: 1500 gals of water and 180 gals. AFFF, 500 LB Dry Chemical Agent-PKP Potassium Based.
- Turret Capacity: 22-270 Straight feet discharge
- ROOF TURRET- Flow rates 600/1200 GPM @ 200 PSI
- BUMPER TURRET - Flow rates 300 GPM @ 190 PSI, 1 each- 30 pound Dry Chemical Class D fire extinguisher for metal fires, 20 pound Dry Chemical Class BC PKP, 20 pounds CO2 Class BC extinguisher.

(b) RESCUE 4 - Model – ARFF KME 1500 4x4 – 2002

- Capacity: 1500 gals of water and 200 gals. AFFF, 500 LB Dry Chemical Agent-PKP Potassium Based,
- Turret Capacity: 22-270 Feet Straight Stream Range

- Roof Turret: Flow rates 600/1200 GPM @ 200 PSI
 - Bumper Turret: Flow rates 300 GPM @ 190 PSI, 1 each- 30 pound Dry Chemical Class D fire extinguisher for metal fires, 20 pound Dry Chemical Class BC PKP, 20 pounds CO2 Class BC extinguisher.
- (c) RESCUE 3 - Model – SNOZZLE ARFF Panther 3000 6x6 - 2004**
- Capacity: 3000 gals of water and 400 gals. AFFF, 500 LB Dry Chemical Agent- PKP Potassium Based.
 - Boom Capacity: 22-270 Feet Straight Stream Range.
 - Roof Turret: Flow rates 750/1350 GPM @ 200 PSI
 - Piercing Nozzle 36" to 44" 150 GPM (Water, AFFF)
 - Bumper Turret: Flow rates 263 GPM @ 190 PSI 1 each - 30 pound Dry Chemical Class D fire extinguisher for metal fires, 20 pound Dry Chemical Class BC PKP, 20 pounds CO2 Class BC extinguisher.
- (d) RESCUE 2 - MODEL- F-550 XL SUPER DUTY QUICK DASH – 2001**
- Capacity: AFFF premixed 500 LB Dry Chemical Agent-PKP Potassium Based/100 gals. 1 each - 30 pound Dry Chemical Class D fire extinguisher for metal fires, 20 pound Dry Chemical Class BC PKP, 20 pounds CO2 Class BC extinguisher.
- (e) RESCUE 12- FREIGHTLINER FIRE ELLIPTICAL TANKER - 2007-**
- Capacity: Support with 3,700 gallons of water, structural pre connected hoses, AFFF and tools.

NOTE:

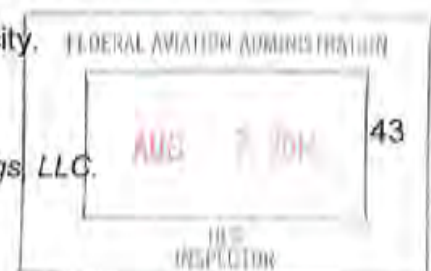
1. Current copies of the North American Emergency Response Guidebook and Airport Diagrams are kept in all ARFF vehicles at all times.
2. All medical first responder equipment is carried in Rescue 2

F. EXTINGUISHING AGENTS IN STOCK

The amount of AFFF is 1.740 Gal. The PQS PKP is 4.850 Lb.

Note: All cars must be loaded to their maximum carrying capacity.

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X. AIRCRAFT RESCUE & FIREFIGHTING: OPERATIONAL REQUIREMENTS (§139.319)

A. RESCUE AND FIREFIGHTING CAPABILITIES

The Chief Executive Officer or designated representative must ensure that during air carrier operations at the airport, the ARFF Unit has at least the minimum rescue and firefighting capability specified for an Index D facility.

Personal Protective Equipment used by SJU ARFF crews consists of Proximity suits, helmet, safety glasses, gloves, steel toe boots, breathing apparatus, hearing protection, and safety vests as minimum.

B. INCREASE IN INDEX

If an increase in the average daily departures or the length of air carrier aircraft results in an increase in the Index required, SJU shall comply with the increased requirements.

C. REDUCTION IN RESCUE AND FIREFIGHTING

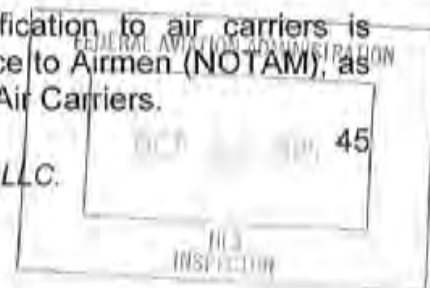
During air carrier operations with only aircraft shorter than the required Index aircraft group, the Chief Executive Officer, or designated representative, may reduce the rescue and firefighting to a lower level corresponding to the Index group of the longest air carrier aircraft being operated.

D. PROCEDURES FOR REDUCTION IN CAPABILITY

Any reduction in the rescue and firefighting capability from the required Index D shall be subject to the following conditions:

1. The Chief Executive Officer and the Chief Operations Officer have the authority to implement an Index reduction; this reduction will only be possible when:
 - a. During air carrier operations with only aircraft shorter than the Index aircraft group required or daily air carrier operations with the longest aircraft index group is reduced to less than 5.
 - b. The index required could be restored.
2. The Chief Executive Officer has the authority for recall of the full aircraft rescue and firefighting capability.
3. Index reductions may be implemented after notification to air carriers is provided in the Airport Facility Directory and/or Notice to Airmen (NOTAM), as appropriate, and finally by direct notification of local Air Carriers.

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3. Index reductions may be implemented after notification to air carriers is provided in the Airport Facility Directory and/or Notice to Airmen (NOTAM), as appropriate, and finally by direct notification of local Air Carriers.

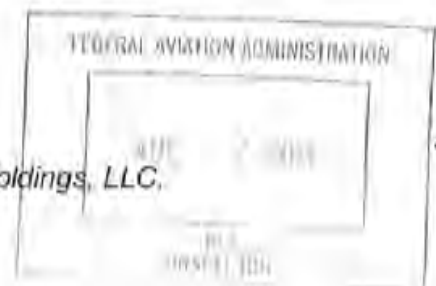
If any reduction is required:

1. The Chief Executive Officer or the Chief Operations Officer shall request an analysis of the airport operations in order to know how long it will be possible to reduce the current ARFF index, considering the type of aircraft and daily movements per type.
2. The Chief Executive Officer or the Chief Operations Officer will notify the FAA Regional Airport's Division Manager and each air carrier using the airport in accordance with Part 139.339.
3. The Chief Executive Officer or the Chief Operations Officer will assure that the Index reduction is needed.
4. When ARFF equipment is placed out of service, the Chief Executive Officer or the Chief Operations Officer is responsible to make arrangements as required to provide an equal capabilities equipment if it is necessary to recover the required index and the original equipment is not able to be reincorporated immediately. If that is technically impossible within the next 48 hours, then the Chief Executive Officer, unless otherwise authorized by the FAA, shall limit air carrier operations on the airport to those compatible with the Index corresponding to the remaining operative rescue and firefighting equipment and notify each air carrier using the airport in accordance with Part 139.339.
5. When ARFF personnel have been reduced or sent for training, there must be enough available staff to cover extra shifts as required to comply with the minimum crew limits.

E. COMMUNICATIONS

ARFF communication systems include:

1. Alarm System: Telephone
2. Crash line between ARFF Unit and ATCT
3. ATCT Discrete Emergency Frequency: 120.75
4. Alerting System



- a. Crash line and Alarm system is tested daily at 0800 Local with the ATCT and ARFF station.
- b. Radios and telephones are tested daily on each shift.

F. VEHICLE COMMUNICATIONS

Each required ARFF vehicle to comply with the airport index is equipped with two-way voice radio communications that provides for contact with at least:

1. All other required emergency vehicles
2. The air traffic control tower
3. Fire station

G. VEHICLE MARKING AND LIGHTING

Each required vehicle shall:

1. Have a flashing or rotating beacon
2. Be painted or marked in colors to enhance contrast with the background environment and optimize daytime and nighttime visibility and identification.

H. VEHICLE READINESS

Each required vehicle shall be maintained as follows:

1. Vehicle Cover/Storage: Rescue vehicles 2, 3, 4, 9, 12, are stored at ARFF Hangar.
2. All ARFF vehicles are stationed at the airport and housed at the Airport Fire Station building. The ARFF facility is centrally located on the airport and has direct access to the ramp areas, taxiways, and runways. The Airport Fire Station building is located to the east of Apron 2 and taxiway "N", beside check point 2, as shown in Figure 2 below. These units are maintained in a quick response readiness status 24 hours a day.
3. Vehicles/ systems are maintained so as to be operationally capable of performing its function during all air carrier operations.
4. Any required vehicle that becomes inoperative to the extent that it cannot perform its assigned function shall be replaced immediately with equipment having at least equal capabilities.

I. RESPONSE REQUIREMENTS

With the required aircraft rescue and firefighting equipment and the number of trained personnel that will assure an effective operation, the Chief Executive Officer, or designated representative, shall ensure:

1. Response to each emergency during periods of air carrier operations.
2. When requested by the FAA, demonstrate compliance with the response requirements.
3. The required response shall achieve the following performance criteria:
 - a. Within 3 minutes from the time of the alarm, at least one required aircraft rescue and firefighting vehicle shall reach the midpoint of the farthest runway serving air carrier aircraft from its assigned post or reach any other specified point of comparable distance on the movement area that is available to air carriers, and begin application of extinguishing agent.
 - b. Within 4 minutes from the time of alarm, all other required vehicles shall reach the abovementioned point, from their assigned posts and begin application of an extinguishing agent.

J. PERSONNEL

The Chief Executive Officer shall ensure that:

1. All rescue and firefighting personnel are equipped in a manner authorized by the FAA with protective clothing and equipment needed to perform their duties.
2. All rescue and firefighting personnel are properly trained to perform their duties in a manner authorized by the FAA. Such personnel shall be trained prior to initial performance of rescue and firefighting duties and receive recurrent instruction every 12 consecutive calendar months. The curriculum for initial and recurrent training shall include at least the following areas:
 - a. Airport familiarization, including airport signs, marking, and lighting.
 - b. Aircraft familiarization.
 - c. Rescue and firefighting personnel safety.
 - d. Emergency communications systems on the airport, including fire alarms.

- e. Use of the fire hoses, nozzles, turrets, and other appliances required for compliance with this part.
- f. Application of the types of required extinguishing agents.
- g. Emergency aircraft evacuation assistance.
- h. Firefighting operations.
- i. Adapting and using structural rescue and firefighting equipment for aircraft rescue and firefighting.
- j. Aircraft cargo hazards, including hazardous materials and/or dangerous goods incidents.
- k. Familiarization with firefighters' duties under the airport emergency plan.

3. Live-Fire Drill

All rescue and firefighting personnel shall participate in at least one live-fire drill prior to initial performance of rescue and firefighting duties and every 12 consecutive calendar months thereafter.

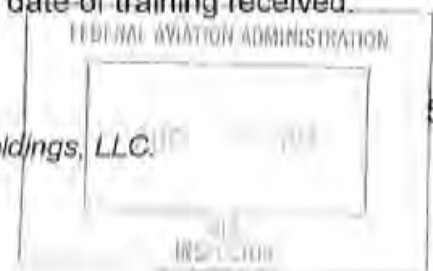
4. Basic Emergency Medical Services

All ARFF personnel have been trained and are current in basic emergency medical services and are available during air carrier operations. ARFF personnel shall be trained prior to initial performance of emergency medical services and the training shall be at a minimum 40 hours in length and cover the following topics:

- a. Bleeding
- b. Shock
- c. Burns
- d. Triage
- e. Cardio pulmonary Resuscitation
- f. Primary patient survey
- g. Internal Injuries
- h. Injuries to the Skull, spine, chest, and extremities

5. Personnel Training Records

A record is maintained of all training given to each individual under this section for 24 consecutive calendar months after completion of training. Such records shall include, at a minimum, a description and date of training received.



6. Sufficient rescue and firefighting personnel are available during all air carrier operations to operate the vehicles, meet the response times, and meet the minimum agent discharge rates required by FAA.
7. Procedures and equipment are established and maintained for alerting rescue and firefighting personnel by siren, alarm, or other means authorized by the FAA to any existing or impending emergency requiring their assistance.

K. HAZARDOUS MATERIALS GUIDANCE

Each aircraft rescue and firefighting vehicle responding to an emergency on the airport shall be equipped with, or have available through a direct communications link, the "North American Emergency Response Guidebook" published by the U.S. Department of Transportation or similar response guidance to hazardous materials or dangerous goods incidents.

L. EXPLANATION OF ATCT ROLE IN ARFF OPERATIONS

Aerostar and the Air Traffic Control Tower have signed two letters of agreement regarding the emergency operations at the airport. See AEP. They are:

1. Jurisdictional Responsibilities
2. Airport Emergency Procedures

M. EMERGENCY ACCESS ROADS

The Chief Executive Officer or designated representative shall ensure that roads designated for use as emergency access roads for aircraft rescue and firefighting vehicles are maintained in a condition that will support those vehicles during all-weather conditions.



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XI. HAZARDOUS MATERIALS STORAGE AND HANDLING (§139.321)**A. FIRE SAFETY FUEL STANDARDS**

The Chief Executive Officer establishes and maintains standards authorized by the FAA for protecting against fire and explosions in storing, dispensing, and otherwise handling fuel (other than articles and materials that are, or are intended to be, aircraft cargo) on the airport. These standards cover facilities, procedures, and personnel training and address the following:

- Each tenant refueling agent is required to take immediate corrective action whenever notified of noncompliance with safety standards.
- A follow-up inspection will be scheduled to confirm compliance.
- If corrective action/s are not accomplished within reasonable time, appropriate action will be taken by the Chief Executive Officer and the FAA Airport Certification Safety Section will be notified, in addition to other actions that Aerostar may take

1. **Bonding**
2. **Public protection**
3. **Control of access to storage areas**

Fuel storage areas and refueling facilities are fenced with gates to restrict entrance, or are within the perimeter fence of the airport. All fuel storage areas are lighted.

4. **Fire safety in fuel farm and storage areas**

Appropriate fire extinguishers are located at all fuel storage facilities. Warning signs and fuel identification markings are prominently displayed in fuel storage areas. Storage areas are inspected by fire prevention personnel in accordance with FAA standards and procedures. Those areas are kept clean of debris and vegetation.

5. **Fire safety in mobile fuelers, fueling pits, and fueling cabinets**

Appropriate fire extinguishers are located on all mobile re-fuelers operating at the airport. Warning signs and fuel identification markings are prominently displayed in fuel storage areas. Storage areas are inspected by fire prevention personnel in accordance with FAA standards and procedures. Those areas are kept clean of debris and vegetation.

B. REQUIRED TRAINING

1. Training of fueling personnel in fire safety

Initial and recurrent training plan is included in this section. Airport tenants receive annual training and shall ensure that at least one supervisor has completed the fueling safety course. All other personnel shall receive on-the-job training in fire safety under the supervision of a trained supervisor.

Aerostar do not act as HAZMAT agents, but requires all fueling agents operating on the airport to comply with the standards established by FAA and shall perform reasonable surveillance of all fueling activities on the airport with respect to those standards.

C. FUEL TRAINING SHALL INCLUDE AT LEAST THE FOLLOWING:

1. At least one supervisor with each fueling agent shall have completed an aviation fuel training course in fire safety that is authorized by the FAA. Such an individual shall be trained prior to initial performance of duties, or enrolled in an authorized aviation fuel training course that will be completed within 90 days of initiating duties, and receive recurrent instruction at least every 24 consecutive calendar months.
2. All other employees who fuel aircraft accept fuel shipments, or otherwise handle fuel shall receive at least initial on-the-job training and recurrent instruction every 24 consecutive calendar months in fire safety from the trained supervisor.
3. The ARFF Chief will use the "Fueling Agent Line Supervisor" training certification form to document this training in accordance with 14C.F.R. §139.321(e) (1) and FAA *Advisory Circular* 150/5230-4, Aircraft Fuel Storage, Handling, Training, and Dispensing on Airports.
4. The Chief Executive Officer or designated representative shall obtain a written confirmation once every 12 consecutive calendar months from each airport tenant fueling agent that the required fuel training has been accomplished. This written confirmation shall be maintained for 12 consecutive calendar months.
5. Unless otherwise authorized by the FAA, the Chief Executive Officer or designated representative shall require each tenant fueling agent to take immediate corrective action whenever the airport authorities become aware of noncompliance with a required standard of performance.

6. The Chief Executive Officer or designated representative shall notify the FAA Regional Airports Division Manager immediately when noncompliance is discovered and corrective action cannot be accomplished within a reasonable period of time.
7. All concessionaires functioning as HAZMAT agents must comply with applicable Hazardous and Material Regulations included in 49 C.F.R. Parts 171-180. The FAA Office for Security and Hazardous Materials administers the program.

D. PROCEDURES FOR 3-MONTHS INSPECTIONS

- The ARFF Chief or designated representative will inspect airport tenant fuel storage areas, mobile fuelers, and fueling cabinets on quarterly basis. Inspections will be at least once every 3 consecutive months for compliance with FAA standards and maintain a record of that inspection for at least 12 consecutive calendar months.
- Inspection Forms
- Corrective actions – Upon completion of the inspection, the inspector and the airport fueling agent supervisor will discuss the results of the inspection and sign inspection forms.

1. Fueling Operations Inspection

- a. Emphasize fire and explosion hazards inherent in aircraft refueling.
- b. Ensure proper bonding is being used, deadman controls are not blocked, and no smoking prohibitions are being observed, and aircraft are not being fueled inside hangars.
- c. Check for proper parking of mobile fuelers to ensure these vehicles are at least 10' apart and 50' from buildings.
- d. Check for fuel leaks or spills in the fuel storage area and around mobile fuelers.
- e. Determine if the fuel farm is free of flammable materials, including litter and vegetation.
- f. Report and monitor any of unsafe fueling conditions discussed above and other obvious violations of local fire code and airport fuel fire safety procedures.

2. Fuel Storage Areas, Loading/Unloading Stations Inspections

- a. Check fuel storage areas for adequate fencing and security to prevent unauthorized access or tampering.
- b. Check for "No Smoking" signs that are clearly visible.
- c. Check fuel storage areas for materials such as trash or vegetation that could contribute to the spread of fire. Also check for equipment, functions or activities that could be ignition sources.
- d. Note if fueling equipment appears to be in good operating condition and free of fuel leaks.
- e. Check piping for reasonable protection from damage by vehicles if piping is above ground.
- f. Check fuel storage areas for at least two accessible and serviceable fire extinguishers. Where the open hose discharge capacity of the equipment is more than 200 gallons per minute, at least one wheeled extinguisher, BC Rated, with at least 125 lbs. of agent is also required.
- g. Check for explosion proof equipment, switches and wiring that is reasonably protected from heat, abrasion or impact, which could cause an ignition source.
- h. Check for piping, filters, tanks and pumps being electrically bonded together and interconnected to an adequate grounding rod.
- i. Check for a serviceable bond/ground wire with clip at each loading/unloading facility for grounding tankers and mobile fuelers.
- j. Check loading stations for deadman control features.
- k. Look for a boldly marked emergency cutoff capable of stopping all fuel flow with one physical movement. The emergency cutoff should be located outside the probable fuel spill area near the route that normally is used to leave the spill area or to reach the fire extinguishers.

3. Mobile Fuelers Inspection

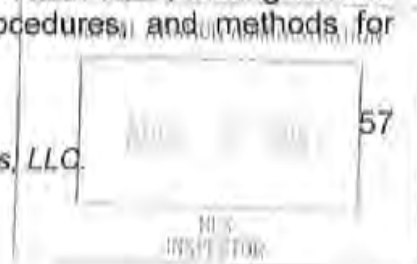
- a. Note if mobile fuelers appear to be in good operating condition and free of fuel leaks.
- b. Check mobile fuelers for parking at least 50 feet from a building and at least 10 feet from each other.

- c. Check for flammability decals on all sides. Lettering should be at least 3 inches high. Also check for hazardous materials placards on all sides. The Hazmat number for Jet A trucks should be #1863 and #1203 for AVGAS trucks.
- d. Check the cab for a "No Smoking" sign and the presence of smoking equipment. Ashtrays and cigarette lighters are not to be provided.
- e. Check for two fire extinguishers, accessible from each side of the mobile fuelers. Fire extinguishers should be charged, sealed and tagged from the last fire extinguisher inspection. Check dry chemical extinguishers to ensure they are only B-C rated. ABC rated multi-purpose dry chemical extinguishers are not to be used on mobile fuelers as they are highly corrosive to aircraft and can cause significant damage to aircraft engines.
- f. Check emergency fuel cutoffs to ensure they are boldly marked and operable. There should be an emergency fuel cutoff accessible from each side.
- g. Check electrical equipment, switches, wiring and tail light lens covers for explosion proof construction and reasonable protection from heat, abrasion or impact which could be an ignition source.
- h. Check for serviceable bonding wires and clamps.
- i. Check nozzles for dead-man control feature.
- j. Check the vehicle exhaust system for exhaust leaks and for adequate shielding if it extends under the fuel tank portion of the vehicle.

E. METHODS AND PROCEDURES

Additional methods are contained in:

1. National Fire Prevention Association (NFPA) 407, *Standard for Aircraft Fuel Servicing*, lists specifications for the design, operation, maintenance, location of fuel storage areas, and aircraft fueling devices. These guides have been adopted by Aerostar Airport Holdings.
2. National Air Transportation Association (NATA) publication *Refueling and Quality Control Procedures for Aircraft Service and Support Operations* provides information about fuel safety, types of aviation fuels, fueling vehicle safety, facility inspection procedures, fueling procedures, and methods for handling fuel spills.



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XII. TRAFFIC AND WIND DIRECTION INDICATORS (§139.323)

Runway 8, Runway 10, Runway 26, and Runway 28 are equipped with wind cones mounted on Type L-807 support that provide surface wind direction information visually to pilots. They are installed at the approach end of each runway, visible to pilots while on final approach and prior to takeoff and out of the Runway Safety Areas.

Wind direction indicators are lighted for air carrier operations during hours of darkness and are checked daily as part of the Airport Safety Self Inspection program, described in Section XIV.

The Maintenance Manager, or designated representative, is responsible for providing maintenance and repairs on such indicators to assure proper operation at all times.



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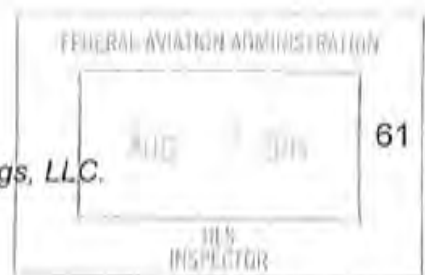


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XIII. AIRPORT EMERGENCY PLAN (§139.325)

Airport Emergency Plan Under Separate Cover

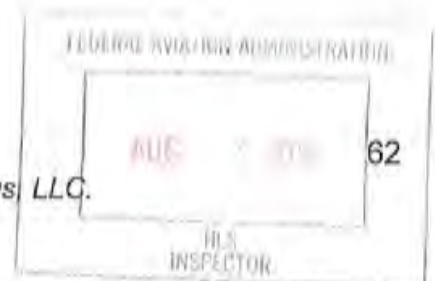
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XIV. AIRPORT SAFETY SELF-INSPECTION PROGRAM (§139.327)

A. PROCEDURES FOR INSPECTION

The Airside Operations Manager or designated representative shall inspect the airport to assure compliance with Part 139 according to the following schedule:

1. Aprons: Daily, at any time during apron patrol.
2. Runways and taxiways: Twice a day (once early at sunrise and once in the afternoon at night time) and secondary inspections to non-paved areas, as required. These inspections must be coordinated with ATCT via radio and the person responsible for inspection shall maintain radio communication with ATCT at all times, in accordance with the procedures described in Section XV.C of this ACM.
3. When required by any unusual condition, such as construction activities or meteorological conditions, that may affect safe air carrier operations.
4. Immediately after an accident or incident.

B. EQUIPMENT FOR INSPECTIONS

SJU shall provide the following:

1. Equipment for use in conducting safety inspections of the airport. Actual equipment consists of vehicles with two-way radios, beacons, and PA/Alarm system, binoculars, and an inclinometer.
2. Procedures, facilities, and equipment for reliable and rapid dissemination of information between the airport personnel and air carriers. Actual equipment consists of a multi-functional Fax, photocopier, scanner, and printer machine, computers with email accounts, telephone, and finally, runners.

C. QUALIFIED INSPECTION PERSONNEL

All the Operations Supervisors and Safety Coordinators are trained and qualified to perform the Safety Self Inspection as required by Part 139. The Operations Manager is also trained and qualified as a back-up in case of any unexpected situation.

D. REQUIRED TRAINING

The Operations Manager, or designated representative, shall ensure that all personnel performing duties in compliance with the requirements of the ACM and Part 139 are trained and receive instruction in, at least, the following areas:

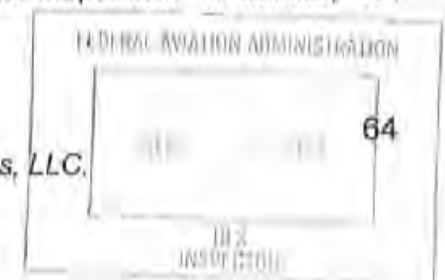
1. Airport familiarization including airport signs, marking and lighting.
2. Airport Emergency Plan.
3. Notice to Airmen (NOTAM) notification procedures.
4. Procedures for pedestrians and ground vehicles in movement areas and safety areas.
5. Discrepancy reporting procedures.

E. REPORTING SYSTEM FOR CORRECTIVE ACTIONS

The Airport Safety Self-Inspection Checklist is the reporting system used to ensure prompt correction of unsafe airport conditions noted during the inspection, including wildlife strikes.

1. The Movement and Ramp area coordinators on duty are responsible for inspections and must be sure to complete the self-inspection checklist during every inspection in accordance with their area of responsibility.
2. The Movement and the Ramp Area Coordinator on duty will send the self-inspection checklist to the Airside Operations Manager after it has been properly completed.
3. Any irregularities detected during the inspection that may put aircraft, vehicles, or personnel in imminent risk shall be reported immediately to the Airside Operations Manager, who will coordinate the closure of the affected area with the FAA Administrator, ATCT Chief, and the Maintenance Manager and take all actions necessary to address the irregularity in the shortest time possible to ensure safe operations.
4. The Airside Operations Manager must verify all airside irregularities reported and shall notify, via e-mail, the Maintenance Manager or other departments as required.
5. The Maintenance Manager or other departments that were notified must be responsible for coordinating the necessary actions to correct the irregularities reported. They must also provide a report to the Airside Operations Manager with the dates or program of work used to resolve the irregularities.
6. The Safety Coordinator on duty who is responsible for inspections must verify the resolutions and register them on the self-inspection checklist, as necessary.

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F. COPY OF INSPECTION CHECKLIST

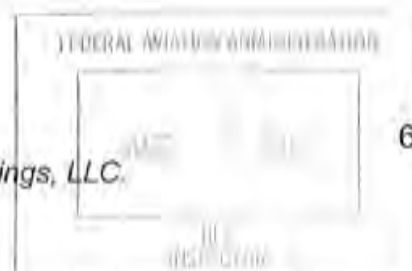
The Chief Executive Officer or designated representative shall:

1. Prepare, and maintain for at least 12 consecutive calendar months, records of each inspection prescribed by this section, showing the conditions found and all corrective actions taken.
2. Prepare, and maintain for at least 24 consecutive calendar months, records of all training given to each individual in compliance with this section that includes, at a minimum, a description and date of training received.

G. GENERAL PROCEDURES

1. Airside Operations Manager or representative will prepare a schedule of airport Safety Coordinators.
2. Two daily inspections will be conducted on the movement areas, one at daylight (one hour after official sunrise) and one at night time (one hour after the official sunset) by the Safety Coordinators on duty, and one daily inspection will be conducted on the aprons at any time during the apron patrol by the Safety Coordinators.
3. Discrepancies will be brought to the attention of the Airside Operations Manager who will ensure that prompt corrective action is taken, including work coordination with the Maintenance Manager or other departments as required.
4. Discrepancies will be disseminated to the local air carriers via NOTAM system as needed. If conditions warrant, dissemination will be via email, the use of telephone calls, fax, and/or runners.
5. Daily lighting inspections must be conducted during day and night time by the Safety Coordinators on duty as follows:
 - a. When performed during daylight, the Safety Coordinator will inspect the runway and taxiways lighting system to determine if they are obstructed, dirty, damaged or missing. The following will be inspected:
 - Runway lighting (Thresholds, MALSR, HIRLS, PAPI, REILS).
 - Taxiways lighting (Edge, runway guard lights).
 - Wind indicators lighting.
 - Obstruction lights (Buildings, NAVAIDs structures or antennas).
 - Airport rotating beacon.
 - Apron lighting.
 - Lighted signs on runways and taxiways.

- b. When inspections are performed at nighttime the Safety Coordinator shall request that ATCT turn on the lights, as appropriate through the different intensity steps.
- c. The lighting inspection must be registered in the self-inspection checklist.
- d. The reporting procedure for corrective actions must be in accordance with Section XIV.E above.
- e. The Safety Coordinator on duty must conduct an additional inspection during a period of darkness, particularly during rain.
- f. The Maintenance Department must inspect the lighting system once a week to check lights' intensity and alignment.



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XV. PEDESTRIANS AND GROUND VEHICLES (§139.329)**A. PROCEDURES TO LIMIT ACCESS TO MOVEMENT AND SAFETY AREAS**

The Chief Executive Officer has established procedures to control pedestrians and ground vehicles in movement areas and safety areas as follows:

1. Train all persons who access movement areas and safety areas and perform duties in compliance with the requirements of the Airport Certification Manual and the requirements of this part. This training must be completed prior to the initial performance of such duties and at least once every 12 consecutive calendar months.
2. Personnel access to the airport operational areas are described in the Airport Security Plan.
3. A vehicle access/authorization decal will be issued and displayed in the lower left-hand corner of the windshield, driver side, of each vehicle authorized to operate within the airport operations area. Only drivers with a Driving Permit, operating a vehicle that displays the access decal will be allowed to enter the AOA.
4. No Vehicle Permit shall be required by the following:
 - a. Suppliers or service companies of Aerostar when operating as directed by the Chief Executive Officer or designated representative escorted by a properly identified Aerostar Vehicle.
 - b. Airline Vehicles when escorted by a qualified tenant airline employee, when such airline has obtained prior permission from the Airside Operations Manager or designated representative.
 - c. Any other vehicle, required and necessary for the airport operations, that is escorted by a properly identified Aerostar vehicle. Unauthorized vehicles, or persons, in the AOA will be intercepted and escorted out of the airport premises.

B. OPERATING PROCEDURES IN MOVEMENT/SAFETY AREAS

Access to movement areas and safety areas is restricted to only to those pedestrians and ground vehicles necessary for airport operations under direct escort from Airside Operations Personnel with explicit authorization and communication from the FAA Ground Controller.

Procedures for the safe and orderly access to, and operation in, movement areas and safety areas by pedestrians and ground vehicles, including provisions identifying the consequences of noncompliance with the procedures by an employee, tenant, or contractor are found in the Airport Operations' Ground Vehicle Driving Program Manual. Basic procedures are as follows:

1. Requirement for Permit Issuance

Permits shall be issued after drivers applying for permits have attended a driving training class and demonstrate that they possess the necessary knowledge and skills to drive safely within the AOA.

2. Driving Permit

A driving permit is a privilege and will be issued by the Chief Executive Officer, Airside Operations manager or duly authorized representative after successful completion of a driving training course. When granted, the employee will receive a driving license separate from their airport Id.

3. Revocation of Driving Permit

The Chief Executive Officer, Airside Operations Manager, Security Manager or duly authorized representative may, at any time, revoke any Permit issued hereunder due to any failure on the part of the driver to abide by any of the rules and/or regulations relative to operating a vehicle in the AOA. The Driving Permit is the sole property of Aerostar and will be surrendered upon demand by the Chief Executive Officer, Airside Operations Manager, Security Manager or other Aerostar Supervisory Personnel.






C. METHODS USED TO CONTROL VEHICLES/PEDESTRIANS

All pedestrians and ground vehicles operating in movement or safety areas will be controlled by one of the following:

1. Two-way radio communications between each pedestrian or vehicle and the Air Traffic Control Tower
2. An escort vehicle with two-way radio communications with the Air Traffic Control Tower accompanying any pedestrian or vehicle without a radio.
3. Authorized pedestrians and vehicles will coordinate with the FAA Control Tower (ATCT), prior to entering movement or safety areas, the use of signs, signals, or guards, when it is not operationally practical to have two-way radio communications between the tower and the pedestrian, vehicle, or escort.

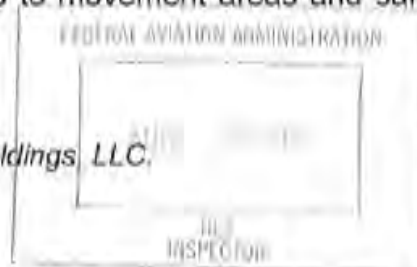
If communication fails while a vehicle is operating in the movement areas, ATCT will have several methods to contact the vehicle:

1. ATCT will call Airside Operations via Aerostar Internal Two-Way Radio and advise the situation.
2. ATCT will turn on and off the runway/taxiway lights to get the driver's attention.
3. ATCT can use light gun signals to issue instructions.
4. ATCT may contact any OPS Vehicle to assist and escort the one with the radio failure.
5. The Driver will be authorized to use his/her cellular phone to contact ATCT and get directions/instructions to clear the movement area.

LIGHT GUN SIGNALS		
STEADY GREEN	Cleared to cross, Proceed, or Go	
STEADY RED	STOP	
FLASHING RED	Clear the runway / taxiway immediately	
FLASHING WHITE	Return to starting point	
ALTERNATING RED AND GREEN	Exercise extreme caution	

D. DESCRIPTION OF EMPLOYEE, TENANT, AND CONTRACTOR TRAINING

1. All airport employees, tenants, or contractors will be trained on ground vehicle procedures, including consequences of noncompliance, prior to operating a ground vehicle, in the non-movement areas of the airport. Training includes recurrent training as required.
2. Ground Vehicle Training is offered by the Airside Operations Department. Any person having unescorted access to the non-movement area must undergo training in airport familiarization, the meaning of signs, markings and lighting, and the consequences of non-compliance.
3. A record, description, and date of training completed by each individual, in compliance with this section, shall be maintained for 24 consecutive months after the termination of an individual's access to movement areas and safety areas.



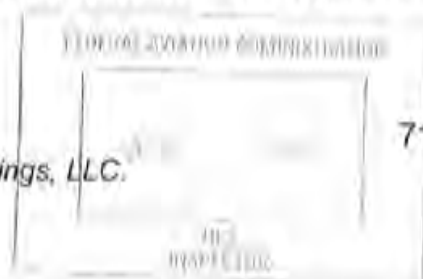
E. DESCRIPTION OF TRAINING, RECORDS, AND ACCIDENT/INCIDENTS RECORD KEEPING SYSTEM

1. Movement Area Access

- a. Unless specifically authorized by the Airside Operations Manager, no vehicles shall have access to the runways, taxiway, or safety areas associated with the Runways or Taxiways. As a standard policy, only maintenance vehicles operated by airport staff shall be allowed in these areas under escort of Airside Operations personnel who are the only ones authorized to enter the movement areas. All vehicles entering these areas shall be equipped with a yellow beacon light or checker flag, and have explicit authorization from and two-way radio communications with the Air Traffic Control Tower.
- b. Private air cargo/courier services, air carriers, F.B.O.'s and all other vehicles having authorized access to the airport shall confine their operations to their areas of business as designated by the Airside Operations Manager or designated representative. Under no circumstances shall their ground vehicles be permitted on the runways or taxiways.
- c. **Construction Vehicles:** During times when construction vehicles or equipment are required to enter or work within the airport movement areas, they will be marked with an approved orange and white checker flag, and/or a yellow rotating beacon. These vehicles will be escorted by Airside Operations Personnel.
- d. **Security Access Gates:** Emergency Exits No. 1 and 2 are designated as main entry gates into the airport operational areas on authorized official business.
 - i. All persons entering through these gates shall furnish proper identification in accordance with SJU Airport Security Plan.
 - ii. Service vehicles required making deliveries, pick-ups, or repairs in the AOA shall be escorted by authorized employees of the company for which services are being rendered or products are being delivered.
- e. Please, refer to the Aerostar "Driving on the AOA Manual" for specific and detail information regarding the applicable rules and regulations.

F. METHODS AND PROCEDURES

The FAA Advisory Circulars contain methods and procedures for Ground Vehicle Operations on Airports that are acceptable to the FAA.



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XVI. OBSTRUCTIONS (§139.331)

A. GENERAL

The Chief Executive Officer or designated representative shall ensure that each object in each area within its authority that has been determined by the FAA to be an obstruction is removed, marked, or lighted, unless determined to be unnecessary by an FAA aeronautical study.

B. SITE OF EACH MARKED/LIGHTED OBSTRUCTION

Obstruction lights on the airport have been placed at the following areas:

Runways

- Runway 10 - Lighted Windsock
- Runway 10 - Glide Slope Transmitter
- Runway 10 - AWOS
- Runway 28 - Localizer
- Runway 28 - Lighted Windsock
- Runway 8 - Glide Slope Transmitter
- Runway 8 - Lighted Windsock
- Runway 26 - Localizer

Buildings

- Airport Terminal Buildings
- Airport Operations Tower
- Airport FAA Control Tower
- All Nearby Hotels and Buildings

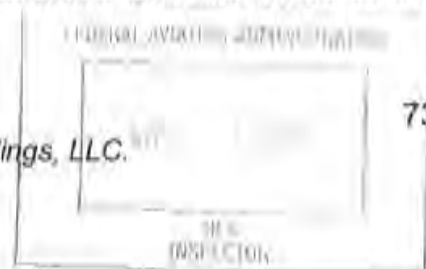
NOTE: Refer to map attached as Appendix XII for detailed data regarding obstructions.

C. PROCEDURE FOR MAINTENANCE OF OBSTRUCTION MARKING/LIGHTING

It is the responsibility of the Maintenance Manager to inspect, check the functioning of, and repair as necessary the lighting equipment, airport signs and marking. A supply of replacement bulbs, lenses, reflectors, and replacement pole mounted light units is kept on hand for maintenance purposes.

D. PROCEDURES FOR COORDINATING FAA AIRSPACE FUNCTIONS

All airspace evaluations regarding proposed construction or alteration of the airport will be coordinated through SJU's Maintenance Department and submitted to the FAA.



E. PROCEDURES FOR INSPECTION/NOTIFICATION OF OUTAGES

1. Airside Operations Manager or designated representatives has the responsibility to monitor, on a daily basis, obstructions as part of the Airport Safety Self-Inspection Program.
2. Airside Operations Manager or designated representatives will inspect for outages of any obstruction light that can be seen from any portion of the airport and report outages to the owners of the lights.
3. All apron, vehicle parking, roadway and building lights are either shielded or positioned in such a way to prevent interference with aircraft and ATC operations.



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XVII. PROTECTION OF NAVAIDS (§139.333)

A. DESCRIPTION OF METHODS USED TO PROTECT NAVAIDS

The Chief Executive Officer or designated representative has established procedures for the protection of NAVAIDS, as depicted in the airport map.

1. SJU's Maintenance Department reviews all construction proposals of facilities at this airport to prevent derogation of the operation of an electronic or visual NAVAIDS and Air Traffic Control facilities on the airport.
2. NAVAIDS on airport premises are protected against vandalism and theft. All NAVAIDS are either located within the secured AOA, or fenced in accordance with the Airport Security Plan.

B. DESCRIPTION OF METHODS USED TO PREVENT INTERRUPTION OF NAVAIDS SIGNALS

The Chief Executive Officer or designated representative will prevent, insofar as it is within the airport's authority, interruption of visual and electronic signals of NAVAIDS.

1. Subject to the terms of the Lease, PRPA owns, and Aerostar controls, sufficient property to protect the NAVAIDS.
2. Should Airside Operations become aware of any construction activity, which could potentially impair the proper function of the NAVAIDS, he/she shall inform the Chief Executive Officer. FAA Airways Facilities personnel shall also be notified.
3. Airside Operations Manager shall be alerted to the potential for vandalism to the NAVAIDS on property owned by the airport authority. He/she shall take measures to prevent such vandalism or theft. Security fencing shall be maintained in good condition with gates secured at all times.
4. Airside Operations or Security shall inspect the fencing and gates surrounding the NAVAIDS on property owned by the airport authority daily and will inform FAA Airways Facilities of any discrepancies noted.
5. Maintaining power to the NAVAIDS shall be a consideration in all maintenance or construction activities. Prior to conducting any excavation work the power cables should be located and avoided.

C. DEGRADATION OF NAVAIDS

If it becomes necessary to temporarily disconnect power to any portion of the NAVAIDS, either the Chief Executive Officer or the Airside Operations Manager, will coordinate with the FAA Airways Facilities personnel before authorize the disconnection.

D. NOTIFICATION PROCEDURES IN CASE OF POSSIBLE INTERFERENCE

For FAA owned facilities, FAA will issue a NOTAM describing which NAVAIDS are inoperable and the expected length of time they will be out of service. Similarly, for Aerostar equipment, the Airside Operations Manager will issue a NOTAM describing what NAVAIDS are inoperable and the expected length of time they will be out of service.

FAA NAVIGATIONAL AIDS FACILITIES AT SJU	
Facility	Location
GS	Rwy 10 Glide Slope
LOC	Rwy 10 Localizer
MM	Rwy 10 Middle Marker (Decom'd)
OM	Rwy 10- Outer Marker
ATCT	Air Traffic Control Tower
ATIS	Automatic Terminal Information System
GS	Rwy 8 Glide Slope
LOC	Rwy 8 Localizer
LOM	Rwy 8 Compass Locator (At OM)
MALSR	Med Intensity MALSR w/Runway Align
OM	Rwy 8 Outer Marker
PAPI	Precision Approach Path Indicator Rwy 10/28
RCAG	Remote Center A/G Comm
REIL	Runway End Identification Lights (Rwy 26)
RTR	Remote TMTR/Receiver Site
TACR	Tactical Air Navigation
VOR	VHF Omnidirectional Range
RADAR	Terminal radar
TDWR	Terminal Doppler Weather Radar

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XVIII. PUBLIC PROTECTION (§135.335)

A. GENERAL

The Chief Executive Officer or designated representative shall provide public protection as follows:

1. Safeguards have been established in the Airport Security Plan to prevent inadvertent entry to the movement area by unauthorized persons or vehicles.
2. Airside Operations Supervisors ensure reasonable protection of persons and property from aircraft blast.
3. Airport fencing meets the requirements of applicable FAA and Transportation Security Administration Security Regulations.

a. Fencing

The airport is fenced with both chain link security fencing and 8' high woven wire game fence. Airport Security shall inspect all perimeter fencing and gates in accordance with procedures established in the Airport Security Plan. They will report any damaged fencing to the Airport Maintenance Supervisor, who will promptly repair any damaged fencing or gates.

b. Blast Fencing

There is no blast fencing currently at the airport.

c. Perimeter Gates

All gates in the perimeter fencing are kept closed and locked except during authorized use. Gates are to be inspected periodically in accordance with the Airport Security Plan.

d. Surveillance

Airport security will inspect for unauthorized entry into the airport.

e. Terminal Gates

All gates in the terminal area are kept closed and locked at all times except for authorized entry.

4. Public Information

- a. All areas to be restricted or prohibited for public use are posted with appropriate signs warning the general public to not enter the AOA.
- b. Public Address System

A public address system is installed in the terminal building for use by Scheduled Air Carriers in calling flights, and can also be used for information or instructions to occupants of the building.

5. Lighting

- a. Floodlighting is installed in appropriate areas and on buildings to prevent unauthorized entry into operational areas and for public safety during the hours of darkness. All lighting is to be inspected periodically by Operations Supervisor.

6. Firearms

Sworn Police Officers, private security patrol personnel on assignment by Aerostar, Wildlife Services Personnel on duty, and National Guard personnel are the only individuals allowed to possess loaded firearms on the airport property. All other people are required to case and unload firearms while on airport grounds. Sworn Police Officers include, but are not limited to, representatives of the Puerto Rico Police Department and federal employees, as approved by federal regulations.

B. NOISE ABATEMENT PROCEDURES

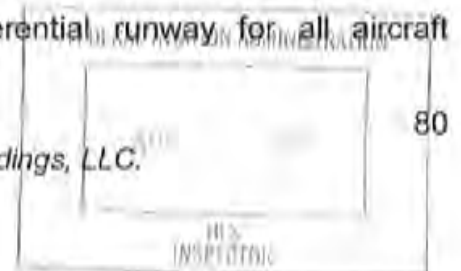
This order establishes procedures for runway use at the Luis Muñoz Marín International Airport without inhibiting air commerce or derogating the prime function of the air traffic controllers to promote the safe, orderly, and expeditious flow of air traffic. At the same time, aware of the high level of noise produced by the aircraft operations the Airport Manager or designated representative has taken provisions to provide the public and surrounding communities with a noise abatement protection as follows:

1. RUNWAY 10/28 – OPERATIONS / USE

San Juan Tower personnel shall use the guidelines published herein for noise reduction while controlling air traffic at the Luis Muñoz Marín International Airport.

- a. Runway 10 is designated as the preferential runway for all aircraft approaches and landings.

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- b. No intersection departures from Runway 10 will be authorized, other than from Intersection H-1 or H-2. Small aircraft (12,500 pounds or less) may depart from Intersection H-3.
 - c. Runway 10 will be used for landings and departures of all type aircraft only when Runway 08 is closed or restricted.
 2. Runway 28 can only be utilized for landings during emergency conditions and/or when Runway 8/26 is closed.
 - a. Category I and II Small aircraft (12,500 pounds or less) may utilize Runway 28 for landings.
 3. In those instances in which Runways 8 and 10 are operational, Runway 10 becomes the preferential runway for all types' aircraft, except for aircraft on "Lagoon Visual Approach".
 4. Air Traffic Control will assign small aircraft to either runway, depending on the aircraft's location, weather, and existing air traffic conditions.

B. DEPARTURE RESTRICTIONS

1. Operational Restriction – Runway 10-28
 - a. Avoid take offs during the hours of 9:00pm (0100z) and 6:00am (1000z). This is a noise sensitive runway. If Runway 8/26 is closed or restricted, take off will be authorized for all type of aircrafts. Engine run-up at Hotel taxiway and H-1 shall be accomplished facing east. Contact (787) 253-0979 for PPR.
2. Operational Restriction – Runway 10 – Intersection Departure
 - a. Authorized for H1 and H2 intersections. Small aircrafts (12,500 pounds or less) may depart from H-3 intersection.

C. ARRIVAL RESTRICTIONS

1. Runway 10 is designated as preferential arrival runway for all aircraft until 9:00pm (0100z) local. After 9:00pm local, runway 8 is designated preferential runway for landings and departures until 6:00am.

- a. **WEST OPERATION** – As determined by ATCT runway assignment.
- b. Runway 26 is the preferential runway for all aircraft.
- c. Runway 28 is a noise sensitive runway and is restricted to arrivals from 9:00pm to 6:00am, except for Category I and II aircraft. All others will utilize Runway 26 for arrivals.

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XIX. WILDLIFE HAZARD MANAGEMENT (§139.337)

A. GENERAL

1. The United States Department of Agriculture (USDA) Animal and Plant Health Inspection Service Wildlife Services Report completed its Wildlife Hazard Assessment in June 2012(Wildlife Assessment).
2. Based on the Wildlife Assessment, wading birds (mainly cattle egrets) and gulls are the greatest threat to aviation at SJU, while green iguanas threaten aircraft on landing or take off roll. Smaller flocking birds can also represent hazards because of their propensity to form tight flocks; and danger solitary birds represent a concern due to their size and hunting patterns.
3. Based on the WHA findings, the FAA determined that a wildlife hazard management plan (WHMP) was needed. A Wildlife Hazard Management Plan was submitted to the FAA and approved. The plan includes, but is not limited to the following:
 - a. Provide measures to alleviate or eliminate wildlife hazards to air carrier operations.
 - b. Be submitted to, and approved by, the FAA prior to implementation.
 - c. As authorized by the FAA, become a part of the Airport Certification Manual.
 - d. A list of the individuals having authority and responsibility for implementing each aspect of the plan.
 - e. A list prioritizing the following actions identified in the wildlife hazard assessment and target dates for their initiation and completion.
 - i. Wildlife population management.
 - ii. Habitat modification
 - iii. Land use changes
 - f. Requirements for and, where applicable, copies of local, State, and Federal wildlife control permits.
 - g. Identification of resources that the airport will provide to implement the plan.

- h. Procedures to be followed during air carrier operations that at a minimum includes:
 - i. Designation of personnel responsible for implementing the procedures.
 - ii. Provisions to conduct physical inspections of the aircraft movement areas and other areas critical to successfully manage known wildlife hazards before air carrier operations begin.
 - iii. Wildlife hazard control measures.
 - iv. Ways to communicate effectively between personnel conducting wildlife control or observing wildlife hazards and the air traffic control tower.
- 4. For detailed and more specific information, please refer to the Wildlife Hazard Management Plan which is on a separate cover.

B. PROCEDURES TO BE FOLLOWED DURING AIR CARRIER OPERATIONS

The Chief Executive Officer, while the Wildlife Hazard Assessment is completed, has established the following strategies to control and minimize the presence of wildlife in the AOA:

- 1. The Airside Operations Department, as part of its regular runway inspections, will monitor bird movement, iguana presence, and any other potentially hazardous wildlife or attractant at the airport. Dead birds or iguanas are removed and properly disposed (plastic bags) outside of the airport to avoid the presence of future wildlife species. In addition, wildlife patrols are performed as part of the daily public protection surveillance.
- 2. To minimize the presence of wildlife, the airport is using the following techniques:
 - a. Repellent and Harassment
 - i. At least two daily iguana sweeps per shift (1st and 2nd shift) are performed on the runway and taxiway safety areas of the airport.
 - ii. A more stringent preventive maintenance policy, associated with different green/grass areas of the airport, has been established in order to keep the grass within the FAA recommended height (6 – 10 inches).

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- iii. Emphasizing and enforcing the "DO NOT FEED ANIMALS" Policy within the airport premises amongst the airport community, employees, tenants, and passengers.
 - iv. Emphasizing and enforcing the "NO FOOD" Policy within the airport's AOA amongst the airport employees and tenants.
 - v. Emphasizing, enforcing, and eliminating the exposed and open garbage containers on the AOA.
 - vi. The use of audible techniques, like pyrotechnics, to remove birds and change their flying patterns.
 - vii. The use of audible techniques coupled with the natural distress sounds and the death of one or more of the flock members to frighten the rest of the flock away.
- b. Wildlife Removal
- i. Live-trapping techniques has helped us to remove stray dogs, iguanas, and birds (pigeons)
 - ii. When able, iguanas are chased with the vehicles.
 - iii. Their nests are destroyed and their eggs removed.
 - iv. Their nests are flooded with water to change their eggs pH level.
- c. Shooting wildlife
- i. Affected runway shall be closed (requires NOTAM)
 - ii. Iguanas and cattle egrets are abated using pellet rifles and shot guns respectively.
 - iii. This shooting shall be done during daylight, in open spaces, so that other birds can witness the action.
 - iv. Only personnel who are trained in the use of firearms, airport operations, and with an excellent knowledge of wildlife identification shall be authorized.
 - v. Only the proper gun and ammunitions shall be used for the situation.

- vi. All necessary federal and state wildlife kill permits shall be in place, and accurate records of birds killed by species and date shall be kept.
 - vii. Airport security and Air Traffic Control shall be notified prior the beginning of the activity and at the end of it.
3. The Chief Executive Officer or designated representative shall ensure that the FAA is notified of any event that triggers a wildlife hazard assessment in accordance with the current Reporting Wildlife Aircraft Strikes Advisory Circular.

C. METHODS OF REPORTING WILDLIFE AIRCRAFT STRIKES

The method of reporting will be using the Electronic FAA form 5200-7 located at: <http://wildlife-mitigation.tc.faa.gov/wildlife/strikenew.aspx>. If for any reason, the electronic form cannot be filed, the paper form will be used. It will be required to fill and submit this form when any of the following events occurs on or near the airport:

1. An air carrier aircraft experiences multiple wildlife strikes.
2. An air carrier aircraft experiences substantial damage from striking wildlife. As used in this paragraph, substantial damage means damage or structural failure incurred by an aircraft that adversely affects the structural strength, performance, or flight characteristics of the aircraft and that would normally require major repair or replacement of the affected component.
3. An air carrier aircraft experiences an engine ingestion of wildlife.
4. Wildlife of a size, or in numbers, capable of causing an event described above, is observed to have access to any airport flight pattern or aircraft movement area.

D. PROCEDURES FOR REVIEW AND EVALUATION

Even though SJU does not have formal Wildlife Hazard Management Plan yet, the Operations Division will review and evaluate the wildlife hazard management procedures implemented every 12 consecutive months or following an event described in the "Method of Reporting Wildlife Aircraft Strikes" of this section, including:

1. The procedures effectiveness in dealing with known wildlife hazards on and in the airport's vicinity.

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2. Aspects of the wildlife hazards described in the wildlife hazard assessment that should be reevaluated.

E. PROVISIONS FOR A WILDLIFE HAZARD TRAINING PROGRAM

A training program conducted by a qualified Wildlife Hazard Management Biologist is in place to provide airport personnel with the knowledge and skills needed to successfully carry out the wildlife hazard management plan. Initial training will be provided by a qualified Wildlife Hazard Management Biologist. Recurrent training will be on an as-needed basis, but at least annually.

F. METHODS AND PROCEDURES

The FAA Advisory Circulars contain methods and procedures for wildlife hazard management at Airports that are acceptable to the FAA.

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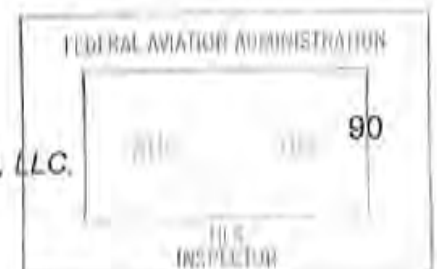
XX. AIRPORT CONDITION REPORTING (§139.339)

A. GENERAL

The Chief Executive Officer, Chief Operations Officer, Airside Operations Manager or designated representative, or shall issue a NOTAM when any condition exist which may affect the safe operation of aircraft.

B. PROCEDURES FOR THE COLLECTION AND DISSEMINATION OF AIRPORT CONDITIONS INFORMATION TO AIR CARRIERS

1. The Airside Operations Department collects airport condition information from the sources mention below. That information is brought to the Operations Supervisor's attention:
 - a. Air Traffic Control Tower
 - b. Airline and FBO's Employees
 - c. Fuel Farm Employees
 - d. ARFF Personnel
 - e. Operations Inspector
2. The Airside Operations Manager, once the information is received and verified, will proceed to disseminate the airport condition information to airport tenants as follows:
 - a. SJU currently utilizes the Lockheed Martin/FSS Electronic NOTAM Manager system.
 - b. During computer/power outages/system downs for maintenance, SJU utilizes a local format.
 - c. Fax Machines
 - d. E-Mail
 - e. Phone notifications
 - f. Use of a runner



C. USE OF NOTAM SYSTEM AND OTHER SYSTEMS ACCEPTABLE TO THE ADMINISTRATOR

SJU currently uses the Lockheed Martin/FSS Electronic Manager NOTAM system as the primary notification/dissemination of any airport condition information. Other acceptable methods for the proper dissemination of information are mentioned in paragraph 2 of the "Procedures for Collection and Dissemination of Airport Conditions Information to air Carriers."

D. CONDITIONS REQUIRING NOTAMS TO BE ISSUED

1. Construction activities on any areas used by aircrafts. This includes any construction or maintenance activity on movement areas, safety areas, or loading ramps and parking areas.
2. Surface irregularities on any surface used by aircraft. This includes any surface irregularities on movement areas, safety areas, or loading ramps and parking areas.
3. Water on any aircraft use surface. This includes standing water on the movement areas or loading ramps and parking areas.
4. Objects on any movement or safety area contrary to 14 C.F.R. § 139.309.
5. Lighting system malfunction. This includes any malfunction of any lighting system, holding position signs, or ILS critical area signs.
6. Unresolved wildlife or livestock hazards.
7. Non-availability of any rescue and firefighting equipment, or changes in its capabilities required by 14 C.F.R. §§139.317 and 139.319.
8. Any other condition as specified in the Airport Certification Manual or that otherwise may adversely affect the safe airport operations of air carriers.
9. Commissioning, decommissioning, or outages of lighting aids.
10. Commissioning, decommissioning, or outages of NAVAIDS.
11. Rubber accumulation on runways.
12. Change of runway identification.
13. Airport closure.
14. Conditions that preclude the use of any portion of a runway.

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15. Commissioning or decommissioning of landing areas or portions thereof.

E. PERSONNEL RESPONSIBLE FOR ISSUING NOTAMS

The Chief Executive Officer, Chief Operations Officer, Airside Operations Manager or designated representative will be responsible for reporting any condition that might affect the safe operation of an air carrier operation as outlined in 14 C.F.R. §139.339.

F. RECORD KEEPING

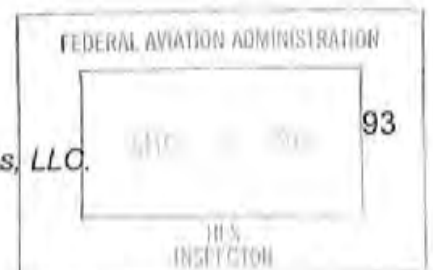
The Airside Operations Department shall prepare and keep, for 12 consecutive calendar months, records of each Notice to Airmen informed to air carriers regarding the airport Conditions. The Airport uses the database of the Lockheed Martin NOTAM Manager System.

G. METHODS AND PROCEDURES

The FAA Advisory Circulars contain methods and for using the NOTAM system and disseminating information that are acceptable to the FAA.

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XXI. IDENTIFYING, MARKING, AND LIGHTING CONSTRUCTION AND OTHER UNSERVICEABLE AREAS (§139.341)

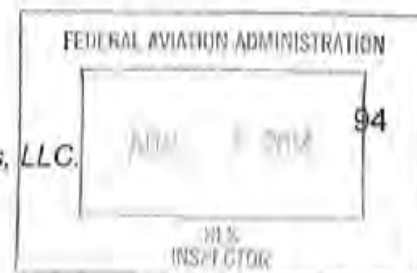
A. RESPONSIBILITY FOR COORDINATING CONSTRUCTION

1. The Maintenance Manager shall be responsible for the coordination of construction activities on the airport and will keep the Chief Operations Officer fully briefed on activities affecting aircraft operations.
2. Any time construction is being done on or adjacent to any surfaced areas on which air carrier aircraft may operate, such areas shall be clearly marked and/or lighted. Likewise, any unserviceable areas shall be marked and lit.
3. All equipment shall, when not in use, be parked at least two hundred and fifty feet (250ft) from the edge of any runway or taxiway pavement.
4. Any piece of construction equipment operated on the airport shall be equipped with a flashing yellow beacon and/or checkered flag meeting FAA requirements. Construction equipment shall not operate nor park in the proximity of the ILS localizer, the MALSR system or runway lighting.
5. All construction equipment shall, when not in use, be parked at least two hundred and fifty feet (250ft) from the edge of any runway or taxiway pavement, must be removed from the ROFA, and must not obstruct the ATC line of sight.
6. No equipment is permitted in the Runway Safety Area or Taxiway Safety Area of any active runway or Taxiway.

B. CONSTRUCTION AND EQUIPMENT LIGHTING/MARKING PROCEDURES

1. The Maintenance Manager shall direct the marking and lighting of any construction activities. On contracted work, marking and lighting or construction activities and equipment shall be the responsibility of the contractor as required in the construction specifications.
2. Prior to initiating any construction that may be active in the area of the NAVAIDS the Airport Supervisor shall clearly mark and brief the construction superintendent on the location of the NAVAIDS and their power supply.
3. Any piece of construction equipment operated on the airport shall be equipped with a flashing yellow beacon and/or a checkered flag meeting FAA requirements.

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C. UTILITY DAMAGE PREVENTION PROCEDURES

Prior to the initiation of any construction on the airport property, the Maintenance Manager will brief those in charge of the work concerning the location of all utilities in the construction area. If needed, the appropriate utility companies will be requested to mark their lines so that they may be protected during construction.

D. METHODS AND PROCEDURES

The FAA Advisory Circulars contain methods and for identifying and marking construction areas that are acceptable to the FAA, including *Advisory Circular 150/5370-2F, Operational Safety on Airports during Construction*.



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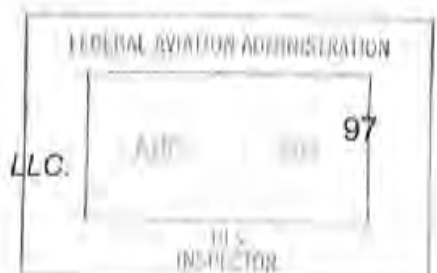
XXII. NONCOMPLYING CONDITIONS (§139.343)

A. RESPONSIBILITY FOR UNSAFE AIRPORT AREA CLOSURE

Unless otherwise authorized by the FAA, whenever the requirements cannot be met to the extent that uncorrected unsafe conditions exist on the airport, the Chief Executive Officer, or designated representative, shall limit air carrier operations to those portions of the airport not rendered safe.

B. PROCEDURES TO LIMIT AIR CARRIER OPERATIONS IN UNSAFE AREAS

1. Chief Operations Officer shall inform the Chief Executive Officer of any condition, that is believed to warrant closing of all or a portion of the airport to air carrier traffic. The Chief Executive Officer shall decide the severity of the condition and necessity for closing and shall take appropriate actions and notify the FAA and air carriers accordingly.
2. Should, in the Chief Executive Officer's opinion, any areas of the airport be deemed unsafe for air carrier operations, it shall be so marked by Airside Operations. The air carriers will be so notified by the Chief Executive Officer or the appropriate Airside Operations Supervisor.



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APPENDIX I

Initial and Recurrent Fueling Safety Supervisory Course, Line Service Supervisory Training, and Fire Safety Training Plan

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APPLICABILITY

This document provides guidance to establish a Fueling Safety Program to meet the requirements of Part 139.321(b). Additional guidance is provided in Advisory Circular 150/5230-4B.

PURPOSE

The purpose of this document is to set forth the standards acceptable to the FAA for a Fueling Safety Program and to provide appropriate guidance for addressing the subjects in this program.

EXPLANATION

Fueling Safety Programs are also known as Fueling Supervisory Courses, Line Service Supervisory Training, and Fire Safety Training. The intent of these courses is to ensure that supervisory fueling personnel recognize the importance of aircraft fueling safety and are equipped to instruct in the principles that will ensure safety during fueling operations on airports.

INTRODUCTION

Fueling safety is an important public safety issue. Failure to adhere to safe operating procedures when fueling aircraft and transporting fuel from one location to another on the airport can result in accidents. Fueling procedures and practices have been designed to minimize the risks associated with flammable materials for the protection of fuelers themselves, other airport personnel, and the public. Instructing in this subject is a vital and necessary part of airport safety.

The training addressed by these guidelines should be covered within 16-18 hours of class time and may include hands-on training or demonstrations. It is the responsibility of curriculum development personnel to ensure that the minimum subject content, identified below, is addressed since these are explicitly identified in Part 139. It is recommended that enhancements to students' understanding of safety be included where opportunities are presented.

CONTENT OF THE COURSE

A comprehensive approach to fueling safety should include the following:

ORIENTATION

1. Purpose of the course, course outline, expected outcomes and Part 139 requirements.
2. Additional requirements of the SJU's ACM
3. NFPA 407, AC 150/5230-4, national code/local code (as applicable)

BASIC SAFETY

1. Protection against fire and explosions.
2. Proper handling and storage of fuels and lubricants, oxygen.
3. Understanding of the term "hazardous material"/procedures for hazmat other than fuels and lubricants.
4. Personal protection, including eyes, ears, hands, types of clothing, shoes/boots, prohibition on carriage of smoking materials, first aid.

GROUNDING AND BOUNDING

1. What/when/why (nature of grounding/bonding)
2. Where/how (type of equipment/correct bonding procedure)
3. Static electricity
4. Fuel flash points
5. Part 139 and bonding
6. Definitions (See NFPA 407)

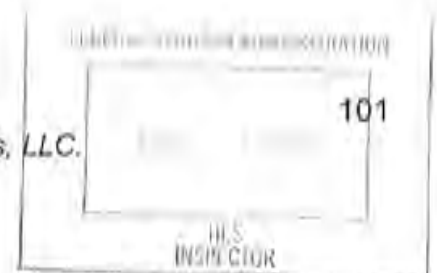
PUBLIC PROTECTION

1. No smoking.
2. Security associated with fuel farms, proper authorizations for AOA entry.
3. Proper ramp fueling procedures, including aircraft with passengers on board, coordination with flight crew.
4. Situations requiring cessation of fueling procedures.

CONTROL OF STORAGE AREAS

1. Fences, gates/locks, identification of products.
2. Signs, emergency controls.

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3. Night lighting for fueling operations during low visibility and night.
4. Proper procedures for fuel farm operations.
5. Safety awareness (location of fire extinguishers, use of emergency shutoffs, communications for assistance)

FIRE SAFETY IN FUEL FARM AND STORAGE AREAS

1. Verification of product types.
2. Fuel Farm procedures (inspection, off/on loading).
3. Proper procedures for fuel equipment use/storage (nozzle covers, securing of equipment when not in use).
4. Leak/spill prevention.
5. Product leaks/contamination.
6. Emergency procedures/notifications.
 - a. Spill control/containment.
 - b. Cleanup procedures.
 - c. Fire extinguishment/use of extinguishers.
 1. Types of fires (classifications)/extinguisher use.
 2. Inspections/safety/personnel protection.
 - d. Weather effects on fueling operations.

FIRE SAFETY IN MOBILE FUELERS, FUELING PITS, AND FUELING CABINETS

1. Weight and balance/driving requirements/speed precautions, driver qualifications.
2. Inspection of fueling vehicle, sumping/exhaust/muffler system.
3. Procedures and vehicle placement for fueling operations, controls, interlocks, brakes.
4. Mobile fuelers refueling procedures.

5. Parking requirements.
6. No smoking requirements.
7. Fueling Pit safety/procedures/product leaks.
8. Fueling Cabinet safety/procedures.

FIRE CODE REQUIREMENTS

A local fire code, or, for example, the National Fire Code, may be the governing document at a specific airport. This information is included in the course to ensure that all fuelers are aware of all safety requirements that are pertinent to fueling procedures at a specific airport, subject to a local governing jurisdiction.

FUELERS TRAINING

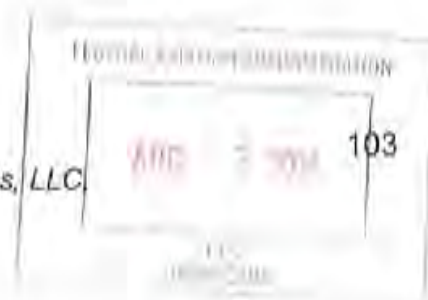
It is a requirement for all fueling personnel to have fueling safety training.

COURSE ATTENDANCE RECORDS

1. Course attendance records should be retained for a period of 12 months.
2. Fuel Safety Supervisor should retain records of those to whom instruction in fueling safety has been given for the period of time during which the employee conducts fueling operations at a specific airport and for 12 months after termination of employment.

LOCAL AND OTHER REQUIRED COORDINATION

The person, persons, or company providing Fuel Safety Training should advise students in the Fueling Safety for Supervisors courses that there are local codes, statutes, ordinances, and laws governing fueling operations. It is their responsibility to become knowledgeable about these and to observe and teach them.

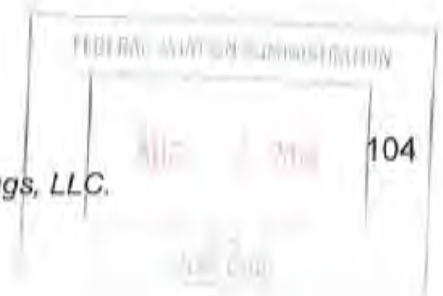


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APPENDIX II

QUARTERLY INSPECTION FORM – MOBILE FUELER

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QUARTERLY INSPECTION – MOBILE FUELERS STICKER # _____
139.321(b) – Fire Safety

Company:	Vehicle #	Color	License Plate:	Date/Time:	Follow Up:							
Inspector:	Fueling Agent:	Capacity:	Fuel Type:									
139.321(b) – Fire Safety												
Airport:			Airport Code:									
Check and Explain												
S = Satisfactory U = Unsatisfactory R = Remarks Below				JET FUELER								
				AVGAS FUELER								
				OTHER FUELER								
Item				S	U	R	S	U	R	S	U	R
Bumpers, Brakes, Tires in Good Conditions, Wheel Chocks, Absorbents Materials.												
"FLAMMABLE" Signs, HAZMAT placards front, both sides and rear, name of the product carried.												
Engine and Cabin House Keeping												
NFPA 407, 4.3.6.3 Suitable shielding shall be provided to drain possible fuel spillage or leakage away from exhaust system components safely.												
No Smoking sign posted prominently in cab/ No evidence of smoking – no astray in cab												
NFPA 407, 4.3.13.1 Dome covers shall be provided with a forward-mounted hinge and self-latching catches and shall be fitted with watertight fuel-resistant seals or gaskets (designed to prevent spillage or leakage from overturn and to prevent water entry). Dome covers shall automatically close and latch with the forward motion of the vehicle.												
4.3.6.2 Exhaust system shielded and leak free												
NFPA 4.1.2.3 Bonding Cables and Clips functional made of durable and resistant material.												
Deadman Control for all nozzles. NFPA 4.1.7.1 The valve that controls the flow of fuel to an aircraft shall have a deadman control. The dead man control device shall be arranged to accommodate the operational requirements of Section 5.15.												
NFPA 407, 4.3.9.1 Extinguisher mounted on each side of the vehicle. (Two (2) for tankers, one (1) for Hydrant) each having a rating of at least 20B:C Last Inspection _____												
NFPA 407, 4.3.11.2 Smoking equipment such as cigarette lighters and ash trays shall not be provided.												
NFPA 407, 4.3.15.3 "EMERGENCY FUEL SHUTOFF" in letters at least 2 in. high. Shall be indicated by an arrow or by the word PUSH or PULL, as appropriate, operable and marked.												
NFPA 407, 4.3.16.2 The deadman flow control in the nozzle shall be permitted for overwing fueling. Notches or latches in the nozzle handle that could allow the valve to be locked open shall be prohibited.												
No fuel leaks – hoses/ gaskets/valves.												
Vehicle Parking – 10' apart - 50' from buildings												
Explosion proof electrical and Light lens intact. NFPA 70 NEC- Class 1, Division 2, Group D												
Cover on engine air intake to prevent emission of flame in case of back fire (gasoline only)												
				S	U	R						
Proper Fueling Procedures Observed												
Fueling Personnel Meet Training Requirements												
Fueling Personnel Training Records maintained												
Remarks:				Quantity of Mobile Fuelers								
				JET _____			DIESEL _____			AVGAS _____		
				MOGAS _____								
Action Taken:												
ARFF Inspecting Officer:			Driver & I.D. #			ARFF Chief:			TELEPHONE # _____			

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APPENDIX III

QUARTERLY INSPECTION FORM – FUEL STORAGE AREAS

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APPENDIX IV

AIRPORT LINE SERVICE FUEL FIRE SAFETY TRAINING FORM

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Supervisory Fuel Fire Safety Training Form 14 CFR Part 139

Training Required by 139.321(e)(1)

In accordance with the requirements of FAR 139.321(e)(1), "at least one supervisor with each fueling agent shall have completed an aviation fuel training course in fire safety that is authorized by the FAA. Such an individual shall be trained prior to initial performance of duties, or enrolled in an authorized aviation fuel training course that will be completed within 90 days of initiating duties, and receive recurrent instruction at least every 24 consecutive calendar months." Approved **supervisory** training courses are listed in an addendum to AC 150/5230-4.

Organization: _____

Individual Fueling Agent Supervisor: _____

Supervisory Training Course Attended: _____

Current Training Course Completion Date (within last 24 months): _____

Note: Attach a copy of the supervisory training course certificate.

Previous Training Course Completion Date: _____

Hire Date Into Supervisory Position: _____

Hands-On Hand Held Fire Extinguisher Training Date: _____

NOTE

After attending an approved Supervisory Fuel Safety Training Course, the supervisor must obtain an initial briefing on "Commonwealth of Puerto Rico Fire Code". This training can be given by "Bomberos de Puerto Rico" or Aerostar ARFF department personnel conversant in local fire code.

Date Local Fire Code Training Received: _____

Puerto Rico Fire Code Training Provided by: _____

Supervisor Signature & Date: _____

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APPENDIX V

SUPERVISORY FUEL FIRE SAFETY TRAINING FORM

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Supervisory Fuel Fire Safety Training Form 14 CFR Part 139

Training Required by 139.321(e)(1)

In accordance with the requirements of FAR 139.321(e)(1), "at least one supervisor with each fueling agent shall have completed an aviation fuel training course in fire safety that is authorized by the FAA. Such an individual shall be trained prior to initial performance of duties, or enrolled in an authorized aviation fuel training course that will be completed within 90 days of initiating duties, and receive recurrent instruction at least every 24 consecutive calendar months." Approved **supervisory** training courses are listed in an addendum to AC 150/5230-4.

Organization: _____

Individual Fueling Agent Supervisor: _____

Supervisory Training Course Attended: _____

Current Training Course Completion Date (within last 24 months): _____

Note: Attach a copy of the supervisory training course certificate.

Previous Training Course Completion Date: _____

Hire Date Into Supervisory Position: _____

Hands-On Hand Held Fire Extinguisher Training Date: _____

NOTE

After attending an approved Supervisory Fuel Safety Training Course, the supervisor must obtain an initial briefing on "Commonwealth of Puerto Rico Fire Code". This training can be given by "Bomberos de Puerto Rico" or PRPA ARFF department personnel conversant in local fire code.

Date Local Fire Code Training Received: _____

Puerto Rico Fire Code Training Provided by: _____

Supervisor Signature & Date: _____

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APPENDIX VI

OPERATIONS PERSONNEL TRAINING SYLLABUS

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COURSE SYLLABUS

I. GENERAL INFORMATION

Course Title	: Initial Personnel Training under FAR Part 139.303 & .327
Course Ref. Number	: OPS 4101
Duration	: 80.0hrs Theory and 6 month OJT
Training Date	: April - October 2013
Professor	: Erick N. Gracia Galiano
Office Hours	: Previous Arrangements
Office Telephone	: 787-216-0288
E-mail	: Erick.gracia@aerostarairports.com

II. COURSE DESCRIPTION

The course prepares future Airside Operation Employees by acquainting them with a thorough knowledge and necessary tools required to safely manage and operate a certificated airport under 14 CRF Part 139. The course also provides the student with unique skills to conduct safety inspections of the airfield in order to obtain minimal or no discrepancies at Annual Federal Inspections.

III. COURSE OBJECTIVES (Terminal and Enabling)

It is expected that at the end of the course the student will be able to:

1. Demonstrate a clear Knowledge of the basic components of an Airport's Safety Management Plan
 - a. The student will define and explain the four basic components of any Safety Management Plan.
2. Demonstrate knowledge of the Air Operational Areas components and procedures
 - a. The student will identify using an Airport Layout Plan which areas belong to the Landside and to the Airside respectively.
 - b. The student will explain the different runway and taxiway signage, markings and lighting.
 - c. The student will explain the different safety areas associated with the Runways and taxiways.
 - d. The student will explain the different methods available to reduce Vehicle/Pedestrian Deviations and Runway Incursions.
 - e. Based on a given scenario, the student will identify areas of conflict in terms of ground vehicle communications.
3. Demonstrate a clear understanding of the Federal Regulations enforcing and regulating the development and management of the airports in the United States.
 - a. The student will distinguish between discrepancies and violations based on the requirements of FAR Part 139 and TSR Part 1542
 - b. The student will explain why the identified situation is or is not a discrepancy.
 - c. Compare and contrast between FAR part 139 certificated and non-certificated airports.

4. Explain the major provisions of the Airport Certification Manual (ACM)
 - a. The student will describe their duties as established on the ACM
5. Demonstrate a clear knowledge and understanding of the duties assigned to the different Areas/Divisions under the Airport Emergency Plan (AEP).
 - a. The student will discuss the Emergency Response Procedures associated to the different hazard specific plans
 - b. The student will explain the Incident Command System (ICS) duties and responsibilities as established by the National Incident Management Systems (NIMS)

IV. COURSE CONTENT OUTLINE

Subject

1. Presentation & Introduction
2. Airport Safety Management System (SMS) – 4hrs
 - a. Safety Policy
 - b. Safety Risk Management
 - c. Safety Assurance
 - d. Safety Promotion
3. Vehicle Rules and Regulations – 3hrs
 - a. Review
 - b. Noncompliance/Penalties
4. Airport Familiarization – 25hrs
 - a. Runway Configuration/Safety Area
 - b. Taxiway Configuration/Safety Area
 - c. Movement Areas and Non-Movement Areas
 - d. Confusing Areas
 - e. Airport Lighting
 1. Runway
 - Runway Edge Lights
 - Runway End/Threshold
 - Runway Approach Light System
 2. Taxiway
 - Taxiway Edge Lights
 - Runway Guard Lights
 - f. Airport Signage
 1. Runway Holding Position Sign
 2. Taxiway Location Sign
 3. ILS Critical Area Sign
 4. Direction & Destination Signs
 5. Distance Remaining Sign

- g. Airport Markings
 - 1. Runways
 - Centerline
 - Edge Markings
 - Runway ID Numbers/Designator
 - Threshold Markings
 - Runway Holding Position Markings
 - Touchdown Zone Markings
 - Lead-Off Lines
 - 2. Taxiways
 - Intermediate Holding Position Markings
 - ILS Critical Area Holding Position Marking
 - Centerline & Enhanced Taxiway Centerlines
 - Edge Markings – Solid & Dashed
 - Surface Painted Holding Position Signs
 - 3. ILS Critical Areas
 - 4. Non-Movement Area Boundary Marking
 - h. Airport NAVAIDS and Visual Approach Aids
 - 1. Location
 - 2. Non-interference
 - i. Runway Safety
 - 1. Incursion Prevention
 - 2. Foreign Object Debris (FOD) Prevention
 - 3. Pavement Evaluation
5. Communications - 8hrs
- a. Ground Vehicle Communications
 - 1. Radio Frequencies
 - 2. Procedural Words and Phrases
 - b. Aviation Phonetic Alphabet
 - c. Aviation Terminology
 - d. Procedures for Contacting the ATCT
 - e. Airfield Communications at Airports Without Operating ATCT
 - f. Light Gun Signals
 - 1. Description of Light Gun and How to Signal Tower
 - 2. Lost Communications Procedures
6. Airport Safety Self-Inspection Program – 16hrs
- a. Pavements
 - b. Safety Areas
 - c. Markings
 - d. Navigational Aids
 - e. Lighting
 - f. Obstructions
 - g. Fueling Operations
 - h. Constructions

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7. Wildlife Hazard Management – 8hrs
 - a. Preventing Wildlife Hazard
 - b. Documenting wildlife
 - c. Reporting Wildlife strikes to aircrafts

8. Airport Condition Reporting – 4hrs
 - a. The E-Notam Systems
 - b. Notams dissemination
 - c. Mandatory Notams
 1. Runways & Taxiways
 2. Obstructions & Constructions
 3. ARFF Notams

9. Duties under the Airport Certification Manual – 2hrs
 - a. Operations Supervisors
 - b. Operations Inspectors

10. Duties under the Airport Emergency Plan – 4hrs
 - a. Activation/Cancelation of the Plan
 - b. National Incident Management Systems (NIMS) Structure
 - c. Response Procedures & Responsibilities
 1. ARFF Personnel
 2. OPS Personnel
 3. Security Personnel
 4. Federal Agencies

11. Handling and Storage of Hazardous Substances and Materials – 4hrs
 - a. Bonding
 - b. Public protection
 - c. Control of access to storage areas
 - d. Fire safety in fuel farm and storage areas
 - e. Fire safety in mobile fuelers, fueling pits, and fueling cabinets
 - f. NFPA 407

V. ACTIVITIES

1. The employees will perform several activities such as:
 - a. Procedures to enter/exit the active areas of the airport
 1. When ATCT is in operations
 2. When Unicom/Multicom is in operation
 3. When experience radio failures
 - b. The Airport Safety Self Inspection Program during day and night operations.
 - c. Identifying and documenting the presence of Wildlife on the Air Operational Areas (AOA)
 - d. Applying different techniques to prevent and eliminate the presence of wildlife on the AOA
 - e. Issuance of Notice to Airmen (NOTAMs)
 - f. Emergency Preparedness (Table Top)

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VI. EVALUATION

Includes the value assigned per criterion. Used to determine the course final grade, as follows:

	Assigned Points	% of Final Grade
a. Initial Assessment	None	0%
b. Quizzes/Assignments	100	30%
c. Final Examination	100	30%
d. Oral Presentation	100	30%
e. Participation	100	10%
f. Final Assessment	None	0%
Total	400	100%

VII. SPECIAL NOTES

1. Student Performance

The student is required to attend every class session. Home readings are essential in the student performance. In case of absents, the student will be responsible for the discussed material. Missed quizzes and Final Examination cannot be made up. The student will have the opportunity to make-up only one quizz examination under certain and justified conditions.

2. Group Presentation

Each group/employee will perform a 20-30 minutes presentation on a topic assigned and established by the Federal Aviation Administration. Guidance on what will be covered during the presentation and evaluation criteria will be given at the beginning of the course.

3. Auxiliary Services or Special Needs

Any student who requires auxiliary services or any kind of special assistance shall request them at the beginning of the course or as soon as they are knowledgeable to him/her through the corresponding personnel at the Human Resources Office.

4. Honesty, fraud and plagiarism

The lack of honesty, fraud, plagiarism, and any other inadequate behavior in relation to the academic work constitute major infractions sanctioned by the Puerto Rico Ports Authority. These infractions may have consequences such as: the suspension from the Operations Division for periods no less than a month, or the permanent expulsion from the Division and or the Authority.

VIII. EDUCATIONAL RESOURCES

External Resources

Quiñones, Pedro F. (2010) – USDA-APHIS Wildlife Specialist & FAA Airport Certified Biologist.

Textbook

Quilty, S. & AAAE (2008). Airport Certified Employee – ACE Operations. AAAE, VA

Wells, A. & Young, S. (2004). Airport Planning and Management. 5th ed. McGraw Hill, NY

Manuals

Cleary, E. C. and R. A. Dolbeer. 2005. Wildlife Hazard Management at airport. A Manual for Airport Personnel. 2nd ed. Federal Aviation Administration & United States Department of Agriculture.

Price, J. (2010). Airport Security Coordinator Resource Guide. AAAE, VA

Audiovisual Resources:

1. Airport Safety Self-Inspection – Back to Basics
2. Driving on the AOA
3. Runway Incursions
4. Runway Safety

Supplementary Readings:

1. FAA Advisory Circulars
 - a. AC 150/5060-5 – Airport Capacity and Delay
 - b. AC 150/5200-18 – Airport Safety Self Inspection
 - c. AC 150/5200-28 – Notice to Airmen
 - d. AC 150/5200-31 – Airport Emergency Plan
 - e. AC 150/5200-32 – Reporting Wildlife Aircraft Strikes
 - f. AC 150/5200-33 – Hazardous Wildlife Attractant
 - g. AC 150/5200-37 – Introduction to SMS for airport Operators
 - h. AC 150/5210-20 – Ground Vehicle Operations on Ramp
 - i. AC 150/5340-1 – Standard for Airport Markings
 - j. AC 150/5340-18 – Standard for Airport Signs
 - k. AC 150/5380-6 – Guidelines & Procedures for Maintenance Airport Pavements
 - l. AC 150/5380-7 – Airport Pavement Management Program
 - m. AC 150/5380-8 – Identification of Alkali-Silica reactivity in airfield Pavement
2. Title 14 of the Codes of Federal Regulations Part 139 – Certification of Airports
3. Title 49 of the Codes of Federal Regulations Part 171 – 180 – HazMat Regulations
4. Title 49 of the codes of Federal Regulations Part 1542 – Airport Security

Electronic Resources:

1. American Association of Airport Executives: www.aaae.org
2. Electronic Codes of Federal Regulations: www.ecfr.gpoaccess.gov
3. Federal Aviation Administration: www.faa.gov
4. FAA Wildlife Hazard Mitigation: <http://wildlife-mitigation.tc.faa.gov>
5. Lockheed Martin Corporation – FSS E-Notam: <https://www.lme-notam.com>
6. Lockheed Martin Corporation – FSS E-Notam Test: <http://www.testnotam.net>
7. Transportation Security Administration: www.tsa.gov

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APPENDIX VII

OPERATIONS PERSONNEL TRAINING RECORD

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**PERSONNEL TRAINING RECORD
UNDER FAR PART 139.303 & 139.327**

I certify that _____ has finished, on the ____ of _____, their annual/initial training in accordance with the requirements of the Airport Certification Manual and 14 CFR Part 139.303 & 139.327 as a _____ at the Luis Muñoz Marín International Airport.

- | |
|---|
| 1. Airport familiarization, including airport marking, lighting, and signs system. |
| 2. Sec. 139.329 - Procedures for access to, and operation in, movement areas and safety areas. |
| 3. Airport communications, including radio communication between the air traffic control tower and personnel, and procedures for reporting unsafe airport conditions. |
| 4. Contents of, and duties required under Airport Certification Manual and the requirements of FAR Part 139 |
| 5. Sec. 139.319 – Aircraft Rescue and Firefighting: Operational Requirements |
| 6. Sec. 139.321 – Handling and Storage of Hazardous Substances and Materials |
| 7. Sec. 139.327 – Airport Safety-Self Inspection Program |
| 8. Sec. 139.337 – Wildlife Hazard Management |
| 9. Sec 139.329 - Procedures for Pedestrians and Ground Vehicles in Movement and Safety Areas. |
| 10. Sec. 139.339 – Airport condition/discrepancy reporting procedures. Notice to Airmen (NOTAM) notification procedures. |

Instructor Name
Title

Date

Instructor Name
Title

Date

Instructor Name
Title

Date

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APPENDIX VIII

SJU AIRPORT SAFETY SELF INSPECTION CHECKLIST

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**LUIS MUNOZ MARIN INTERNATIONAL AIRPORT
OPERATIONS DIVISIONS (AIRSIDE)**

AIRPORT SAFETY SELF-INSPECTION CHECKLIST

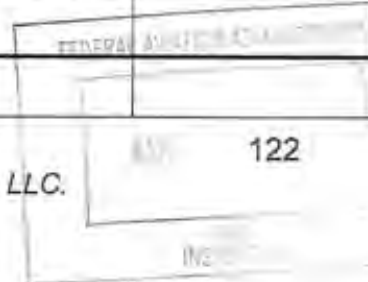
DATE:

√ Satisfactory
X Unsatisfactory

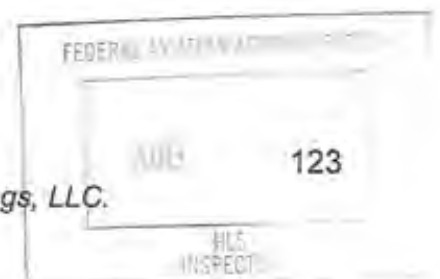
Day Supervisor/Time:

Night Supervisor/Time:

FACILITIES	CONDITIONS	D	N	REMARKS	RESOLVED BY (Date/Initials)
Pavement Areas	Pavement lips over 3"				
	Hole – 5" diam. 3" deep				
	Cracks/spalling/heaves				
	FOD: gravel/debris/sand				
	Rubber deposits				
	Pounding/edge dams				
	Vegetation				
Safety Areas	Ruts/humps/erosion				
	Drainage/construction				
	Support equipment/aircraft				
	Frangible bases				
	Unauthorized objects				
Markings	Clearly visible/standard				
	Runway markings				
	Taxiway markings				
	Holding position markings				
	Glass beads				
Signs	Standard/meet Sign Plan				
	Obscured/operable				
	Damaged / retro reflective				
Lighting	Obscured/dirty/operable				
	Damaged/missing				
	Faulty aim/adjustment				
	Runway lighting				
	Taxiway lighting				
Navigational Aids	Rotating beacon operable				
	Wind indicators				
	Approach Lights System				
	PAPI Lights				
Obstructions	Obstruction lights operable				



FACILITIES	CONDITIONS	D	N	REMARKS	RESOLVED BY (Date/Initials)
	Cranes/trees				
Fueling Operations	Fencing/gates/signs				
	Fuel marking/labeling				
	Fire extinguishers				
	Frayed wires				
	Fuel leaks/vegetation				
Construction	Barricades/lights				
	Equipment parking				
	Material stockpiles				
	Confusing signs/markings				
Aircraft Rescue and Fire Fighting	Equipment/crew availability				
	Communications/alarms				
	Response routes affected				
Public Protection	Fencing/gates/signs				
	Jet blast problems				
Wildlife Hazards	Wildlife present/location				
	Complying with WHMP				
	Dead / Bird Strikes				
Comments					



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APPENDIX IX

NOTAM LOG

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NOTAM LOG – FAR 139.339

LUIS MUNOZ MARIN INTERNATIONAL AIRPORT (SJU)

NOTAM ACCOUNTABILITY LOG NUMBER: _____

NOTAM: _____
IDENTIFY AFFECTED FACILITY/COMPONENT

DESCRIBE CONDITION

EFFECTIVE PERIOD/RETURN TO SERVICE

INITIAL _____ DATE/TIME RECEIVED _____
DD MM YYYY TIME

SOURCE OF NOTAM _____ AGENCY _____

.....
NOTIFICATIONS AND CANCELATION

ISSUANCE

CANCELATION

TIME/INITIALS

TIME/INITIALS

MFSS _____ / _____

MFSS _____ / _____

FAA ATCT _____ / _____

FAA ATCT _____ / _____

OPS Supervisor _____ / _____

OPS Supervisor _____ / _____

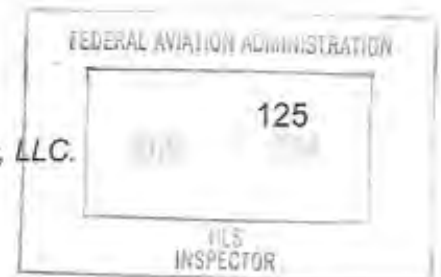
ARFF _____ / _____

ARFF _____ / _____

Affected Organization _____ / _____

Affected Organization _____ / _____

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APPENDIX X

SJU NOTAM ACCOUNTABILITY LOG

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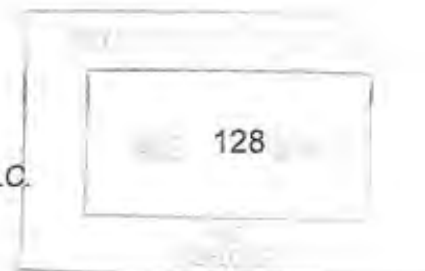


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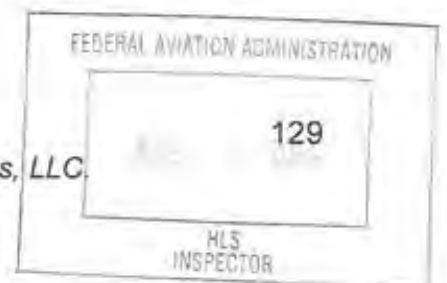
**AIRPORT SIGN AND MARKING PLAN
UNDER SEPARATE COVER**

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APPENDIX XII
AIRPORT LAYOUT MAP
UNDER SEPARATE COVER

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APPENDIX XIII

BIRD/OTHER WILDLIFE STRIKE REPORT



BIRD / OTHER WILDLIFE STRIKE REPORT

U.S. Department of Transportation
Federal Aviation Administration

1. Name of Operator	2. Aircraft Make/Model	3. Engine Make/Model																																																																															
4. Aircraft Registration	5. Date of Incident Month / Day / Year	6. Local Time of Incident <input type="checkbox"/> Dawn <input type="checkbox"/> Dusk <input type="checkbox"/> Night HR MIN <input type="checkbox"/> AM <input type="checkbox"/> PM																																																																															
7. Airport Name	8. Runway Used	9. Location if En Route (Nearest Town/Reference & State)																																																																															
10. Height (AGL)	11. Speed (IAS)																																																																																
12. Phase of Flight <input type="checkbox"/> A. Parked <input type="checkbox"/> B. Taxi <input type="checkbox"/> C. Take-off Run <input type="checkbox"/> D. Climb <input type="checkbox"/> E. En Route <input type="checkbox"/> F. Descent <input type="checkbox"/> G. Approach <input type="checkbox"/> H. Landing Roll	13. Part(s) of Aircraft Struck or Damaged																																																																																
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">Struck</th> <th colspan="2">Damaged</th> </tr> <tr> <th>Struck</th> <th>Damaged</th> <th>Struck</th> <th>Damaged</th> </tr> </thead> <tbody> <tr> <td>A. Radome</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>B. Windshield</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>C. Nose</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>D. Engine No. 1</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>E. Engine No. 2</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>F. Engine No. 3</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>G. Engine No. 4</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>H. Propeller</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>I. Wing/Rotor</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>J. Fuselage</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>K. Landing Gear</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>L. Tail</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>M. Lights</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>N. Other: (Specify)</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </tbody> </table>			Struck		Damaged		Struck	Damaged	Struck	Damaged	A. Radome	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	B. Windshield	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	C. Nose	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	D. Engine No. 1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	E. Engine No. 2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	F. Engine No. 3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	G. Engine No. 4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	H. Propeller	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	I. Wing/Rotor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	J. Fuselage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	K. Landing Gear	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	L. Tail	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	M. Lights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	N. Other: (Specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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N. Other: (Specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																																																																													
14. Effect on Flight <input type="checkbox"/> None <input type="checkbox"/> Aborted Take-Off <input type="checkbox"/> Precautionary Landing <input type="checkbox"/> Engines Shut Down <input type="checkbox"/> Other (Specify)	15. Sky Condition <input type="checkbox"/> No Cloud <input type="checkbox"/> Some Cloud <input type="checkbox"/> Overcast	16. Precipitation <input type="checkbox"/> Fog <input type="checkbox"/> Rain <input type="checkbox"/> Snow <input type="checkbox"/> None																																																																															
17. Bird/Other Wildlife Species	18. Number of birds seen and/or struck	19. Size of Bird(s)																																																																															
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Number of Birds</th> <th>Seen</th> <th>Struck</th> </tr> </thead> <tbody> <tr> <td>1</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>2-10</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>11-100</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>more than 100</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </tbody> </table>	Number of Birds	Seen	Struck	1	<input type="checkbox"/>	<input type="checkbox"/>	2-10	<input type="checkbox"/>	<input type="checkbox"/>	11-100	<input type="checkbox"/>	<input type="checkbox"/>	more than 100	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Small <input type="checkbox"/> Medium <input type="checkbox"/> Large																																																																
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20. Pilot Warned of Birds <input type="checkbox"/> Yes <input type="checkbox"/> No																																																																																	

21. Remarks (Describe damage, injuries and other pertinent information)

DAMAGE / COST INFORMATION

22. Aircraft time out of service: _____ hours	23. Estimated cost of repairs or replacement (U.S. \$): \$ _____	24. Estimated other Cost (U.S. \$) (e.g. loss of revenue, fuel, hotel): \$ _____
--	---	---

Reported by (Optional)	Title	Date
------------------------	-------	------

Paperwork Reduction Act Statement: This information collected on this form is necessary to allow the Federal Aviation Administration to assess the magnitude and severity of the wildlife-aircraft strike problem in the U.S. The information is used in determining the best management practices for reducing the hazard to aviation safety caused by wildlife-aircraft strikes. We estimate that it will take approximately 6 minutes to complete the form. The information collected is voluntary. Please note that an agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB control number. The OMB control number associated with this collection is 2120-0045. Comments concerning the accuracy of this burden and suggestions for reducing the burden should be directed to the FAA at: 800 Independence Ave SW, Washington, DC 20591. Attn: Information Collection Clearance Officer, ABA-20

LUIS MUÑOZ MARIN INTERNATIONAL AIRPORT CAROLINA, PUERTO RICO

AIRPORT LAYOUT PLAN AS-BUILT UPDATE JANUARY 2005



LOCATION MAP

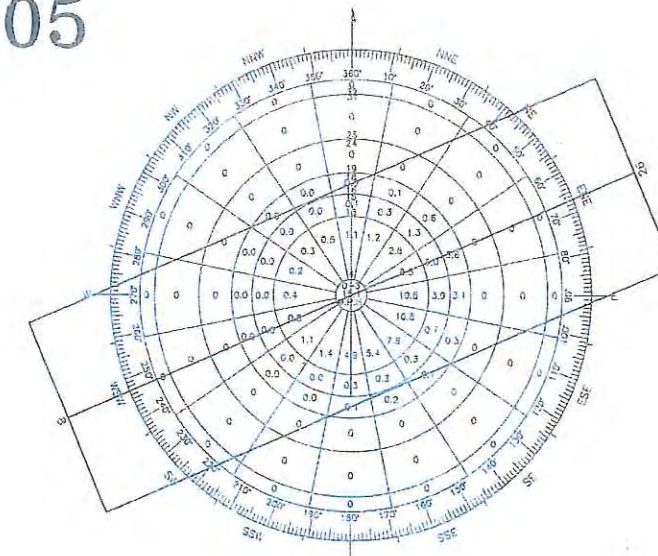


VICINITY MAP



INDEX OF DRAWINGS

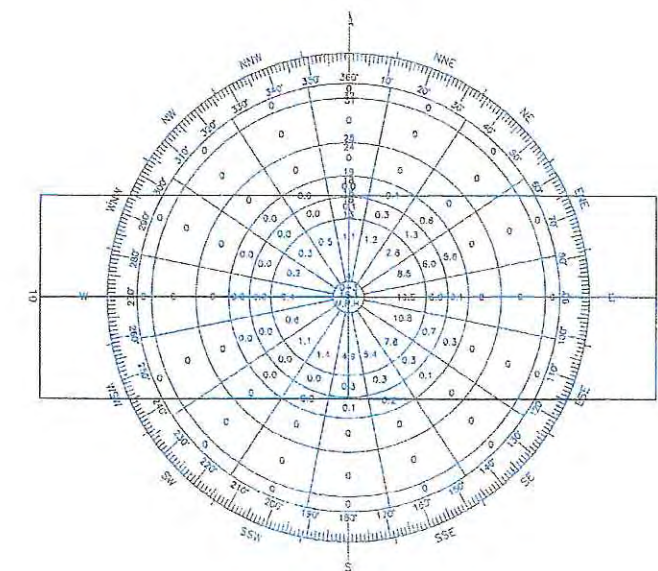
DWG. No.	TITLE
1	TITLE SHEET
2	AIRPORT LAYOUT DRAWING
3	TERMINAL AREA DRAWING
4	RPZ PLAN AND AIRSPACE PROFILE - RUNWAY 08-26
5	RPZ PLAN AND AIRSPACE PROFILE - RUNWAY 10-28
6	FAR PART 77 INNER DRAWING - OBSTRUCTION DATA TABLES
7	FAR PART 77 OUTER DRAWING - WEST
8	FAR PART 77 OUTER DRAWING - EAST
9	LAND USE DRAWING
10	EXHIBIT "A" PROPERTY MAP (KEY PLAN)
11	EXHIBIT "A" PROPERTY MAP (OWNERSHIP PLAN)
12	EXHIBIT "A" BOUNDARY MAP (LINE TABLES)
13	CAPITAL PROJECT LOCATIONS



ALL WEATHER WINDROSE

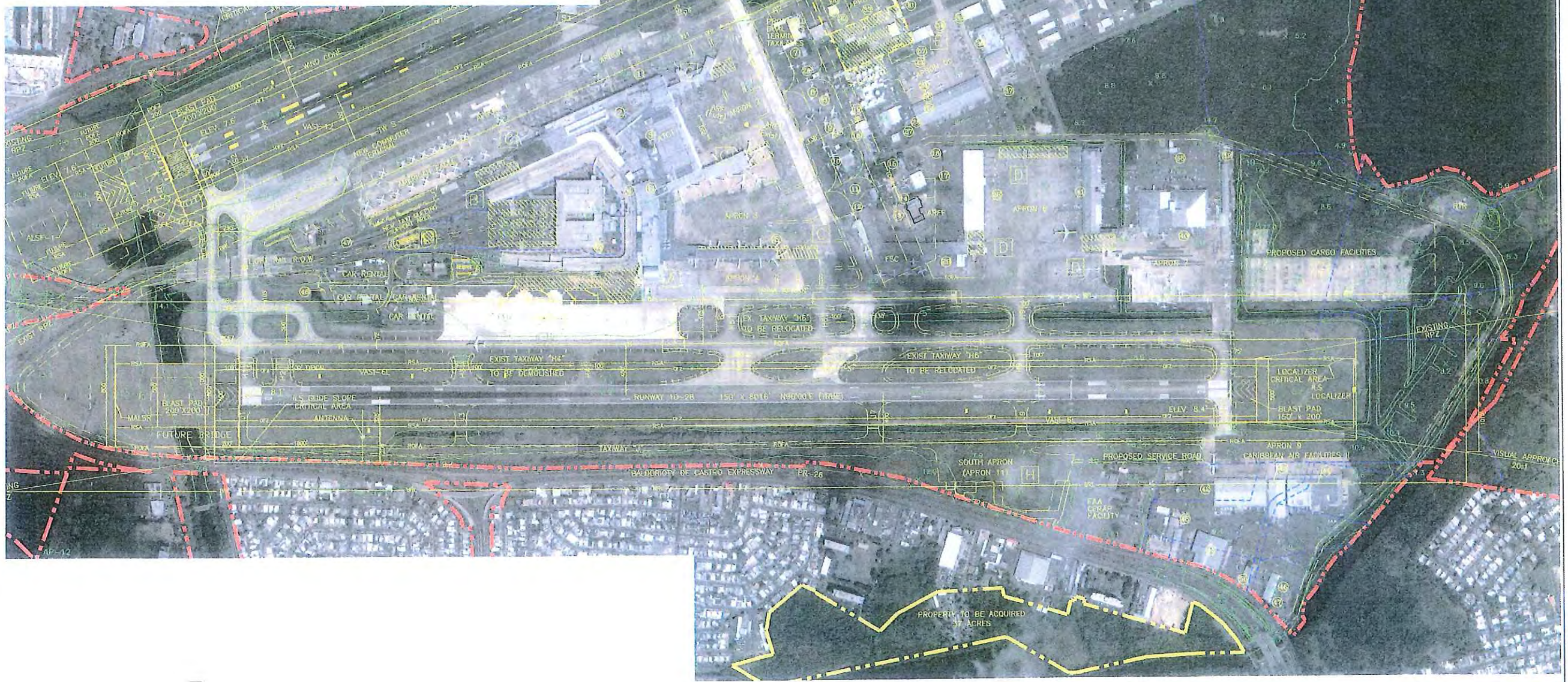
STATION: SAN JUAN, PR #11641	RUNWAY COVERAGE	12 MPH	15 MPH
RECORD PERIOD: 1956 - 1978	8/26	97.20%	99.47%
OBSERVATIONS: Est. 184,000	10/28	96.39%	99.33%
SURFACE WINDS: CALM 15.1%	COMBINED	98.44%	99.75%

SEPARATE IFR/VFR WIND ROSES NOT AVAILABLE



LEGEND		
	EXISTING	ULTIMATE
AIRFIELD PAVEMENT	SEE PHOTO	(yellow)
AIRPORT REFERENCE POINT (ARP)	SEE PHOTO	(yellow)
AIRPORT CENTERLINE	SEE PHOTO	(yellow)
BUILDINGS	SEE PHOTO	(yellow)
FENCE	SEE PHOTO	(yellow)
GROUND CONTOURS	SEE PHOTO	(yellow)
GS, LOC, ASR, VORTAC CRITICAL AREAS	SEE PHOTO	(yellow)
PROPERTY LINE - PRPA	SEE PHOTO	(yellow)
PROPERTY LINE - PRPA/IG	SEE PHOTO	(yellow)
LIGHT PAIR	SEE PHOTO	(yellow)
ROAD/VEHICLE PARKING	SEE PHOTO	(yellow)
RUNWAY SAFETY AREA (RSA)	SEE PHOTO	(yellow)
RUNWAY OBJECT FREE AREA (ROFA)	SEE PHOTO	(yellow)
RUNWAY PROTECTION ZONE	SEE PHOTO	(yellow)
SURFACE MOVEMENT RADAR	SEE PHOTO	(yellow)
TAXIWAY / TAXILANE CENTERLINE	SEE PHOTO	(yellow)

FUTURE BUILDING DATA 02/21/2005			
ID	DESCRIPTION	ROOF ELEV.	FUTURE USE
A	TERMINAL A (NEW)		
B	PARKING GARAGE EXPANSION		
C	TERMINAL EXPANSIONS		
D	EXISTING CARGO BUILDING EXPANSION AREAS		
E	NORTH CARGO AREA		
F	NEW CARGO HANGAR BUILDINGS		
G	PROPOSED CARGO DEVELOPMENT		
H	SOUTH GENERAL AVIATION DEVELOPMENT		



Project Includes:	
Scale:	1" = 400'
Date:	January 2005
Drawn by:	
Checked by:	
Approved by:	

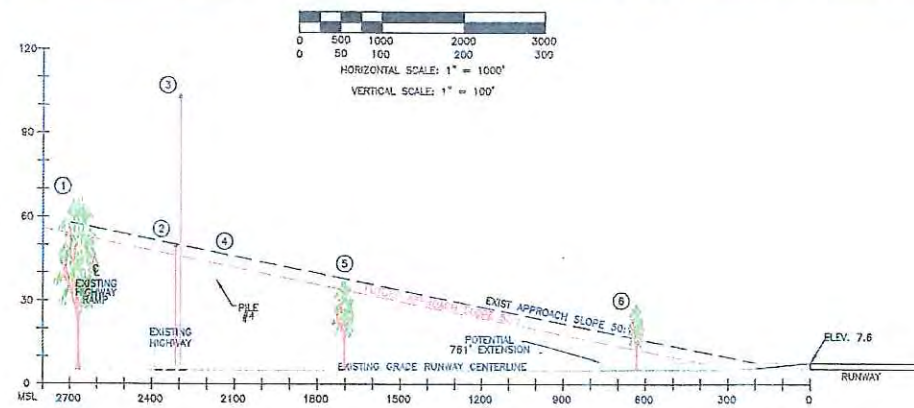
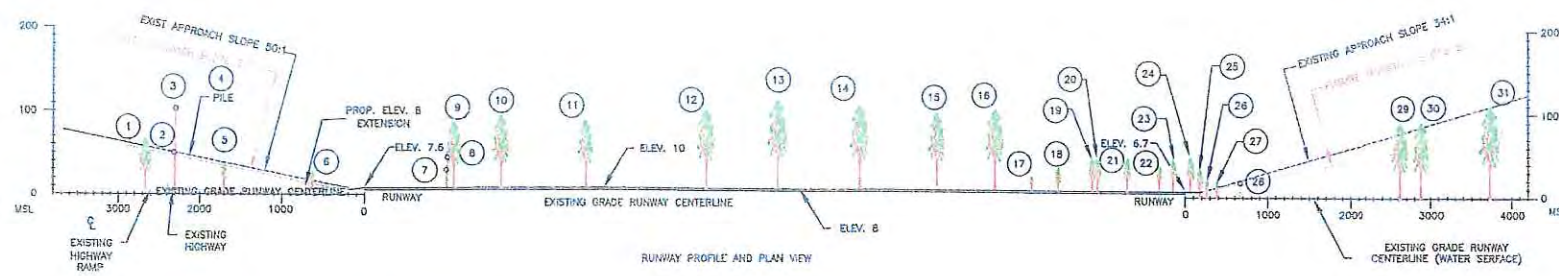
REVISIONS					
NO.	DATE	BY	DESCRIPTION	APP'D	DATE
1.	Jan. 2005	PTI	AS-BUILT Update of Airport Layout Plan using 2003 Aerial Photogrammetry Coverage		
2.					
3.					
4.					



FAA APPROVAL	PROJECT NUMBER:
APPROVED BY:	DESIGN NUMBER:
DATE:	SCALE:
	DATE: January 2005



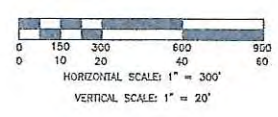
LUIS MUÑOZ MARIN INTERNATIONAL AIRPORT
TERMINAL AREA DRAWING



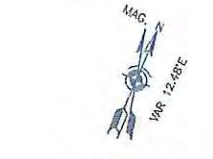
RUNWAY END NUMBER	OBJECT NUMBER	OBJECT DESCRIPTION	ELEV. MSL	DISTANCE FROM EXIS. R/W END	DISTANCE FROM R/W C/L	PENETRATION EXIS. PART 71 SURFACE (FT)	PENETRATION ULT. PART 71 SURFACE (FT)	DISPOSITION TO BE TAKEN	RUNWAY END NUMBER	OBJECT NUMBER	OBJECT DESCRIPTION	ELEV. MSL	DISTANCE FROM EXIS. R/W END	DISTANCE FROM R/W C/L	PENETRATION EXIS. PART 71 SURFACE (FT)	PENETRATION ULT. PART 71 SURFACE (FT)	DISPOSITION TO BE TAKEN
8	1	TREE	67	2659	683L	10	10	TBT	20	11	TREE	103	-2305	475R	95	95	TBT
8	2	FILE	50	2315	785L	0	0	TBR	20	12	TREE	23	-1853	493L	17	17	TBT
8	3	FLAG ON OL CRANE	103	2197	603R	53	53	REMOVED	20	13	TREE	33	-1828	255L	28	28	TBT
8	4	TREE	48	2128	437R	-1	-1	REMOVED	20	14	TREE	48	-1112	276R	39	39	TBT
8	5	TREE	38	1703	217L	0	0	TBR	20	15	TREE	47	-1048	284L	40	40	TBT
8	6	TREE	28	837	454L	12	12	TBR	20	16	TREE	45	-881	297L	39	39	TBT
8	7	OL ON LTD WSK	50	-937	232L	21	21	MAL	20	17	TREE	38	-294	274L	31	31	TBT
8	8	OL ON GS	45	-1050	400L	39	39	MAL	20	18	TREE	45	-123	282R	28	28	TBT
8	9	TREE	83	-1682	474L	79	79	TBT	20	19	TREE	48	81	324L	42	42	TBT
8	10	TREE	95	-1657	393L	87	87	TBT	20	20	TREE	34	200	468R	27	27	TBT
8	11	TREE	29	-2887	368L	78	78	TBT	20	21	TREE	21	181	299L	11	11	TBT
8	12	TREE	103	-4177	479L	24	24	TBT	20	22	TREE	17	409	133L	4	4	TBT
8	13	TREE	114	-4943	309R	100	100	TBT	20	23	OL ON LOCALIZER	18	834	259L	-3	10	MAL
8	14	TREE	112	-3943	428R	104	104	TBT	20	24	TREE	81	2519	798R	13	48	TBT
8	15	TREE	100	-3918	441R	92	92	TBT	20	25	TREE	92	2830	711R	8	54	TBT
8	16	TREE	109	3724	162R	-2	32	TBT	20	26	TREE	109	3724	162R	-2	32	TBT

ABBREVIATIONS:
 OL - OBSTRUCTION LIGHT
 GS - GROUND SLOPE TRANSMITTER
 LOC - LOCALIZER
 ANT - ANTENNA
 THOM - TOP OF MONUMENT
 ELEV - ELEVATION
 ULT - ULTIMATE
 TBT - TO BE TRIMMED
 TBR - TO BE TOPPED/TRIMMED
 MAL - MARKED AND LIGHTED

NOTE 1: TBT AND TBR = OBSTRUCTIONS TO BE TRIMMED OR TOTALLY REMOVED BETWEEN SEPTEMBER AND DECEMBER 1983. PAPA TO COORDINATE.
 REMOVED = OBSTRUCTIONS HAVE BEEN REMOVED AS OF AUGUST 1983.



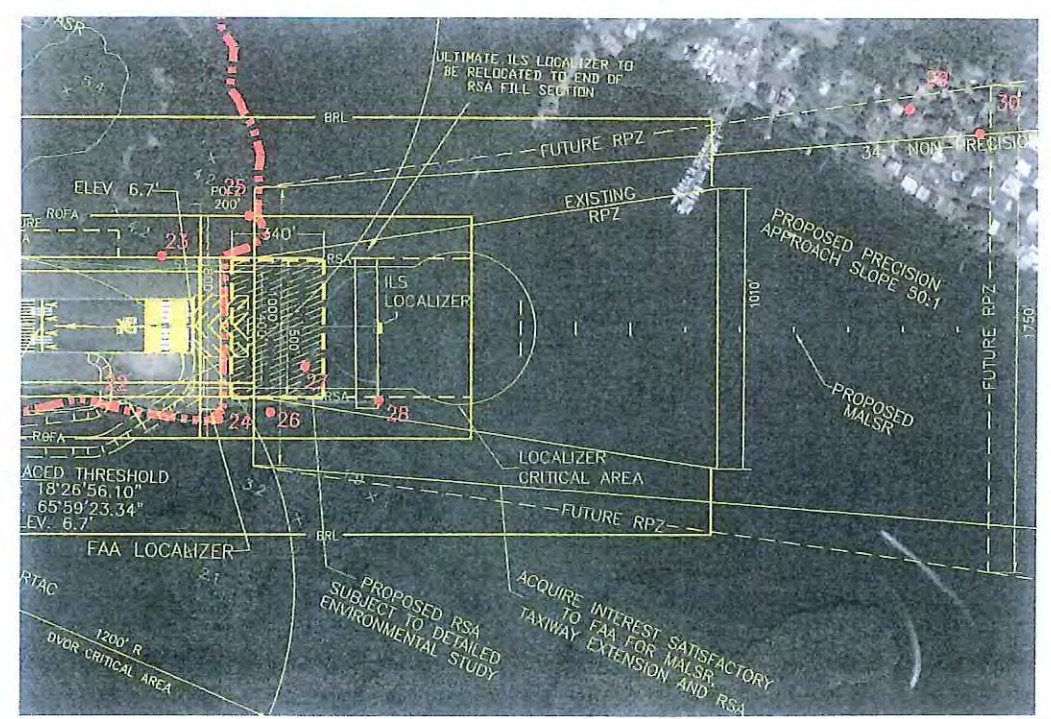
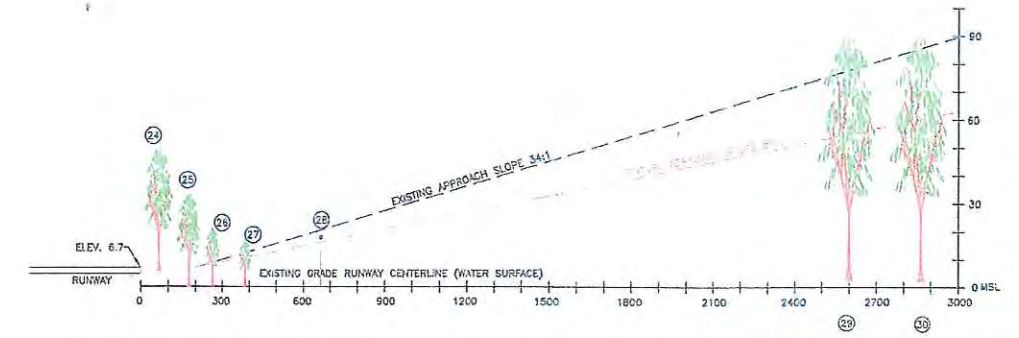
SCALE ABOVE FOR APPROACH PROFILE AND PLAN VIEW ONLY



Current Declination 0d04'W per year.
 (Source NOAA - GEOPHYSICAL DATA CENTER)

	EXISTING	ULTIMATE
AIRFIELD PAVEMENT	SEE PHOTO	--- (yellow)
AIRPORT REFERENCE POINT (ARP)	●	● (yellow)
APRON CENTERLINE	---	--- (yellow)
BUILDINGS	SEE PHOTO	--- (yellow)
FENCE	---	--- (yellow)
GROUND CONTOURS	---	---
GS, LOC, ASR, VORTAC CRITICAL AREAS	---	--- (yellow)
PROPERTY LINE - FRPA	---	--- (yellow)
PROPERTY LINE - FRANC	---	---
LIGHT RAIL	---	---
ROAD/VEHICLE PARKING	SEE PHOTO	---
RUNWAY SAFETY AREA (RSA)	---	--- (yellow)
RUNWAY OBJECT FREE AREA (ROFA)	---	--- (yellow)
RUNWAY PROTECTION ZONE	---	--- (yellow)
SURFACE MOVEMENT RADAR	SWR	---
TAXIWAY / TAXIWAY CENTERLINE	SEE PHOTO	---

NOTE: BUILDING RESTRICTION LINE IS COMPRISED OF RPZ, OBJECT FREE AREAS, NAVD CRITICAL AREAS, AND ATLET LINE OF SIGHT.



NO.	DATE	BY	DESCRIPTION
1.	Jan. 2005	FT	AS-BUILT Updates of Airport Layout Plan using 2003 Aerial Photogrammetry Coverage
2.			
3.			
4.			

APP'D	REV.	DATE	BY



FAA APPROVAL

APPROVED BY: _____

DATE: _____

PROJECT NUMBER: _____

PROJECT DESIGN: _____

REVISED: _____

SCALE: 1"=300'

DATE: January 2005

ENGINEERING BY: _____



R/W END NO.	OBJECT NUMBER	OBJECT DESCRIPTION	ELEV. MSL	DISTANCE FROM EXIS. R/W END	DISTANCE FROM R/W C/L	PENETRATION EXIS. PART 77 SURFACE (FT)
10	1	TREE	72	-3715	451L	63
10	2	TREE	52	-2843	367R	43
10	3	TREE	59	-2292	334R	50
10	4	TREE	59	-1748	341R	50
10	5	OL ON LTD WSK	26	-1458	234L	17
10	6	ROD ON OL GS	53	-1000	325R	44
10	7**	BUSH				
10	8**	SIGN				
10	9**	BUSH				
10	10**	TREE				
10	11	TREE	48	1932	248L	5
10	12**	FLAG ON OL CRANE				
10	13**	FILE				
10	14	TREE	43	2109	90L	0
10	15**	FLAG ON OL CRANE				
10	16**	FLAG ON OL CRANE				
10	17	TREE	57	2548	321R	-1
10	18	TREE	69	3525	910L	-8
10	19	TREE	71	-3403	377L	62
26	21	TREE	59	-1859	324L	48
26	22	TREE	59	-819	325L	49
26	23	TREE	59	-213	319L	50
26	24	TREE	54	186	318L	45
26	25	TREE	29	223	428R	29
26	26	TREE	35	437	279L	19
26	27	TREE	30	549	365R	11
26	28	TREE	54	1001	504L	22
26	29	TREE	44	1026	423R	11
26	30	TREE	52	1108	401L	16
26	31	TREE	61	2036	299L	-2
26	32	TREE	103	-4177	479L	94
26	33	TREE	89	-2687	368L	79
26	34	TREE	98	-1657	399L	87
26	35	TREE	88	-1082	474L	79
26	36	OL ON GS	45	-1000	400L	36
26	37	OL ON LTD WSK	30	-987	232L	21
26	38	TREE	73	-642	490L	70
26	39**	TREE				
26	40	POLE	58	1703	217L	0
26	41	LIGHT	50	2315	785L	0
26	42	TREE	67	2669	693L	10
26	43	TREE	72	3087	713L	6
26	44	TREE	114	-4948	399R	106
26	45	TREE	112	-3949	426R	104
26	46	TREE	100	-3016	446R	92
26	47	TREE	103	-2303	473R	95
26	48	TREE	25	-1955	433L	17
26	49	BUSH	35	-1828	253L	28
26	50	TREE	46	-1112	278R	39
26	51	TREE	47	-1048	284L	40
26	52	TREE	40	-581	287L	39
26	53	TREE	30	-294	274L	31
26	54	TREE	45	-123	262R	38
26	55	TREE	49	91	324L	42
26	56	TREE	24	200	408R	27
26	57	BUSH	21	281	293L	11
26	58	BUSH	17	409	133L	4
26	59	OL ON BLDG	16	884	256L	-3
26	60	TREE	91	2819	796R	13
26	61	TREE	92	2880	711R	6
26	62	TREE	100	3724	186R	-2

OBJECT NUMBER	OBJECT DESCRIPTION	ELEV. MSL	LATITUDE	LONGITUDE	HEIGHT ABOVE AIRPORT
63	APBN AND ANT ON OL ATCT	123	18°26'20.99"	86°00'17.95"	115
64	BUSH	23	18°26'34.74"	85°59'59.90"	13
65	BUSH	20	18°26'38.33"	85°59'51.29"	10
66	BUSH	24	18°26'08.15"	85°59'48.33"	14
67	POLE	63	18°25'53.17"	86°00'07.05"	53
68	BUSH	22	18°26'41.31"	85°59'43.91"	12
69	BUSH	23	18°26'08.16"	85°59'40.73"	13
70	OL ON BLDG	153	18°26'56.03"	86°00'34.03"	143
71	OL ON BLDG	144	18°26'55.94"	86°00'37.08"	134
72	ROD ON OL ANOH	41	18°26'06.10"	86°00'36.55"	31
73	POLE	61	18°25'53.29"	86°00'24.88"	51
74	TREE	37	18°26'07.18"	85°59'34.83"	27
75	TREE	131	18°26'51.35"	86°00'40.60"	121
76	CHY ON OL BLDG	124	18°26'48.73"	85°59'59.71"	114
77	TREE	119	18°26'30.74"	86°00'45.49"	109
78	TREE	58	18°25'55.19"	86°00'35.60"	46
79	CHY ON OL BLDG	167	18°25'44.25"	85°59'57.79"	157
80	BUSH	24	18°26'08.10"	85°59'26.24"	14
81	ANT ON OL BLDG	90	18°25'52.78"	85°59'37.30"	80
82	TREE	32	18°26'07.52"	86°00'48.34"	22
83	TREE	120	18°26'55.07"	85°59'29.46"	110
84	TREE	29	18°26'06.02"	85°59'25.09"	19
85	TREE	40	18°26'06.18"	85°59'23.62"	30
86	TREE	81	18°26'28.71"	86°00'52.51"	71
87	TREE	40	18°25'55.72"	85°59'44.59"	30
88	CHY ON OL BLDG	134	18°25'44.24"	85°59'36.51"	124
89	ANT ON OL BLDG	149	18°26'38.70"	86°00'53.59"	139
90	POLE	63	18°25'54.55"	86°00'47.84"	53
91**	TREE				
92	TREE	50	18°26'08.64"	86°00'56.30"	40
93	TREE	91	18°27'00.39"	85°59'33.00"	81
94	TREE	38	18°26'06.59"	85°59'15.85"	26
95**	POLE				
96**	TREE				
97	LIGHT	39	18°26'07.69"	86°01'01.66"	29
98	CHY ON OL BLDG	210	18°26'41.88"	86°01'00.33"	200
99	OL ON BLDG	203	18°26'44.28"	86°00'59.63"	193
100**	ANT ON OL BLDG				
101	ROD ON ASR	84	18°27'08.68"	85°59'28.52"	74
102	LIGHT	92	18°25'50.99"	86°01'00.04"	82
103	ROD ON OL BLDG	158	18°25'41.82"	85°59'54.39"	148
104	CHY ON OL BLDG	142	18°25'43.60"	86°00'58.46"	132
105	TREE	53	18°26'53.53"	85°59'11.23"	43
106	TREE	69	18°27'04.40"	85°59'13.77"	59
107	TREE	73	18°25'53.29"	85°59'06.65"	63
108	TREE	60	18°25'53.27"	86°01'06.86"	50
109	CHY ON OL BLDG	211	18°26'35.17"	86°01'13.79"	201
110	ROD ON OL BLDG	161	18°26'33.33"	86°01'18.30"	151
111	ANT ON OL BLDG	172	18°26'28.23"	85°59'18.14"	162
112	ANT ON OL BLDG	203	18°26'55.05"	86°01'25.35"	193
113	CHY ON OL BLDG	205	18°26'26.76"	86°01'31.38"	195
114	TREE	75	18°27'14.36"	85°59'01.40"	65
115	FLAG ON CRANE	197	18°27'58.80"	85°59'28.89"	187
116	CHY ON OL BLDG	190	18°26'38.60"	86°01'39.30"	180
117	TREE	199	18°26'48.18"	86°02'00.54"	189
118	TREE	189	18°24'27.84"	86°00'41.29"	179
119	BUSH	247	18°26'55.94"	86°02'13.54"	237
120	BUSH	201	18°24'14.12"	86°00'59.32"	191
121	OL ON BLDG	226	18°24'27.39"	85°59'45.29"	216
122	TREE	191	18°24'58.48"	86°02'05.13"	181
123	TREE	235	18°24'15.01"	85°59'00.81"	225
124	TREE	258	18°24'14.16"	86°01'52.96"	248

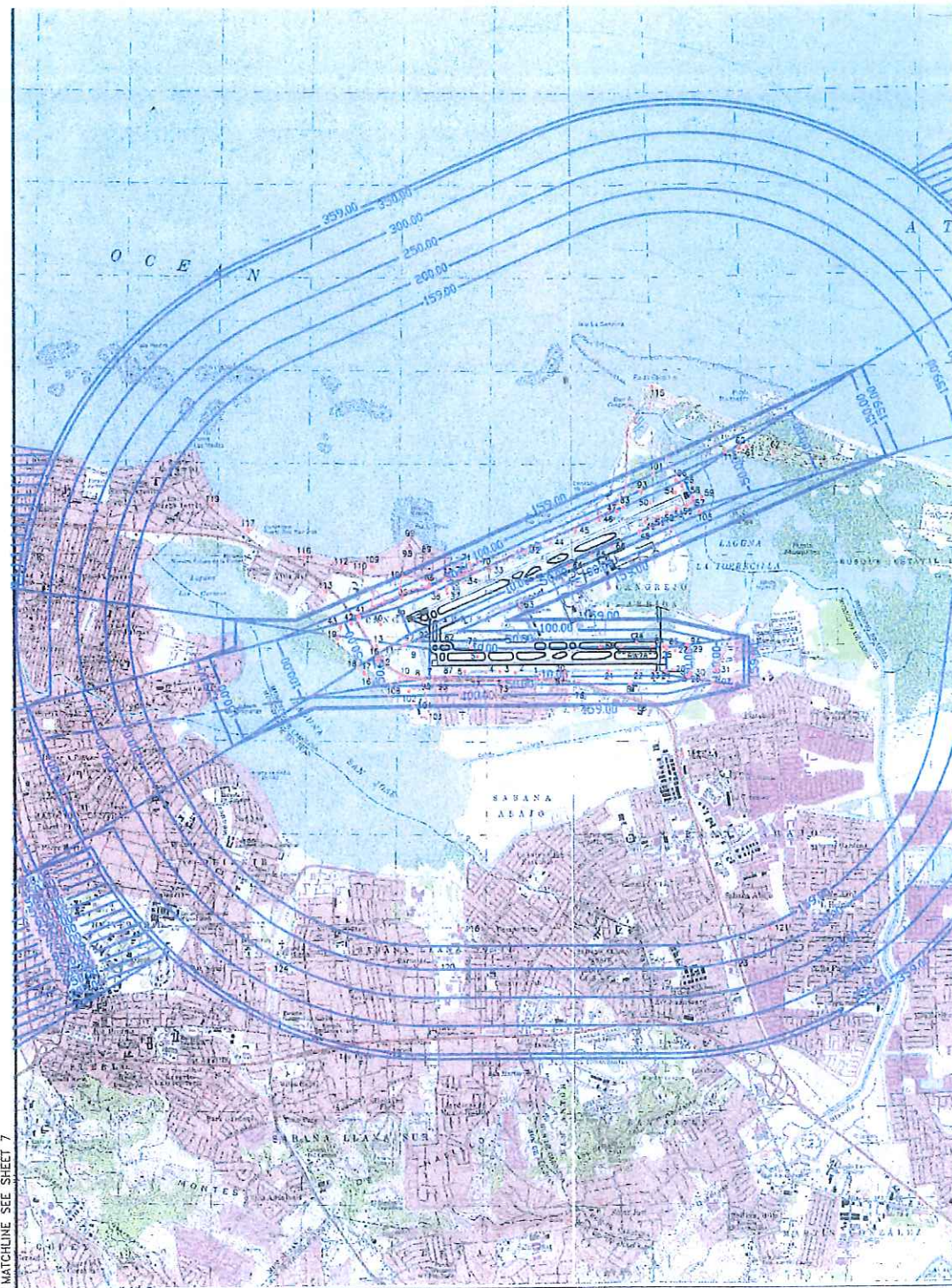
REMOVAL OF OBSTRUCTION AS OF AUGUST 1998 HAVE BEEN IDENTIFIED.

ABBREVIATIONS:
 OL OBSTRUCTION LIGHT
 GS GROUND SLOPE TRANSMITTER
 LOC LOCALIZER
 ANT ANTENNA
 THOH TOP OF MONUMENT
 EXIS EXISTING
 ULT ULTIMATE
 LTD LIGHTED
 WSK WINDSOCK

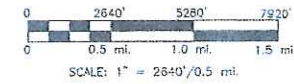
NOTES:
 1) ASTERISK (*) INDICATES PROBABLE MAXIMUM OBSTRUCTING HEIGHT DUE TO MOVEMENT OF OBJECT SURVEYED MARCH 1993.
 2) INFORMATION SHOWN IS TAKEN FROM OC 784
 3) ASTERISK (**) INDICATES REMOVED OBSTRUCTION AS OF AUGUST 1998

RUNWAY	LENGTH OF R/W	RUNWAY CATEGORY	APPROACH CATEGORY	WIDTH OF PRIMARY SURF & APPROACH SURF @ INNER END	RADIUS OF HORIZONTAL SURF	APPROACH SURF WIDTH @ END	APPROACH SURF LENGTH	APPROACH SLOPE	RUNWAY END ELEVATION	RUNWAY END COORDINATES
8	10,550 FEET	GROUP V	PRECISION	1,000 FEET	10,000 FEET	15,000 FEET	10,000/40,000 FT	50:1/40:1	7.6	N 18°26'17.39" W 86°00'58.25"
26	10,530 FEET	GROUP V	PRECISION	1,000 FEET	10,000 FEET	15,000 FEET	10,000/40,000 FT	50:1/40:1	6.7	N 18°26'58.27" W 85°59'17.88"
10	8,016 FEET	GROUP V	PRECISION	1,000 FEET	10,000 FEET	15,000 FEET	10,000/40,000 FT	50:1/40:1	8.1	N 18°26'00.80" W 86°00'49.43"
29	8,016 FEET	GROUP V	VISUAL	1,000 FEET	10,000 FEET	3,500 FEET	10,000 FT	20:1	6.4	N 18°26'00.81" W 85°59'26.17"

NOTE: 1. PRECISION INSTRUMENT APPROACH SLOPE IS 50:1 FOR INNER 10,000 FEET AND 40:1 FOR AN ADDITIONAL 40,000 FEET



PART 77 AIRSPACE CONTOURS	—
PROPERTY LINE - PRPA	---
OBSTRUCTION NUMBER AND SYMBOL	20 ●



Current Projection: GDA84 per year.
 (Source: NOAA - GEOPHYSICAL DATA CENTER)

NO.	DATE	BY	DESCRIPTION
1	Jan. 2005	PT	Update of Part 77 Surface to include Proposed Runway 08 Revised Underlying Graphics using Quadrange Sheets
2			
3			
4			

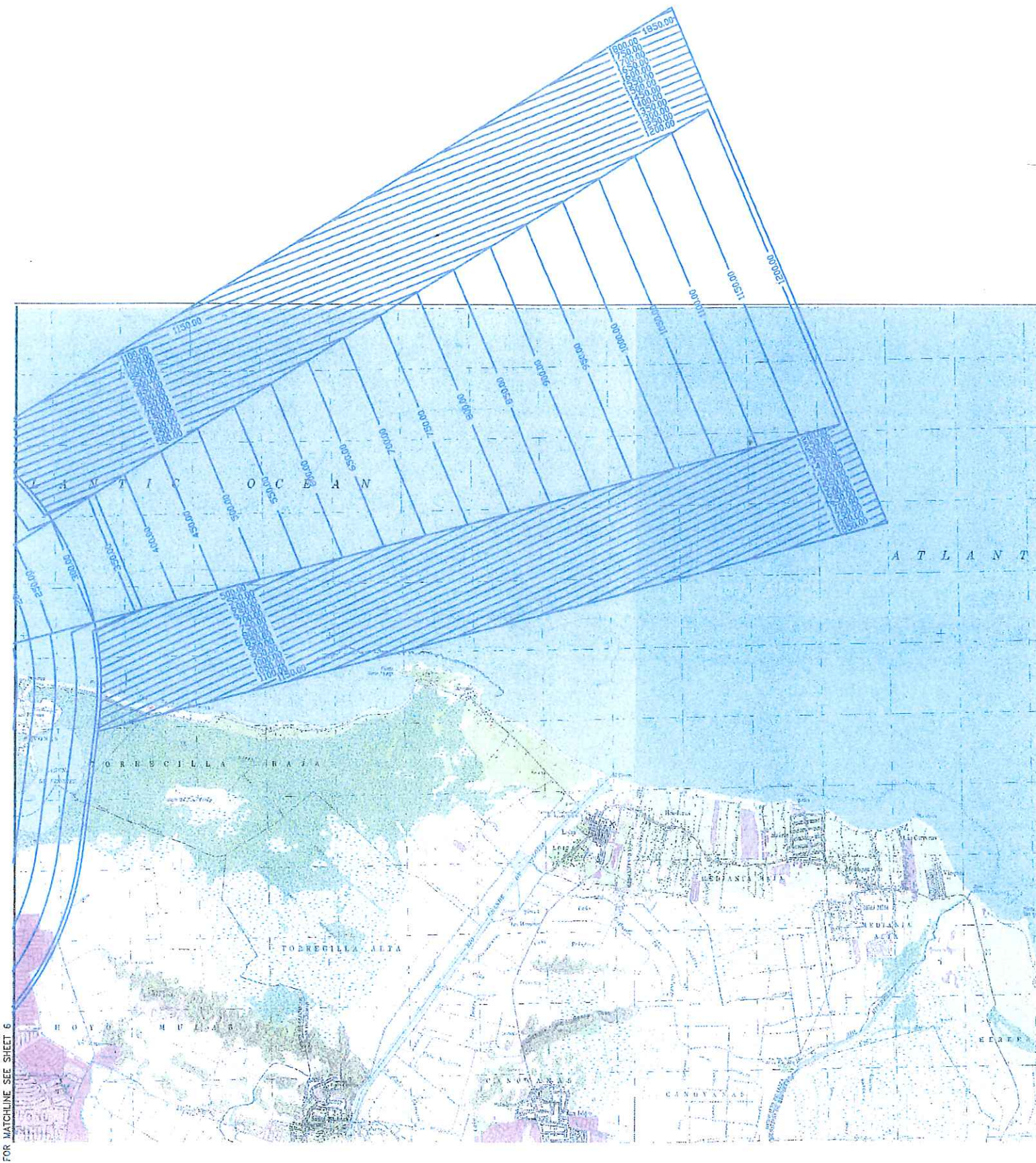


FAA APPROVAL	PROJECT NUMBER
APPROVED BY:	PROJECT ENGINEER
DATE:	DATE
	SCALE: 1"=2640'/0.5 mi.
	DATE: January 2005
	ENGINEER/PROJECT MGR:



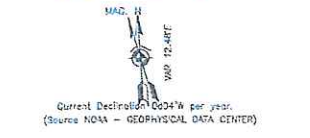
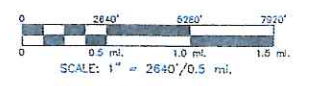
LUIS MUÑOZ MARIN INTERNATIONAL AIRPORT
FAR PART 77 INNER DRAWING
(OBSTRUCTION TABLE)
 SHEET 6 OF 13

PROJECT NO.	
CONTRACT NO.	
PROJECT TITLE	



LEGEND	
PART 77 AIRSPACE CONTOURS	—
PROPERTY LINE - PRPA	—
OBSTRUCTION NUMBER AND SYMBOL	20 ●

SEE SHEET 6 FOR THE OBSTRUCTION DATA TABLE
 REMOVAL OF OBSTRUCTION AS OF AUGUST 1998 HAVE BEEN IDENTIFIED.



PROJECT NUMBER	
DATE	
SCALE	1"=2640'/0.5 ml.
DRAWN BY	
PRINTED BY	

REVISIONS				
NO.	DATE	BY	DESCRIPTION	APPROVED BY
1.	Jan. 2005	MS	Update of Part 77 Surface to include Proposed Runway 09 Revised Underlying Graphics using Quadrangle Sheets	
2.				
3.				
4.				



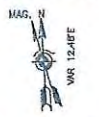
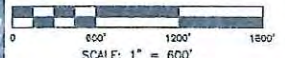
FAA APPROVAL	PROJECT NUMBER
APPROVED BY	TRUCK NUMBER
DATE	SCALE
	1"=2640'/0.5 ml.
	DATE: January 2005
	DRAWN BY: MS



LUIS MUÑOZ MARIN INTERNATIONAL AIRPORT
FAR PART 77 EAST DRAWING

LEGEND	
RESIDENTIAL AREAS	(yellow hatch)
COMMERCIAL/PARKED USE AREAS	(yellow hatch)
RECREATION/PARKLAND/OPEN SPACE	(yellow hatch)
DENR	(yellow hatch)
FUTURE AVIATION FACILITY USE	(yellow hatch)
ACCESS CORRIDORS	(yellow)
PROPERTY LINE - PRPA	(red dashed line)
PROPERTY LINE - PRMG	(red dashed line)

NOTE: FUTURE DEVELOPMENT OF SENSITIVE AREAS ON AIRPORT SHOULD BE LIMITED TO GRASS, CROPS, OR FACILITIES REQUIRED FOR AVIATION PURPOSES.



Current Declination 0504"W per year.
(Source NOAA - GEOPHYSICAL DATA CENTER)

PROJECT NO./REV.	
DATE	
SCALE	1"=600'
DATE	
DATE	
DATE	

REVISIONS						
NO.	DATE	BY	DESCRIPTION	APP'D	NO.	DATE
1.	Jan. 2005	FTI	AS-BUILT Update of Airport Layout Plan using 2003 Aerial Photogrammetry Coverage			
2.						
3.						
4.						

PBS Caribe Engineering, CSP

PLANNING TECHNOLOGY, INC.

FAA APPROVAL

APPROVED BY:

DATE:

PROJECT MANAGER

PROJECT ENGINEER

DESIGN ENGINEER

SCALE: 1"=600'

DATE: January 2005

PROJECT NUMBER:



LUIS MUÑOZ MARIN INTERNATIONAL AIRPORT

LAND USE DRAWING


YOUR DEDIC NO.	
ORIGINATOR'S NO.	
YOUR PROJECT NO.	

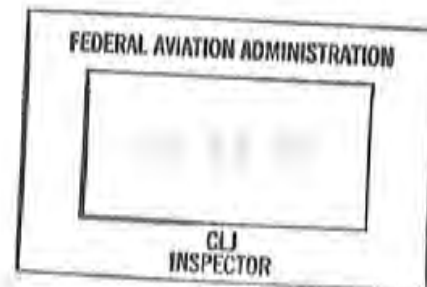
Emergency Plan

Luis Muñoz Marín International Airport

Aerostar Airport Holdings, LLC

February 13, 2013


Agustin Arellano
Chief Executive Officer and General Director
Aerostar Holdings, LLC
Luis Muñoz Marín International Airport



Version 1.0

February 13, 2013

A.1.0

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INTRODUCTION

In accordance with Part 139, Luis Muñoz Marín International Airport (SJU) has developed this airport emergency plan (AEP) designed to minimize the possibility and extent of personal injury and property damage on the airport in an emergency.

Emergency means an unforeseen combination of circumstances that calls for immediate action. It is any occasion or instance, natural or man-made that warrants action to save lives and protect property and public health. The AEP addresses those emergencies that occur on or directly impact an airport or adjacent property that:

- 1) Is within the authority and responsibility of the airport to respond.
- 2) May present a threat to the airport because of the proximity of the emergency to the airport.
- 3) Where the airport has responsibilities under local/regional emergency plans and by mutual aid agreements.

Policies promulgated by the AEP ensure compliance with certification requirements contained in Part 139. Accordingly, this manual applies to Aerostar employees, tenants, and other airport users, including the Federal, Commonwealth of Puerto Rico, and local agencies approved to operate on the airport.

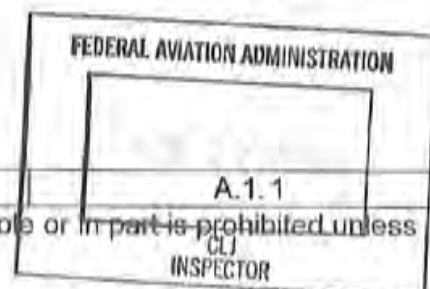
The General Director, or designated representative, will maintain an AEP designed to minimize the possibility and extent of personal injury and property damage on the airport in an emergency. The General Director may deviate from these procedures when in his/her judgment immediate and direct action is necessary to maintain established standards of operational safety and airport security, or in contingency situations affecting life and property in areas under the jurisdiction of the airport.

When necessary, applicable changes will be distributed to all manual holders. Changes will be dated and numbered consecutively. Upon receipt of a change notice, the change should be annotated on the "Record of Changes" sheet.

The General Director is responsible for AEP updates and maintenance. Federal Aviation Administration officials are authorized to make any inspections, including unannounced inspections, or tests to determine compliance with Part 139.

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Persons desiring to submit changes, recommendations, and/or additions to the AEP will forward their requests in writing to the below address following address:

Luis Muñoz Marín International Airport
General Director
Airport Station
San Juan, P.R. 00937-0250

An official copy of the AEP will be located at the General Director's office, and is available for inspection.

Promulgation

SJU has prepared this AEP in accordance with the requirements of the Federal Aviation Regulation Part 139.325. Coordination of this plan has been accomplished with those persons and agencies tasked in this AEP.

Agustin Arellano
Chief Executive Officer and General Director
Aerostar Airport Holdings, LLC
Luis Muñoz Marín International Airport



Agustin Arellano



Version 1.0	February 13, 2013	A.1.2
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Record of AEP Changes

Change #	Description	Date of Change	Date of Entry	Approval
1	Section 3-2: Terrorism Incidents	15 July 2014	August 13, 2014	August 13, 2014
2A	Section 2-7: Firefighting and Rescue	July 10, 2015	August 14, 2015	July 27, 2015
2B	Section 2.7.5: Firefighting and Rescue	July 10, 2015	August 14, 2015	July 27, 2015
2C	Section 3.2.2: Terrorism Incidents	July 10, 2015	August 14, 2015	July 27, 2015
2D	Section 3.2.9: Terrorism Incidents	July 10, 2015	August 14, 2015	July 27, 2015
2E	Section 3.6.1: Sabotage, Hijacking, and the Unlawful Interference with Operations	July 10, 2015	August 14, 2015	July 27, 2015
2F	Section 3.7.3: Contact Information	July 10, 2015	August 14, 2015	July 27, 2015
3A	Replacement of "PRPA" ARFF to Aerostar ARFF (PP. 1.2.1, 1.4.4, 2.4.7, 3.1.7, 3.1.14, 3.3.3,	October 1, 2015		
3B	Replacement of AEMEAD to PREMA (PP. 1.5.1, 1.5.2, 2.1.1, 2.2.1, 2.2.3, 2.2.4, 2.3.4, 2.4.3, 2.5.1, 2.5.2, 2.5.3, 2.5.4, 2.7.1, 2.7.2, 2.8.1, 2.8.2, 2.8.3, 2.8.8, 2.9.1, 2.9.4, 2.9.5, 3.1.5, 3.1.11, 3.1.12, 3.1.13, 3.3.2, 3.3.6, 3.4A.7, 3.4A.16, 3.4A.25, 3.4A.27, 3.4B.3, 3.4B.8, 3.4C.5, 3.4D.2, 3.4D.4, 3.4D.9, 3.4D.10, 3.5.3, 3.5.4, 3.8.1, 3.8.4, 3.8.5)	October 1, 2015		
3C	Format (PP. 2.6.2, 2.7.6, 2.7.7, 2.7.8, 3.4A.18, 3.9.6)	October 1, 2015		

February 11, 2013

Record of AEP B.1

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FEDERAL AVIATION ADMINISTRATION

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9	Aerostar Accounting	
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15	Aerostar HBS	
16	Aerostar Acquisition	
17	PR Police Department	
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19	PR Electric Power Authority	
20	FAA San Juan Air Traffic Control Tower	
21	Transportation Security Administration	
22	Federal Bureau of Investigation – PR	
23	Customs & Immigration – SJU	
24	PR Air National Guard	
25	US Coast Guard – PR	
26	National Weather Service – PR	
27	American Red Cross – PR	

FEDERAL AVIATION ADMINISTRATION

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4	jetBlue Airways	
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9	Cape Air	
10	LIAT	
11	Seaborne Airlines	
12	Ameriflight	
13	Mountain Air	
14	Air Sunshine	
15	Vieques Air Link	
16	Tradewinds	
17	FedEx	
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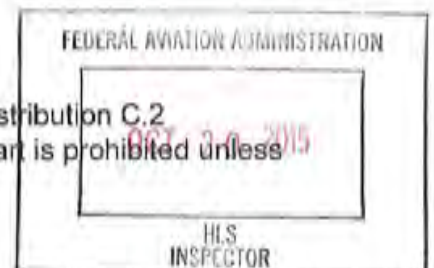


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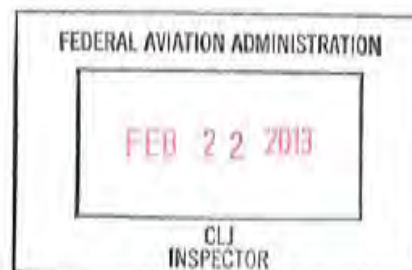
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Chapter IV -Appendix

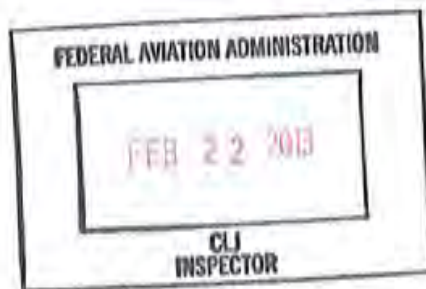
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CHAPTER 1 BASIC PLAN



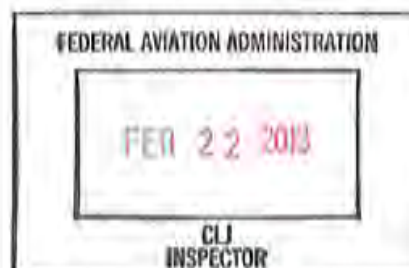
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SECTION 1-1: PURPOSE

The information contained in this section is an overview of the general information of agencies or personnel that may or may not respond to an emergency at the airport and addresses the purpose, scope, plan maintenance, review of the plans, planning assumptions, and command and control that are the basics of the AEP. This AEP is incorporated into the SJU ACM, which contains definitions of defined terms not otherwise defined herein.

This AEP has been developed to provide an overall sequence and scope of the planned emergency response and coordinate all actions assigned by the Governor of the Commonwealth of Puerto Rico regarding assignment of responsibility for emergency response agencies to minimize, prevent, or reduce the direct or indirect effects of an emergency or disaster on or in the vicinity of SJU in accordance with Public Law 211, August 2, 1999, and Executive Order Number OE-1993-23 and 4974-E.



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SECTION 1-2: SITUATION AND ASSUMPTIONS

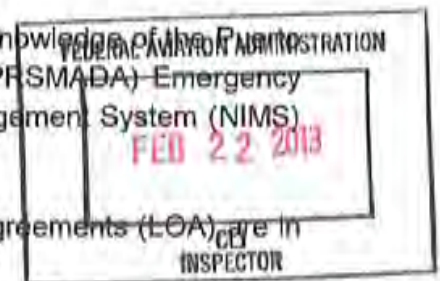
It is understood that not every airport will have the human resources to fill each of the positions described below. It is important, however, that each of the functional areas is addressed, even if the same person must cover two or more. Detailed responsibilities are included in the Hazard-specific Sections. It is also understood that under the Lease, PRPA will provide services to Aerostar sufficient to comply with Part 139, the ACM, the AEP and any other legal requirements, including without limitation statutes, regulations, orders, directives, or other requirements imposed by a Governmental Authority or Aerostar.

Situations

1. The AEP establishes fundamental policies, program strategies and assumptions.
2. The AEP establishes a concept of operations spanning the direction and control of an emergency from initial monitoring through post-disaster response, recovery and mitigation.
3. The AEP defines interagency and intergovernmental coordination mechanism to facilitate delivery of immediate assistance.
4. The AEP assigns specific functional responsibilities to appropriate local agencies and organizations, as well as outlines methods to coordinate with the private sector and voluntary organizations.
5. The AEP addresses the various types of emergencies likely to occur, from local emergencies, to minor, major or catastrophic disasters.
6. The AEP identifies actions that local response and recovery organizations will take, in coordination with local, state and federal counterparts as appropriate, regardless of the magnitude of the disaster.
7. The AEP identifies actions that local organizations will take with respect to mitigation activities, in coordination with state and federal agencies.

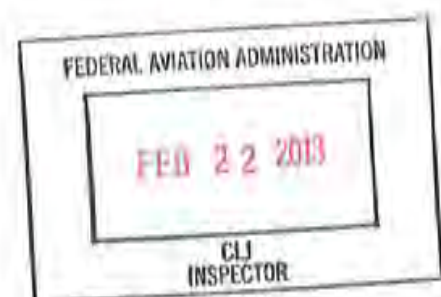
Assumptions

1. The assumption of the AEP is that all personnel have a working knowledge of the Puerto Rico State Management Agency and Disaster Administration (PRSMADA) Emergency Response Plan, an understanding of the National Incident Management System (NIMS) and have completed all required NIMS courses.
2. That all Memorandum of Understanding (MOU) and Letters of Agreements (LOA) are in place between local emergency agencies.



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3. That an incident or disaster may occur with little or no warning, and may escalate more rapidly than a single organization or jurisdiction can manage.
4. That SJU has limited resources and personnel; accordingly SJU's response to emergencies and disasters would be directly correlated to the resources and personnel available within the airport. It is likely that these resources will become overtaxed very quickly and require assistance from neighboring agencies.
5. That SJU will initiate actions toward saving lives, protecting property, providing relief efforts including damages assessment and required recovery functions, while working to maintain direction and control.
6. The United States Coast Guard (USCG) would be lead agency for incidents involving water rescue. Secondary agencies include, but are not limited to: the Puerto Rico State Fire Department Maritime Division and Puerto Rico State Police Department Maritime Division.
7. That requirements of Part 139, Sections 139.315, 317, and 319 must not be compromised by allowing limited or unlimited airport assets to be used in the local system on an off airport response.
8. That the Puerto Rico Ports Authority and SJU, as a Certificate Holder, shall maintain sufficient and qualified personnel to comply with the requirements of its ACM.

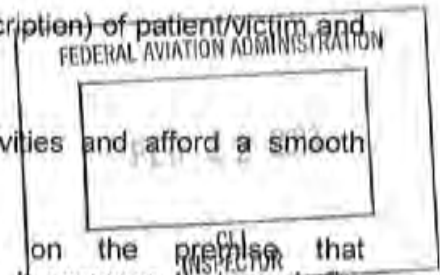


SECTION 1-3: OPERATIONS

1. As part of the incident notification, off-airport agencies will be advised to respond to a designated staging and/or access area depending on the incident/accident site. All fire department units will report to the ARFF Chief, however, they shall not enter the Air Operations Area (AOA) unless authorized and escorted by the Operations personnel.
2. Response of all personnel involved in an airport emergency must be directed toward the following actions in the priority listing:
 - a. Rescue and lifesaving.
 - b. Safety of personnel, equipment, and property.
 - c. Firefighting.
 - d. Protection of the incident site/wreckage and preservation of the site for later investigation.
 - e. Keeping unaffected areas of the airport operating.
 - f. Returning the airport to normal operating status as soon as possible.
 - g. Aircraft, cargo, and equipment recovery and removal.
3. Escorts will be assigned by the Airside Operations Department, if required. However, as soon as practical, a secured transport corridor will be established from the access perimeter gate to and from the incident site. This action will be coordinated with TSA.
4. An Entry Control Log Book is required at every entry perimeter gate. Security Personnel maintain and safeguard the logbook, and should include the following information:
 - a. Date, Time (entry and exit), Destination (exiting)
 - b. Vehicle ID: Agency, Number, or License Plate
 - c. Copies of Log Book should be made available to ARFF, Airside Operations, Unified Command, Security/Law enforcement, Medical, FAA, and NTSB.

NOTE: Record of Ambulances should include name (or description) of patient/victim and indicate to which hospital the patient is being taken.

5. Daily Events Log – It is required to record all daily activities and afford a smooth changeover for shift changes.
6. SJU's emergency response operations are based on the premise that incidents/accidents are definable anyplace on the airfield. It assumes that crash fire



rescue requirements will be restricted to an exclusive area surrounding an incident site and that supporting functions can be maintained in a designated area outside this exclusive area. Positions are defined in relation to their proximity to each other and in terms of their logistic needs and value to the recovery effort.

7. Medical requirements include establishing a triage site and casualty support areas, and positioning medical supplies and equipment.
8. Aircraft Rescue and Firefighting (ARFF) first duty is to open up a route allowing airplane passengers to escape. ARFF crews should prevent fire by using appropriate procedures and control any fires that have already started.
9. Airport Security's primary task is to control access to/from the emergency site, set up traffic control points to enable emergency vehicles to get through without hindrance, and to preserve materials such as cargo and the personal property of victims.
10. State Police will establish a security perimeter around the incident site and support the evacuation process.
11. Area designation: Other proximity related functional areas include those designated for personnel assembly, rest, parking, press, and security.
12. Airside Operations personnel will notify aircraft operator or his or her representative, if able, and Fixed Base Operator.
13. Public Relations: Deal with the media in a way that enables emergency response operations to continue unimpeded.
14. Restoration of normal operations: The restoration phase begins after all victims have been evacuated.
 - a. Maintenance: Takes necessary action to restore the airport to a safe operating condition under the direction of the Airside Operation Manager.
 - b. Airside Operations: Determines that the airport is ready to operate safely again, and gives approval to the appropriate airport tenants and personnel for resuming normal operations.
 - c. Security: Works closely with the investigative and law enforcement authorities in the debriefings of witnesses.
15. National Transportation Safety Board (NTSB) and other investigative authorities will dispatch representatives to the airport to investigate the emergency. All airport functions will turn over the responsibility to the investigators, follow their directions, and make all resources available to them as required. The NTSB or the FAA may ask the airlines to transport the wreckage to a secure area where investigations can proceed without

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Interference.

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16. Helicopters responding to an incident scene must be under ATC positive control in order to prevent interference with emergency functions and entry to the area by unauthorized personnel. They must be in two-way radio contact with air traffic control authorities and airfield operations meeting the following criteria:

- a. A reasonably flat, preferably paved area of a minimum of 150m feet (495Ft) in diameter.
- b. Area should be clear of obstacles such as high mast lights. Any such obstructions should be reported to the pilot well in advance, prior to landing.
- c. At night, the landing zone should be illuminated with strobe lights placed at 75 feet (25) paces intervals in a Y-shaped configuration.
- d. Helicopters should always be approached from the front; while operating they should never be approached from the rear.

NOTE: Except for ARFF and airfield operations vehicles, no vehicles will be operated within 25 feet of an aircraft without a guide. Non-essential vehicles will be parked clear of an incident site.

17. Reports

- a. Airside Operations - will prepare a detailed report of observations, circumstances surrounding the incident and actions taken to the accident investigation. Maps and photographs detailing the original position of all aircraft parts, skid marks, and other markings shall accompany the report.
- b. Airport Security - will complete reports in accordance with internal procedures, informing the General Director of the circumstances surrounding the incident.
- c. Aircraft Rescue Unit - will submit a report informing the General Director of the circumstances surrounding the incident.
- d. Aircraft Owner/Operator - will report every aircraft flight accident/incident involving aircraft of United States registry wherever it may occur, when there is serious or fatal injury to a non-occupant of the aircraft accident, not incident to flight, or for any pilot, owner, or operator when requested by an authorized representative of the FAA.

18. Airside Operations

- a. Will close surfaces affected by the incident or the supporting services, and issue appropriate NOTAMs.
- b. Will develop protected route/s to/from the rendezvous point gate to the incident site.

c. Will escort all vehicles crossing airfield surfaces other than on the service roads or protected routes.

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19. Airport Police

- a. Will secure the incident support area by restricting access to authorized personnel only.
- b. Will ensure that the perimeter around the incident site to include securing access to the incident support area.
- c. Shall secure the Minor/Non-Injured Passenger Area, Designated Airport Waiting Friends and Relatives Holding Areas, and morgue operations.
- d. Will provide assistance, direction, or escort, as necessary to responding Red Cross personnel, clergy, etc.
- e. Personnel responding to airport emergencies shall visibly display the identification badge which authenticates their authorization to access the incident site.



SECTION 1-4: ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES WITH AEP

This section of the AEP establishes the emergency organizations that will be relied on to respond to an emergency situation. It includes a listing by position and organization responsibilities, along with related tasks to be performed. When two or more organizations perform the same type of task, one should be given primary responsibility with the others given a supporting role.

Aerostar General Director

Assume responsibility for overall response and recovery operations once life, property and safety matters have been mitigated. Until such time, the ARFF or designee will be the Incident Commander. In addition, will establish, promulgate, coordinate, maintain, and implement the AEP to ensure a quick and efficient response to the emergency. Finally, coordinate the closing of the airport when necessary and initiate the dissemination of relevant safety-related information to the aviation community (NOTAMs).

Aerostar Airside Operations Manager

Responsible for all areas of the Airport and oversees the daily operations, and assumes responsibility of the General Director in his/her absence. Will coordinate with airport staff and all agencies involved in any emergency to ensure a quick and efficient response to the emergency.

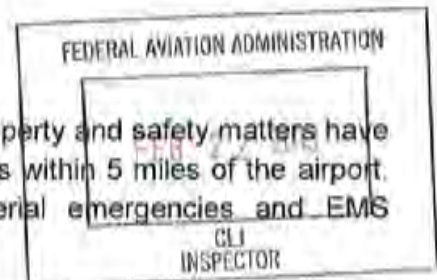
Aerostar Airport Security Manager

Responsible for the day-to-day security of the airport and oversees the activities of law enforcement, the airport security staff and is responsible for administering the daily activities under 49 C.F.R. Part 1542. It includes, but not limited to, overseeing of all areas of access to the airport that include personal and vehicle movement in to and out of the SIDA areas, and the training for this access. Will coordinate with airport staff and all agencies involved in any emergency to ensure a quick and efficient response to the emergency.

They are the lead division/office in charge for all bomb threats to building or aircraft, aircraft hijacking and for any kind of terrorist threats on airport property, until the Federal Bureau of Investigation (FBI) assumes command and control.

Aerostar ARFF Chief

Manage and direct firefighting and rescue operations until life, property and safety matters have been mitigated and may respond to aircraft accidents or incidents within 5 miles of the airport. Provide response and recovery support for hazardous material emergencies and EMS personnel.



Automatic mutual aid for the fire suppression comes from the Puerto Rico Air National Guard (PRANG). It means that if an incident/accident occurs they will be call at the same time as the

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airport ARFF unit. Other mutual aids are the PR State Fire Department and the Municipal Fire Department. It is most likely that all of these agencies will be needed in any MCI over a level 3.

Air carrier(s)/Aircraft operator(s)

1. Provide full details of aircraft related information, as appropriate, to include number of persons, fuel, and dangerous goods on board.
2. Coordinate transportation, accommodations, and other arrangements for uninjured passengers.
3. Coordinate utilization of their personnel and other supplies and equipment for all types of emergencies occurring at the airport.
4. Perform duties in accordance with the air carrier's Aviation Disaster Family Assistance Act plan.

Air Traffic Control

1. Contact ARFF regarding aircraft incidents/accidents and provide them with information relevant to the emergency. Provide ARFF vehicle operators with information regarding the last known position of the accident aircraft, the best estimate of the accident.
2. Coordinate the movement of non-support aircraft away from any area on the airport that may be involved in an emergency.
3. Coordinate the movement of support aircraft to/from the emergency scene.

Airport tenants

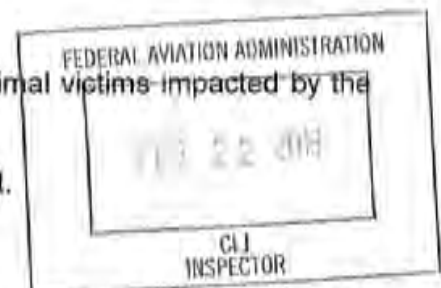
1. Coordinate the use of their available equipment and supplies.
2. Coordinate the use of their employees who may have knowledge of the airport, aircraft, and other technical knowledge.

Animal Care/ Control

1. Coordinate the services and assistance provided to the animal victims impacted by the emergency.
2. Removal and care of wildlife involved in collision with aircraft.

Clergy

1. Provide comfort to victims and victims' relatives. Clergy responsibilities should be made clear to avoid conflicts or duplication of effort from other providers of such services, such as the American Red Cross (ARC) or other arrangements made by the air carrier or the



National Transportation Safety Board (NTSB) under the Aviation Disaster Family Assistance Act (ADFAA).

Coast Guard/PR Police Maritime Unit

1. Provide primary rescue and other support services in large bodies of water on or adjacent to the airport, as appropriate.
2. Coordinate their services with other mutual aid rescue services.

Coroner (Fiscalia)

1. Coordinate and provide body identification and other investigative activities.

Emergency Medical Services

1. Provide emergency medical services to the airport during emergency conditions to include triage, stabilization, first aid, medical care, and the transportation of injured.
2. Coordinate planning, response, and recovery efforts with hospitals, fire and police departments, American Red Cross, etc.

SMS Coordinator Aerostar

1. Coordinate response and recovery support for environmental and other hazardous material emergencies.

Explosive Ordnance Disposal (EOD)

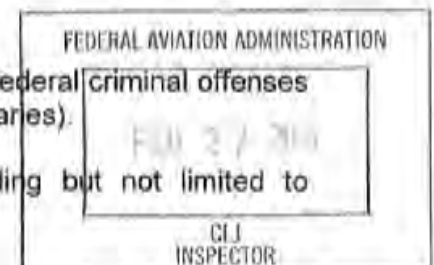
1. Provide technical support for related situations.

FAA

1. Provide investigation service and enforcement of the regulations, as necessary.

Federal Bureau of Investigation (FBI)

1. Investigate any alleged or suspected activities that may involve federal criminal offenses (usually related to bomb threats, hijackings, hostages, and dignitaries).
2. Assume command in response to criminal situations, including but not limited to hijackings.



Health and Medical

1. Coordinate overall planning, response, and recovery efforts with hospitals, EMS, fire and police departments, American Red Cross, General Director, etc. to ensure practicality and interoperability.

Mental Health Agencies

1. Provide coordinated program for survivors, relatives, eyewitnesses and emergency response personnel for dealing with the possible long-term effects of the emergency.

PR Air National Guard

1. Integrate and coordinate personnel, supplies, and equipment.

National Weather Service

- (1) Provide related technical support information in support of emergency response and recovery operations.
- (2) Assist with alert and warning processes, particularly with weather related emergencies.

National Transportation Safety Board (NTSB)

1. Conduct and control all accident investigations involving civil aircraft, commercial, and military aircraft.

Police

1. Manage law enforcement resources and direct traffic control and law enforcement operations.

Post Office

1. Ensure the security of the mail, protect postal property, and restore services.

Aerostar

1. Provide firefighting and ARFF services as required under FAR Part 139 to comply with Index D.

Aerostar Public Relations

1. Gather, coordinate and release factual information.

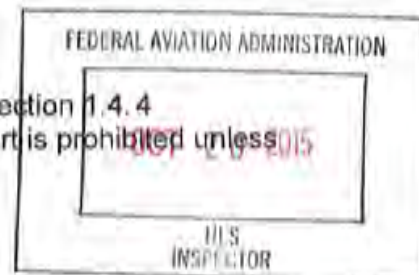
Aerostar Maintenance Manager

1. Manage public works resources and direct public works operations (e.g. road maintenance, debris/trash removal, etc.).
2. Coordinate with private sector utilities (e.g. power and gas) on discontinuance and restoration of services.

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3. Coordinate with private sector utilities and contractors for use of private sector resources in public works-related operations.

American Red Cross

1. Coordinate and provide support services to emergency responders, victims, and their families.

All tasked individuals/organizations

1. Analyze need and determine specific communication resource requirements.
2. Identify potential sources of additional equipment and supplies.
3. Provide for continuity of operations by taking the following actions:
 - a. Ensure that lines of succession for key management positions are established to ensure continuous leadership in emergency conditions.
 - b. Protect records, facilities, and organizational equipment deemed essential for sustaining operational capabilities and conducting emergency operations.
 - c. Protect emergency response staff:
 - i. Provide appropriate protective clothing and respiratory devices.
 - ii. Ensure adequate training on equipment and procedures.
 - iii. Provide security.
 - iv. Rotate staff or schedule time off to prevent burnout (exhaustion).
 - v. Make stress counseling available.
4. Ensure the functionality of communication and other essential equipment.



SECTION 1-5: ADMINISTRATION AND LOGISTICS

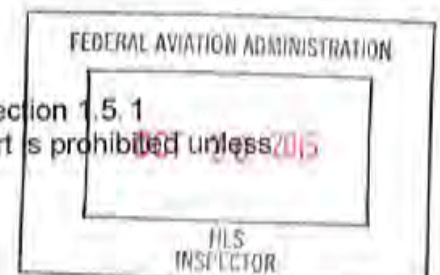
This section of the AEP covers general support considerations that may need to be addressed during an emergency or disaster. These functions will fall under the Incident Commander or the General Director.

1. Aerostar will provide administrative and logistical support. The aircraft owner/operator or designated representative involved and its handling agent(s) and/or airport tenant(s) will be expected to provide resources, facilities, and services necessary to support the operation.
2. Personnel - Unless otherwise authorized, access to the incident area will be restricted to personnel representing the following:
 - a. Aircraft Owner/Operator or Tenant
 - b. Airside Operations
 - c. General Director/Duty Manager
 - d. Aviation Director
 - e. Commonwealth of Puerto Rico State Emergency Management Agency and Disaster Administration (PREMA)
 - f. Fire Department
 - g. Aerostar and Airport Management Staff
 - h. Airport Police
 - i. Aerostar Security
 - j. TSA
 - k. FAA
 - l. Facility, Warehouse or Shipper Handler
 - m. Hazardous Materials Team
 - n. NTSB

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- o. FBI
 - p. Any other agency as needed and authorized by the General Director
3. Logistics - The following equipment will be either committed to or placed on immediate standby for commitment:

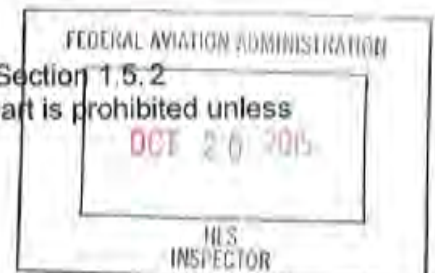
EQUIPMENT	COORDINATING AGENCY
Fire Apparatus	ARFF
Operation Vehicles	Airside Operations Division
Police Vehicles	Airport Security Department
Portable Flood Lights	Maintenance Department
Passenger Transportation	Affected Airline & Car Rentals
Portable Toilets - Responders	Maintenance
Accident Perimeter Area Tape	Airport Security Department
Tents (Triage; Press, etc)	Airside Operations
Transportation Vehicles	Airside Operations
Water/Food for Responders	Aerostar Acquisition
Communication Devices	Aerostar Acquisition
Safety Equipment	Aerostar Acquisition

4. Medical:
- a. ARFF Unit is responsible for alerting and coordinating emergency medical services and appropriate burn center.
 - b. Emergency Phone Line 9-1-1 tracks, on a 24-hour basis, emergency medical vehicles and coordinates immediate availability of medical resources. This information includes the name, location, telephone number, and emergency capability of each hospital and other medical facilities, including the business address and telephone numbers of medical personnel in the surrounding communities available to provide medical assistance and/or transportation. It also includes rescue ambulance service, and an inventory of surface vehicles, and aircraft that may provide transportation of injured/deceased persons to locations on the airport and in the surrounding communities.
 - c. The first medical authority arriving at the scene of a major medical emergency will commence triage of victims. Generally, this authority will be from ARFF personnel.
 - d. During a major multi-casualty incident, an ambulance rendezvous point(s) will be established.
 - e. Upon arrival of the first ambulance, the senior member of the paramedic team will establish contact with the ARFF Chief, assume the duties of the Medical Division

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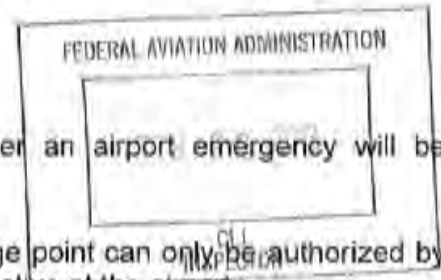


Supervisor and manage the medical component at the emergency site to include supervising triage, treatment, loading, and transporting victims. The Medical Division Supervisor will also be the Coordinator for any requests of additional ambulance/medical services.

- f. An area will be designated as Airport Holding Area to accommodate the uninjured and treat minor injuries.
 - i. If accident occurs on (or close to) Runway 10: use American Eagle Terminal
 - ii. If accident occurs on (or close to) Runway 8: use of first level of Terminal A
- g. Upon the arrival of the paramedics, ARFF personnel can be released from triage duties and may assist in the care of the injured. Conditions permitting, medical personnel may then accompany minor/uninjured passengers to a designated Airport Holding Area for follow-up examination and treatment.
- h. Utilizing established burn and trauma guidelines, patients will be assigned to hospitals throughout the area.
- i. Any airport hangar or designated facility may be used as a morgue holding area for the identification and processing of deceased persons. Former TolAir Hangar will be used for this purpose until further instructions.

5. Public Affairs:

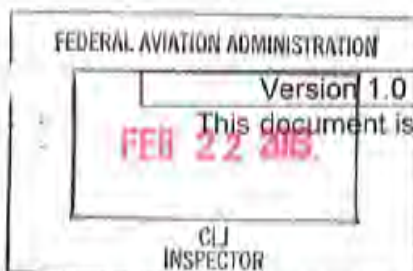
- a. Press personnel authorized by Aerostar to cover an airport emergency will be directed to a designated press staging area.
- b. Admission of the press to a non-interfering vantage point can only be authorized by Aerostar Public Relations, or designated representative at the airport.
- c. Admittance to the airport's press briefing and the emergency scene will be strictly limited to credentialed members of the press and photographers.
- d. Freelance reporters will not be transported to the emergency scene unless specifically authorized and handled by the General Director or designated representative.
- e. Press/Media Liaison – News releases will be the responsibility of:
 - i. Federal agencies for cases that fall under their jurisdiction.
 - ii. The airline representative for an accident involving an air carrier. The airline involved will serve as a media liaison in conjunction with an airport representative.



- iii. The senior military officer present, of the service involved, for an accident involving a military aircraft.
- iv. The Aerostar Public Relations or designated representative for emergencies not covered above. However, the airport will not issue information unless public property is involved or the tenant or owner is not readily available. Further, all airport communications relating to the management or operations of the airport which are originated by an Aerostar employee for dissemination to the public must first be submitted to the Aerostar Public Relations for the approval and formal release to the press and other Media.

6. Incident Access:

- a. When the situation has been controlled and initial emergency actions have been completed, conditions permitting, the General Director may allow news media personnel access to the scene. However, under no circumstances will the media be authorized inside the security perimeter. When required, escorts shall be provided and if available, a bus can be utilized.
- b. Airside Operations will escort the press to/from the scene. No TV, mini-cam or news media cars will be permitted on the airfield. No other access to the airfield will be available. Access to major Landside incidents will be granted by the General Director.
- c. Under no circumstances will the press or any other personnel not involved in lifesaving or firefighting operations be permitted inside security lines until all rescue operations have been completed.
- d. News media personnel must obey any lawful orders of federal and/or Commonwealth of Puerto Rico law enforcement officers.
- e. News media personnel will be advised that no smoking will be allowed at the scene of the emergency.
- f. News media personnel will be advised not to move or touch anything involved with the scene.
- g. Under no circumstances, unless authorized by competent authority, will any member of the Aviation Bureau provide any information to the news media.
- h. All questions concerning passengers, crews, or technical matters shall be referred to the airline involved, or other appropriate authority.
- i. Incidents occurring at the airport, which are likely to receive press coverage, shall be brought to the attention of the General Director.



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General Policies for Managing Resources

All resources will be managed under (NIMS) Incident Command System, in conjunction with departmental policies and procedures.

1. All resources will be provided through the SJU EOC by the General Director or Incident Commander
2. Resources will be requested by type, work task needed, expected time frame of task.
3. All incoming agencies will have a representative assigned to an incident from an assisting or cooperating agency who has been delegated full authority to make decisions on all matters affecting that agency's participation at the incident. Agency representatives report to Incident Liaison Officer.



SECTION 1-6: PREPARATION

SJU has developed specific procedures in response to potential disasters and emergencies that may occur. The airport performs routine yearly hazard vulnerability analyses that identify areas of vulnerability and undertake provisions to lessen the severity and impact of disasters or emergencies that could affect the service provided by the airport.

The implementation of the AEP is conducted annually either in response to an emergency or as a planned drill (Table Top). One full scale exercise is conducted every 36 consecutive calendar months in coordination with our emergency response agencies.

All new personnel are educated and trained on the disaster plans within the first three months of being hired. This includes education on recognizing specific type of emergencies and the plans available to address those emergencies in addition to their departmental and job specific education/training. All staff members are trained every 12 consecutive calendar months on their duties under the AEP.

Semiannually, the airport will conduct an accurate inventory of the resources and assets that it has on site that might be necessary during an emergency situation, including personnel, personal protective equipment (PPE), water, fuel, medical supplies, ARFF equipment, security equipment, communication equipment, and all assets that may be used. The inventory should reflect the approximate amount of supplies that are on hand at all times throughout the year. The amount of supplies on hand is reviewed during each exercise or event for adequacy.

Airside Operations and the Airport Security department from SJU meet every twelve calendar months with community and supporting agencies to discuss our AEP. These meetings are made before our Table Tops and/or Full Scale Exercise. On these meetings, each Agency or organization defines its command structure and operation and provides names and contact numbers of individuals in the agencies command structure. Available resources are discussed along with the best way to share these resources if necessary.



SECTION 1-7: DEVELOPMENT AND MAINTENANCE

General

Personnel should periodically review the AEP policies, procedures, and additional related information. Training that covers changes in policies, procedures, resource availability, etc. should be provided to ensure that all personnel stay familiar with current information and plans. Each department or division leader will, on a quarterly basis, have their personnel review their part of the AEP and see that all contacted SOP stay up to date and that the Airside Operations Manager and the ARFF are informed of any changes, if any. If changes occur, a list with the new information or changes will be sent to the Operations Manager for the AEP update and dissemination of the changes in a timely manner.

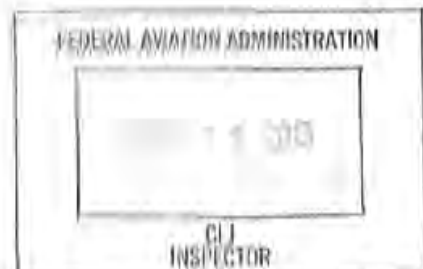
Contact number updating

This AEP identifies the various organizations and personnel whom would be contacted in the event of an emergency. Since contact information is subject to continuous changes, this information is included in the Emergency Phone List as an appendix to the AEP. This will allow for timely emergency number update, as necessary, without requiring a formal AEP revision. Refer to document distribution list for re-distribution of information.

Schedule of Review

Each department at the airport will on a quarterly basis, or after any changes that will impact the AEP, have their personnel review key elements and changes of the AEP. The AEP will undergo revision whenever:

1. It fails during an emergency.
2. Exercises or drills reveal deficiencies.
3. Government/Airport structure changes.
4. Community situations change.
5. Federal or State requirements change.
6. Any other condition occurs that causes conditions to change.



Mutual Aid Agreements

The General Director will coordinate all MOU and LOA with the supporting Stated and Federal Agencies. The agreements will be reviewed annually or as specified in the agreements. This review will be completed by the:

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1. ARFF Chief,
2. Airside Operations Manager,
3. Airport Security Manager.

Airports may "incorporate by reference" mutual aid agreements and applicable local, regional, state NIMS plans and to expand on them in the AEP only when necessary for 139.317 and .319 compliance.

Recall of Duty/Work

1. All personnel shall remain at work until properly relieved of duty.
2. To maintain essential services, the General Director or his/her designee shall have the authority to order airport personnel to return to work at times other than their normal work period.
3. Member recalled to work shall report within a reasonable period of time after being notified and reporting to their designated work site.
4. Personnel shall report to an emergency recall unless incapacitated to do so. Any member who refuses to respond shall be subject to disciplinary actions for insubordination.



SECTION 1-8: TESTING, INSPECTIONS AND REVIEW

Radio Frequencies

Any and all used in support of the AEP should be tested quarterly.

Emergency Resources

An accurate inventory should be inspected routinely twice a year on the months of September and March.

Personnel Assignments

Description of duties and responsibilities will be reviewed by new employees. All other employees' duties and responsibilities will be reviewed semi-annually or after any changes in the AEP.

Training Drills and Exercises

An important part of the plan is the continuous maintenance and validation comes from the overall training, drill and exercise program. As training, drills, and exercises are conducted, it is important that a functional critique/feedback program be in place. All drills and exercise programs will be designed to meet all FAA Standards.



SECTION 1-9: CONCEPT OF OPERATIONS

National Incident Management System (NIMS)

Incidents typically begin and end locally, and are managed on a daily basis at the lowest possible geographical, organizational, and jurisdictional level. However, there are instances in which successful incident management operations depend on the involvement of multiple jurisdictions, levels of government, functional agencies, and/or emergency responder disciplines. These instances require effective and efficient coordination across this broad spectrum of organizations and activities. The NIMS uses a systematic approach to integrate the best existing processes and methods into a unified national frame work for incident management. Incident management refers to how incidents are managed across all activities, including prevention, protection, response, mitigation, and recovery.

This framework forms the basis for interoperability and compatibility that will, in turn, enable a diverse set of public and private organizations to conduct well-integrated and effective emergency management and incident response operations. The PR State Emergency Management and Disaster Administration Agency is the lead in coordination and integration of all activities necessary to build, sustain, and improve the capability to prepare for, protect against, respond to, recover from, or mitigate against, threatened or actual natural disaster, acts of terrorism, or other man-made disasters.

An effective response requires readiness to act balanced with an understanding of risk. A forward-learning posture is imperative for incidents that have the potential to expand rapidly in size, scope, or complexity, and for no-notice incidents.

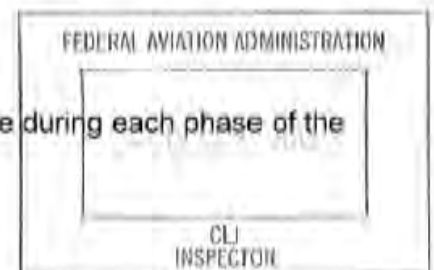
Once response activities have begun, on-scene actions are based on NIMS principle. Although some risk may be unavoidable, first responders can effectively anticipate and manage risk through proper training and planning in order to save lives and protect property and the environment.

On a local level, the agency having jurisdiction will have the immediate authority for establishing Command. All responding agencies have the responsibility of becoming part of that Command System and expanding it as the magnitude of the response grows.

Command and Structure

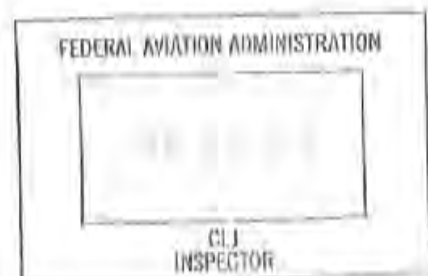
The overall incident command structure specifies who will be in charge during each phase of the emergency.

In a non-complex emergency situation:



1. Incident Commander. Directs and controls personnel and equipment, as well as to provide overall management at a specific incident site, including public safety and public information. IC is also responsible for:
 - a. Scene safety
 - b. Liaison with outside agencies
 - c. Dissemination of information to the news media.
2. The command function within ICS may be accomplished as follows:
 - a. **Single command** will be applicable for alert I and II when there is no overlap of jurisdictional boundaries. In those cases, the IC will be the ARFF Supervisor with overall management responsibility for the incident.
 - b. **Unified command** will be used for alert III when several organizations have major roles and the incident is multi-jurisdictional in nature - it is a shared responsibility for overall incident management. Under the Unified Command process, all involved agencies contribute to the command process, including overall goals, planning tactical objectives, and maximizing the use of all available resources.

Acting swiftly and effectively requires clear, focused communication and the processes to support it. Without effective communication, a bias toward action will be ineffectual at best, likely perilous. An effective response relies on disciplined processes, procedures, and systems to communicate timely accurate and accessible information on the incident's cause, size, and current situation to responder and public.

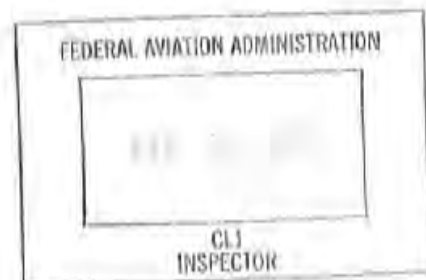


SECTION 1-10: AUTHORITY AND REFERENCES

Part 139 requires airport certificate holders to adopt and carry out security, safety, and preparedness plans and programs which provide for the safety of persons and property traveling by air transportation. These authorities establish requirements for aircraft rescue and firefighting response, hazardous materials incident planning, medical assistance, structural fire plans, and programs which provide for safety against criminal acts.



CHAPTER II FUNCTIONAL SECTION



SECTION 2-1: COMMAND AND CONTROL

PURPOSE

Aerostar ARFF is responsible for initial and sustained emergency response and recovery activities. It provides for the necessary and critical actions essential to saving lives, protecting property, and restoring the airport during and following emergency situations. In coordination with ARFF and Airside Operations, the General Director provides direction and control of responding emergency personnel during all the phases of an emergency.

SITUATION AND ASSUMPTIONS

SJU uses the NIMS unified command system (UCS) during an emergency. The effectiveness of this system depends on the presence of an individual having a clearly defined position of authority, and to exercise complete command and control during an emergency.

Command and Control is the most critical element of the emergency management function. Effective central control is essential to manage an incident, provide for up/down communications, lateral functional support and the central control of resources.

Emergency response organizations normally execute their respective services as a joint effort during emergencies. However, difficulties can arise in the overall management of an emergency when other agencies, disciplines, or organizations, not accustomed to working together merge to provide collateral support. Therefore, it is essential that all responders have an understanding of who is responsible for what during each type of emergency/disaster.

Upon activation of the Airport Crash Phone, Aerostar initiates notification of key support emergency response agencies. After notification of 9-1-1 and PREMA, all Commonwealth of Puerto Rico government agencies, and private support, will standby to assist Aerostar through all phases of emergency management.

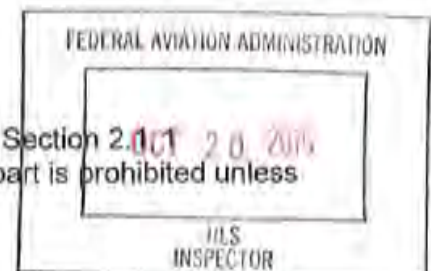
OPERATIONS

1. Personnel in charge during each phase of emergency operations:
 - a. Hostage or weapons situation - law enforcement will be in command;
 - b. Fire and hazardous materials situation - ARFF/Fire will be in command;
 - c. Mass casualty with no fire or rescue involvement - EMS will be in command.
2. Key response personnel, including Incident Commander, are authorized to carry on with their duties to safeguard life and property, but must communicate actions to General Director.

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3. The relationship between the Emergency Operations Center (EOC) (Centralized Command and Control) and the field Incident Command Post (ICP) (On-Scene Command and Control), when used.
4. EOC coordinates and communicates with all of the jurisdictions and agencies (to include all Federal response agencies) that may be involved in the emergency response and recovery activities.
5. Aerostar General Director and/or designated representative will be in charge and authorized to carry on with duties to safeguard life and property.
6. Typically, airports and communities use two types of Command and Control systems - centralized and on-scene:
 - a. Centralized Command and Control. The typical form of centralized Command and Control is an EOC. It is used to facilitate policy making, coordination, and overall direction of responding forces in large scale emergency situations. The two primary times the airport/community may use this form are:
 1. When they have received advanced warning that a specific event may occur within a given time period, (e.g., a hurricane will strike within 48 hours, flooding, or a tornado is imminent). In these situations, the EOC may be activated and used to coordinate those actions which may be taken before a disaster strikes, such as emergency public information, closure of public facilities, evacuation of people and equipment (e.g., airplanes), establishment of shelters, etc., and
 2. When they have experienced a large scale disaster such as an aircraft disaster. In these situations, the EOC can be used as a central coordinating center to support the Incident Commander(s) in the field. The main roles of the EOC are:



- a. To provide a centralized fixed location, preferably away from vulnerable areas, yet reasonably accessible to those officials who will use it.
- b. To provide support to the on-scene Incident Commander(s).
- c. Act as the command center for localized emergencies such as bomb threats and unlawful seizure of aircraft.
- d. To be available for operational support 24-hours a day.

7. The EOC is located on the Aerostar Security facilities next to the Control Room and:
 - a. Provides maximum functionality: Operations Room, Communications Center, and Support Area.
 - b. Is equipped with usual furnishings (tables, chairs, lamps, etc.), displays, maps, telecommunications equipment (redundancy systems), wireless computer capability,

- projector and screen, fax, copier, status boards, whiteboards, and more. Name tags/position identifiers should also be provided.
- c. Provides Grid Maps.
 - d. Is secure. Security personnel and systems keep unauthorized persons from entering the facility.
 - e. Has on-scene command and control. The on-scene control system places the responsibility for the direction and control of all response actions with *an individual agency (Aerostar ARFF)* who has responded to the actual scene of the incident.
8. The Incident Command System (ICS) is based on five functions that should be performed at every emergency incident:
- a. Incident Commander.
 - b. Operations.
 - c. Planning.
 - d. Logistics.
 - e. Finance/Administration.

INCIDENT COMMAND SYSTEM (ICS) STRUCTURE

In a non-complex emergency, situation the Incident Commander directs and controls personnel and equipment, as well as provides overall management at a specific incident site, including public safety and public information. IC is also responsible for:

1. Scene safety
2. Liaison with outside agencies
3. Dissemination of information to the news media.

The command function within ICS may be accomplished as follows:

1. **Single command** will be applicable for alert I and II when there is no overlap of jurisdictional boundaries. In those cases, the IC will be the ARFF Chief with overall management responsibility for the incident.
2. **Unified command (UC)** will be used for alert III when several organizations have major roles and the incident is multi-jurisdictional in nature - it is a shared responsibility for overall incident management. Under the UC process, all involved agencies contribute to the command process, including overall goals, planning tactical objectives, and maximizing the use of all available resources.

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An effective UC must recognize the need to delegate these functions when the emergency gets to a point where he/she can no longer effectively perform them. To be effective the UC must be decisive, objective, pro-active, calm, a quick thinker, realistic, and flexible. The UC must be qualified to make the decisions that need to be made under stressful conditions, and most importantly, realistic about his/her limitations.

As soon as possible, representatives from the Airport, Firefighting, Law Enforcement, affected airline, Federal, and State agencies will begin to operate as a UCC. The General Director or his/her representative will act as the Unified Commander.

COMMAND STAFF

1. **A Safety Officer** is responsible for monitoring and assessing the safety hazards and unsafe situations. Response personnel may be exposed to unsafe conditions and may develop and enforce measures to ensure their safety. This individual should keep the IC informed of present problems as well as potential hazards and suggested solutions to minimize risks. The Safety Officer has the authority to bypass the chain of command when immediate correction to unsafe actions is required.
2. **A Public Information Officer (PIO)** is responsible for interfacing with the media and other appropriate agencies. This includes developing and disseminating complete and accurate information applicable to the incident, including size, current situation, resources committed and other information pertinent to the situation at hand.
3. **A Liaison Officer** is responsible for serving as a point of contact with assisting or coordinating agencies. Responsibilities include coordinating the management of these agencies to avoid duplication of effort and to ensure that each agency is allowed to perform what it does best. The Liaison Officer often must act as a diplomat in cases where a responding agency may lack familiarity with ICS or with their involvement with the particular incident.

COMMAND POST

On-scene response operations may be conducted from:

1. A Mobile Incident Command Post (MICP) or
2. A Mobile Emergency Operations Center (MEOC).

The MICP or MEOC should be readily identifiable in both day and night conditions.

PERSONNEL IDENTIFICATION

Key responders in the ICS should be readily identifiable through the use of:



1. Reflective vests,
2. Functional badges,
3. Safety hard hats,
4. Or other distinguishing markings that clearly indicate their respective function.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

General Director

1. Initiates the activation of the EOC (full or partial), when appropriate.
2. Directs all tasked organizations to ensure appropriate response in accordance with established plans and procedures.
3. Reports to the EOC, when notified.
4. Provides overall direction of response operations until an emergency scene is established and an IC assumes this responsibility (some rapidly developing situations occur where the IC may have already responded to the scene and established command).
5. Designates the ARFF Chief as the IC to direct tactical operations at the emergency scene.
6. Designates the Airside Operations Manager as the IC to direct operations in the EOC.
7. Directs implementation of protective actions (sheltering/evacuation) for airport employees, tenants, and visitors, as appropriate.
8. Terminates response operations and releases personnel, when appropriate.

Aircraft Rescue and Fire Fighting (ARFF)

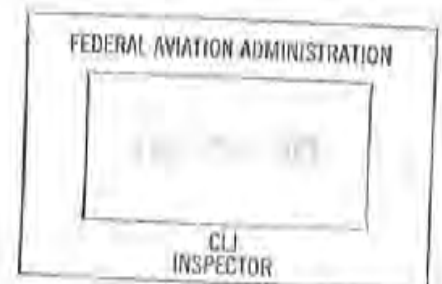
1. When notified of an emergency situation, responds to the incident scene with the appropriate personnel and firefighting equipment in accordance with the Standard Operating Procedures.
2. Identifies an initial IC and establishes an ICP, if appropriate, assigns appropriate personnel to IC staff functions.
3. Performs IC duties at the scene of the incident, as appropriate.
4. Keeps the IC and EOC informed of scene status, as appropriate.



5. Manages fire/rescue resources, directs fire operations, conducts necessary rescue operations, and determines the need to evacuate the area in the vicinity of the scene or to initially shelter in place.
6. Alerts emergency response personnel of the presence of hazards at the scene, (e.g., fire, hazardous materials, safety, scene evacuation, etc.).

Airport Security & Law Enforcement Agencies

1. When notified of an emergency situation, proceed to the stand by positions (See Appendix 4.7) and reports to the IC with appropriate personnel and law enforcement equipment, in accordance with standard operating procedures (SOP) and as prescribed by:
 - a. 49 C.F.R. Part 1542, Airport Security.
 - b. 49 C.F.R. Part 1544, Aircraft Operator Security: Air Carriers and Commercial Operators.
 - c. 49 C.F.R. Part 1546, Foreign Air Carrier Security.
 - d. 49 C.F.R. Part 1548, Indirect Air Carrier Security.
2. When required, assigns appropriate personnel to IC staff functions.
3. Performs IC duties at the scene of the incident, as appropriate. Additional information concerning law enforcement can be located at the FEMA Independent Study Program web site: *Introduction to the Incident Command System, I-100, for Law Enforcement*.
4. Keeps the IC and EOC informed of scene status, as appropriate.
5. Manages law enforcement resources and directs law enforcement operations, such as:
 - a. Traffic control and traffic diversion.
 - b. Evacuation assistance.
 - c. Scene access control (both personnel and vehicular).
 - d. Scene security.
 - e. Damage assessment.



Aerostar Maintenance

1. When notified of an emergency situation, sends response teams/personnel, equipment, and vehicles to the scene, staging area, or other location, when appropriate or requested.
2. Keeps the IC and EOC informed of scene status, as appropriate.

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3. Manages public works resources and directs public works operations, such as:
 - a. Performing debris collection and removal.
 - b. Conducting damage assessment activities.
 - c. Providing emergency generators, fuel, lighting, sanitation to emergency responders.
 - d. Coordinates with utility companies, as necessary.

Public Relations

1. When notified, reports to EOC.
2. Performs interface with media regarding the emergency.

Health and Medical Coordinator

1. When notified, sends a representative to the EOC.
2. Coordinates health and medical activities of all response organizations involved in providing medical assistance at the scene. Additional information concerning medical activities can be located at the FEMA Independent Study Program web site: *Introduction to the Incident Command System for Healthcare/Hospitals*.
3. Coordinate and provide Critical Incident Stress Management (CISM) and counseling.

Communications Coordinator

1. Supports communications operations in the EOC.

Animal Care and Control Agency

1. When requested, sends a representative to the scene and/or EOC.
2. Manages efforts to meet animal services needs, such as:
 - a. Rescue and capture of animals that have escaped confinement.
 - b. Care of injured, sick, and stray; and disposal of dead animals.
 - c. Additional information concerning animal care can be located at the FEMA Independent Study Program web site: *Animals in Disaster, Module A: Awareness and Preparedness*, and *Animals in Disaster, Module B: Community Planning* at www.fema.gov.



Airside Operations

1. Supports unified command with logistical support and airfield responsibilities.

ADMINISTRATION AND LOGISTICS

1. Aerostar Supervisors (Airside Operations, Maintenance, Security, and Rescue) will report all expenditures and obligations during emergency conditions to the General Director.
2. General Director submits reports to the various levels of emergency management agencies as required.
3. Aerostar Acquisition staff will procure necessary resources and make necessary arrangements to support (food, water, emergency power, fuel, equipment, supplies, etc.).
4. Unless otherwise directed during airport contingencies, airport command relationships are as follows:
 - a. General Director is responsible for coordinating with and supporting the ARFF unit and assures necessary departments are represented to accomplish the general functions for which they are responsible.
 - b. Airside Operations is responsible for the safety, security, and integrity of the airfield. This includes responsibility for the continuation or reactivation of aeronautical operations and the discharge of responsibilities under appropriate regulations.
 - c. Airport Police is responsible for the safety and security of the Landside portion of the airport and in coordination with Airside Operations, Airport Security, FAA and TSA the security of airside incident sites.
 - d. In the event of a crash, the ARFF Chief, or his/her designated representative will be the Incident Commander. However, should a crash occur in the water, the US Coast Guard will assume Incident Command responsibility and operational control of all rescue vessels and aircraft.
 - e. In the event of a law enforcement incident, the Airport Police Chief, a Security Department supervisor, or his/her designated representative, or Federal Agency (with jurisdiction) will be the Incident Commander.
 - f. Upon conclusion of an incident, control will be returned to the department or tenant routinely responsible for the area in which the incident occurred.



5. Emergency Command Post:
 - a. When an incident occurs, a Command Post will be established at the scene. The Command Post will have radio/telephone communications with the Coordinator of the Commonwealth of Puerto Rico State Emergency Management Agency.

- b. Access gates will be identified and secured by Aerostar Security. Escort vehicles and airport personnel will be present at these points whenever an emergency is in progress at the airport. Access gates will be manned and available in an emergency situation according to the type of emergency and location.
- c. Immediately establish an American Red Cross Family and Friends Reception Center and a Traveler's Aid Center. American Red Cross can be reached at: (787) 729-9400.
- d. Maintain "Events Log"
- e. Designate Aerostar personnel to man the Command Post.
- f. Notify Airline:
 - i. Location of Staging Area.
 - ii. Location of Staging Area for relatives and friends of the dead.
 - iii. Location of American Red Cross Centers.
 - iv. List of hospitals where the injured were taken.



SECTION 2-2: COMMUNICATIONS

GENERAL

This function addresses the processes used to reliably and efficiently transfer, delineate, and disseminate information from one point to another during emergency situations. The entire communication system and process is discussed in detail.

PURPOSE

Establish, use, maintain, augment, and provide redundancy for all types of communications devices needed during emergency response operations.

SITUATION AND ASSUMPTIONS

1. An airport presents some unique operating conditions relative to communications, e.g., potentially high noise levels, air traffic control communications systems and requirements, security, etc.
2. Assumptions applicable to the communication systems the airport will use during an emergency.
 - a. Recognition of the fact that large-scale emergency operations usually require a communications capability beyond the normal capacities of the equipment of the airport. Therefore, the type required and sources (from the private and public sector) for the additional equipment needed to support response and recovery operations will be identified and procured by the Aerostar Acquisition, in coordination with PREMA, and/or the Aerostar Information Technology.
 - b. Depending on the type of emergency, communications support from local emergency response agencies may or may not be available.
 - c. Organizations such as Radio Amateur Civil Emergency Service (RACES), Radio Emergency Associated Communications Teams (REACT), local industry, taxi and transit companies, may be available for support.
 - d. All response organizations will maintain operational control of their own communications system(s) while coordinating with the Incident Command Post or Emergency Operations Center during emergency response and recovery operations.
3. Communications - Common Terminology:
 - a. Only Operations and ARFF vehicles are authorized to establish a two-way radio communication with the ATCT. Operations personnel will provide all necessary escorts to the incident site until specific routes be established with ATCT. When a

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movement area is closed for construction, vehicles may traverse that area without ATCT authorization but must be escorted if their travels require them to cross an active movement area.

- b. The ATCT controller may use separate or common radio frequency to control all ground traffic, vehicle and aircraft, on the movement areas. The frequency is only to be used to get clearance onto and off the movement area.
- c. For proper phraseology, please refer to the Operations Training Manual.

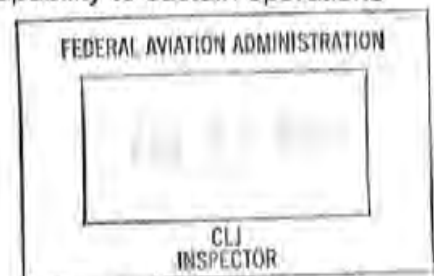
ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

1. General Director

- a. Designates the Public Information Officer or the Airside Operations Manager or the COO as the Communications Coordinator to report to the EOC, when required
- b. Ensures adequate and appropriate communications systems are in place.

2. Communications Coordinator

- a. Manages the communications section in the EOC and supervises all personnel assigned to it.
- b. Supports media center communications, as needed.
- c. Ensures communications section in the EOC has the capability to sustain operations around the clock.
- d. Maintains a chronological event log.
- e. Establishes a secondary communications center.



3. All Tasked Organizations

- a. Maintain their existing equipment and follow established procedures for communicating with their organization personnel performing field operations. All organizations should keep the EOC informed of their respective operations at all times.
- b. Ensure redundant and interoperable communications capability.
- c. Clean, repair, and perform maintenance on all equipment before returning to normal operations or storage.

ADMINISTRATION AND LOGISTICS

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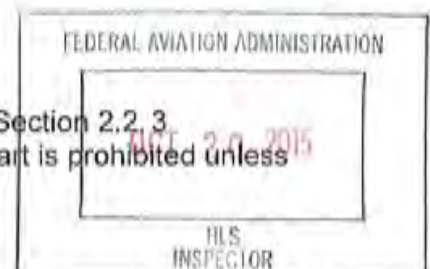
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1. Record and report preparation and retention.
2. Accounting and reimbursement procedures.
3. Emergency Telephone Numbers – see Appendix 4.11
4. Logistics. Aerostar will coordinate all general support requirements with PREMA

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SECTION 2-3: ALERT NOTIFICATION AND WARNING

GENERAL

These processes are used to notify and warn emergency response agencies, the employees and tenants, and the general public of potential or actual emergency situations. Alert and warning process ensures the timely notification to emergency organizations and the response of emergency forces; also ensures the public takes protective actions to avoid death, injury, and/or damage to property.

PURPOSE

Identify methods and sequences to timely notify all appropriate personnel of an emergency situation on, or in the vicinity of, the airport is as follows:

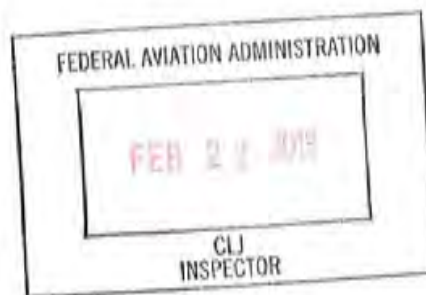
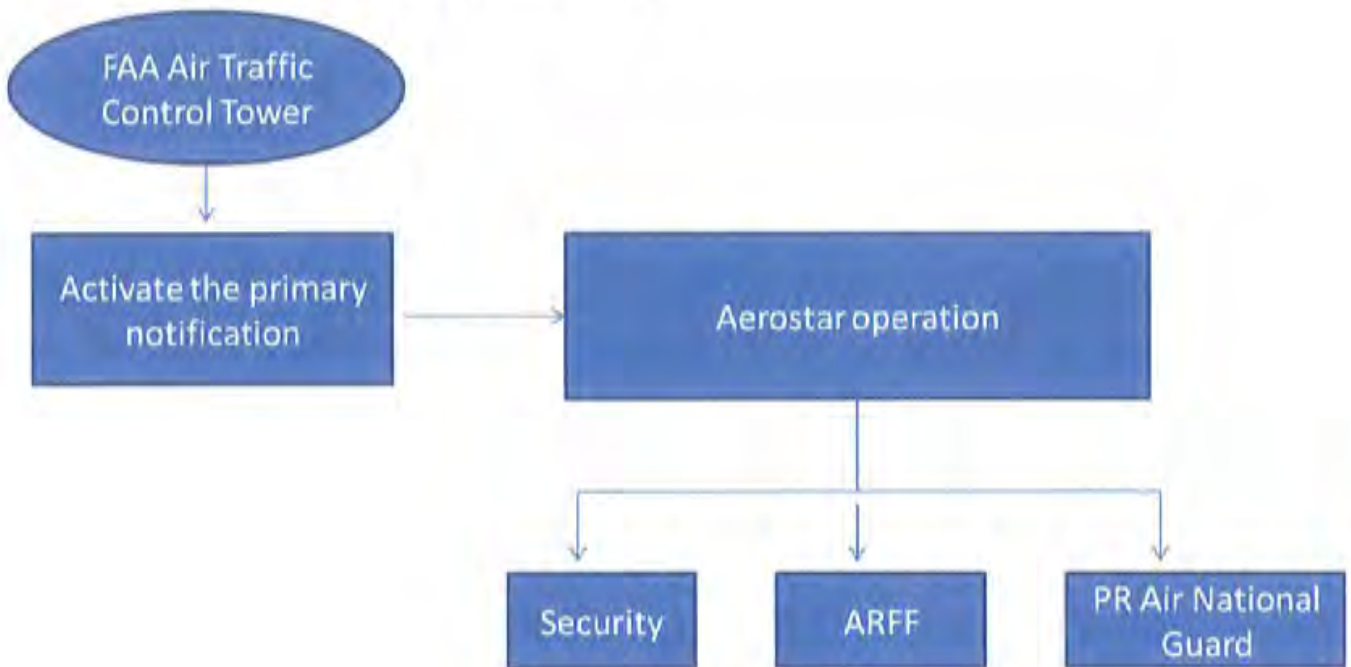
1. **Primary Notification System (PNS):** The FAA Air Traffic Control Tower (ATCT) will activate the Primary Notification System (PNS) through the Crash Phone. The Crash Phone will alert Aerostar Operations, Aerostar Security, Aerostar ARFF, and PR Air National Guard (PRANG). If the Crash Phone is not working or fails, there is a Ring-Down line between the FAA ATCT and Airside Operations as a back up for the alert notification.
2. **Secondary Notification System (SNS):** The Secondary Notification System (SNS) is performed by Aerostar Operations, after receiving the initial notification from FAA ATCT, to activate the AEP and the supporting agencies, if deemed necessary.
3. **NOTAMs:** Are issued as appropriate by the Operations Division in accordance with FAA NOTAM Advisory Circulars & Part 139 in order to notify all the aviation community.
4. **Public Address System:** Airport Terminals are equipped with public address systems to notify passengers and especially those who are visually-impaired.
5. **Notices Posted:** Notices to be posted on Terminal Access doors, Airline Counters and Offices.
6. **RUNNERS:** Messenger service.
7. **Internal Radio System:** Aerostar Division Chiefs, Supervisors, and employees are equipped with internal radios for two way communication.



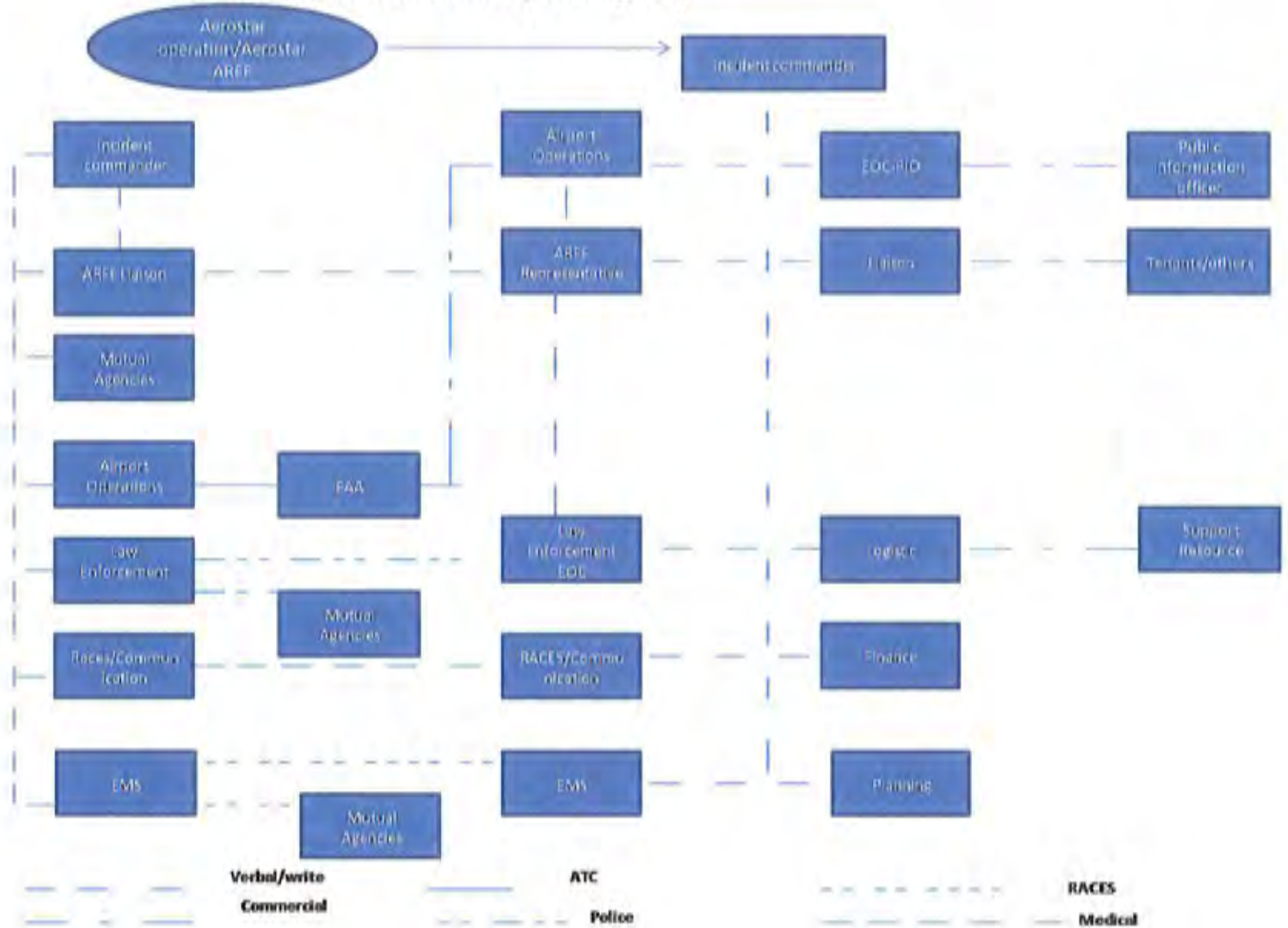
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Primary Notification System (PNS)



Secondary Notification System (SNS)



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SITUATION AND ASSUMPTIONS

Conditions that warrant the activation of the alert and warning system:

1. Assumptions:
 - a. For some types of emergencies, the local emergency management agency may activate the Emergency Alert System (EAS) to notify the public of the situation.
 - b. Fire, police, other airport personnel, or outside agencies may be called upon to assist in the alert and warning process.
 - c. National Oceanic and Atmospheric Administration (NOAA) Weather Radio Stations will disseminate watches and warnings issued by the National Weather Service (NWS). The NOAA tone alert radios are automatically activated when such watches are issued.
 - d. PREMA may activate the Mass Notification System (MNS) to notify response agencies and the public.

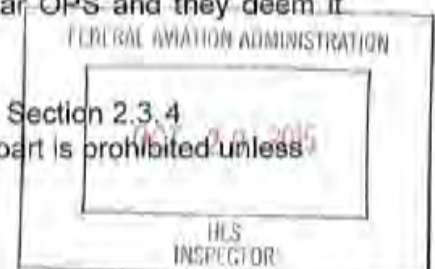
OPERATIONS

1. Aerostar ARFF and Airside Operations will identify key and essential personnel and organizations to be notified of the various emergencies, to include emergency response agencies, the public, and airport personnel.
2. Depending on the nature of the emergency, the Airside Operations Manager will identify who is responsible to initiate and make notifications and the methods to be used for the notification of those personnel and organizations.
3. Types of alert and warning systems:
 - a. Crash Phone – It is a two-way direct phone system used exclusively for aircraft emergencies notification between FAA and Aerostar ARFF. Is monitored 24/7 and tested daily.
 - b. Fire Alarms – They are installed all over the airport terminals and Concourses for Structural Fires. They are monitored 24/7 by the ARFF and OPS personnel.
 - c. Sirens – The Municipality of Carolina is a Tsunami Ready City and has installed sirens all over the north shore of the airport to alert the public of a possible tsunami.
 - d. Aerostar Radios – Aerostar has an internal two-way radio system to communicate with their different Departments. In addition to these radios, ARFF Unit has backup internal radios to communicate with each other in case of emergencies.
 - e. Emergency Alert System (EAS) – The State Emergency Management Agency will activate the EAS as soon as they are notified by Aerostar OPS and they deem it necessary to alert the public of an emergency.

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ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

Once an emergency situation is identified, quick notification and exchange of information is crucial. This section describes specific responsibilities that are assigned to tasked organizations for each type of emergency.

1. General Director designates Aerostar Airside Operations and ARFF with the specific responsibility and authority to initiate manually activated alert and warning systems.
2. All Tasked Organizations. Upon receipt of an alert signal or warning message, initiate internal notification procedures to:
 - a. Notify all employees and other volunteers assigned to emergency response duties of the emergency situation.
 - b. As appropriate to the situation:
 - i. Suspend or curtail normal business activities.
 - ii. Notify and recall essential off-duty employees.
 - iii. Send non-critical personnel home.
 - iv. Evacuate the facilities.
3. If appropriate, augment the alert and warning effort through the use of vehicles or personnel equipped with public address systems to deliver the alert signal and warning message.



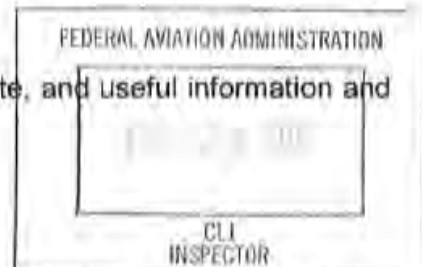
SECTION 2- 4: EMERGENCY PUBLIC INFORMATION

GENERAL

Public Information Officer (PIO) must provide timely, accurate, and useful information and instructions to the public throughout the emergency period.

PURPOSE

Aerostar Public Relations is responsible to provide timely, accurate, and useful information and instructions throughout an emergency.



SITUATION AND ASSUMPTIONS

Situation

Some airport situations require activation of the EPI response organization. Because of the unique service area of the airport (i.e., potentially world-wide for many facilities), consideration must be given to media needs at point of origin and/or destination airports.

1. Means of dissemination. Aerostar will disseminate the information related to any accident/incident to the media through press conferences, communicates or any other means depending on the magnitude of the information and the public interest.
2. Aerostar has identified as their available resources the local and national television, radio, newspaper, and the Internet. Alternative methods include vehicle-mounted public address, door-to-door, etc.
3. Coverage: Puerto Rico & US mainland.
4. Vulnerability. Natural phenomena such as hurricanes, tornadoes, floods, and earthquakes can render a telephone system (land line and cellular) inoperative. During major media events, the EPI section should plan for the unreliability of cellular telephone systems due to the extremely high volume of usage generated by the media and their equipment.
5. Audience.
 - a. Concessionaires, airlines, general aviation, Fixed Base Operators, and the traveling public.
 - b. Special needs groups. Consideration must also be given to people with sight, hearing, or mobility impairments, as well as the fact that many people at the airport may be unfamiliar with the surroundings and its hazards.

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Assumptions

Relevant assumptions about the media include:

1. Local cooperation. Local media will cooperate in placing the airport and communities' need for emergency public information ahead of the need for news coverage, at least in the initial response phase of the emergency.
2. External media interest. Some events, or even forecast events, can bring a significant number of media personnel and equipment to an airport. This will create heavy demands on the EPI organization, requiring augmentation

Relevant assumptions about the audience may include:

1. Preparedness. Level of preparedness is assumed. For example, emergency situations in the terminal building may assume a fairly low level of overall preparedness because of the transient nature of the population.
2. Demand for information. People will want more information and will call to get it if possible.

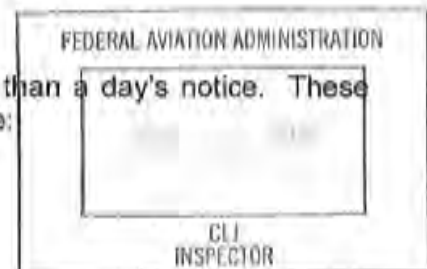
OPERATIONS

Aerostar Public Relations will provide general guidance on how emergency public information is to be disseminated to the public and airport personnel.

The General Director or designated representative has the authority to activate the EPI organization, under declared emergency conditions. Aerostar employees will receive instructions from General Director or designated representative. Priorities for EPI activities include production and dissemination of information, response to public inquiry, rumor control, and media relations. Aerostar's policy is to have a single point of contact for the EPI center to focus on specific emergency-related information as it relates to the airport's response activities (not the response activities of other organizations), and to provide positive, accurate, and reassuring information when possible.

Phased Activity

1. Increased Readiness (e.g., a known impending Event).
 - a. The following are actions that can be taken with more than a day's notice. These actions are not all-inclusive, but serve as a general guide:
 - i. Coordinate with the General Director.
 - ii. Establish and maintain contact with the media.



- iii. Provide preparedness information and any instructions, as cleared by the General Director.
- iv. As necessary, arrange for accelerated printing of any required public information material.
- v. Monitor the local media.
- vi. Augment public inquiry and/or media relations staffs, if needed.
- vii. Set up any additional facilities for EPI operations (e.g., separate telephone bank or media center).

Pre-Incident Message Content

The following is a suggested general content for pre-incident messages. The message content will depend on the amount of time available for action and on the particular hazard. Hazard-specific information and instructions should be appended to the section:

1. Hazard.
2. Estimated area and time of expected incident.
3. Property protection measures (e.g., sandbagging, boarding windows, relocating aircraft, securing equipment, etc.).
4. Recommended content of disaster supply kits for surviving 72 hours, if appropriate.
5. Evacuation instructions (coordinate with PREMA).
6. Other do and don't actions relevant to the emergency.
7. Telephone numbers for specific kinds of inquiry.

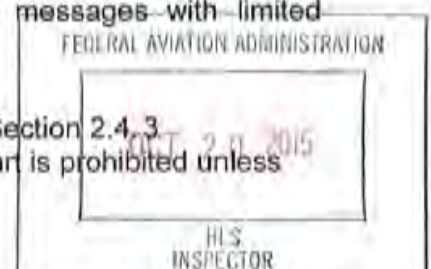
Limited Warning Available

1. EPI actions that may be taken with limited notice:
 - a. Coordinate with the General Director to determine/coordinate what protective actions will be taken (e.g., evacuation, in-place sheltering, etc.).
 - b. Complete "standby" EPI instructions with particulars of the event. Coordinate with appropriate EOC staff member to ensure warning system is activated as necessary and ensure any appropriate EPI is distributed.
 - c. Monitor the local media.
2. The following is suggested general content for pre-incident messages with limited warning available:

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- a. Type of hazard and risk posed to people and property.
- b. Area at risk and predicted time of incident.
- c. Protective action instructions. Detail the information to be disseminated to the permanent and transient airport population for the emergency at hand, i.e., what are they to do, how are they to do it, etc. If the protective action is such that it may impact the surrounding communities, e.g., evacuation, be sure it is coordinated with AEMEAD.
- d. Reference any visual information at-hand (e.g., pre-printed instructions that may have been distributed to the airport tenants and employees.

After Impact

1. The following EPI actions may be taken following the initial incident:
 - a. Establish and maintain contact with the local media. Provide relevant information and instructions as approved by the General Director.
 - b. Monitor local media reports and telephone inquiries for accuracy and respond as appropriate to prevent and/or correct rumors.
 - c. Augment public inquiry and/or media relations staffs, if needed.
 - d. Compile a chronology of incident-related events.
2. After Incident Message Content
 - a. Provide an assessment of the current situation.
 - b. Provide current response actions initiated and those in progress by the airport.
 - c. In coordination with AEMEAD, provide information as needed on:
 - i. Where/how to get help.
 - ii. Health hazards information.
 - iii. Key telephone numbers. Include a "hotline", if applicable.
 - iv. Web site address, if applicable.
 - v. Current response actions.



NOTE: Ensure Aerostar disseminates necessary information to the entire airport community, including airport employees.

NOTE: All information/data must be verified and authenticated by the General Director prior to the release of information to the Aerostar Public Relations.

Internal Coordination

1. General Director must coordinate with the PIO convergence of the media to the airport resulting from large-scale events. Provisions include:
 - a. Transferring some of the media relations responsibilities to pre-designated meeting rooms in the terminal or more suitable site.
 - b. Depending on the scale of the crisis, retention of external public relations personnel with aviation experience to support the PIO or obtaining assistance from another agency's public relations staff.
 - c. Providing credentials to media representatives.
 - d. Coordinating with law enforcement to allow media access to the scene (if it is safe to do so). Aerostar Security Manager decides how to implement special security measures.

Inter-Jurisdictional Coordination

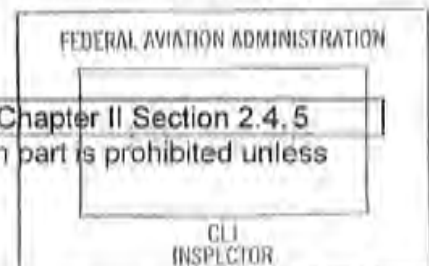
1. Airport-Local. General Director will ensure coordination between airport tenants, such as the air carriers, and the processes for handling the media where the tenant is a major player. It is important to remember that, even if the airport is not the location of an event such as an aircraft accident, if it happens to be the point of origin or destination for such an event, there will be significant media and public inquiry.
2. Airport-Local-State. For major events which may involve the state, such as a disaster that involves a declaration of emergency by the Governor, information will be channeled according to established procedures.
3. Airport-Local-State-Federal. There may be situations where the Federal government becomes involved, such as major aircraft accidents or a disaster that threatens to overwhelm a state's capabilities to respond and support the local community efforts. In some cases, the Federal Response Plan (FRP) may be activated. The FRP calls for maximum coordination of agencies' information releases through a Joint Information Center (JIC) to ensure consistency and accuracy.

The JIC is a single location where the media have access to information and the public affairs personnel of various agencies can consult with one another. Aerostar has designated the ARFF Conference Room as the JIC. If for any reason, it will not become a viable option, public affairs personnel, decision-makers, and news centers may be connected by electronic mail, fax, and telephone in an electronic "Joint Information System" (JIS). In the JIS, releases of information will be coordinated to ensure that everyone is using the most recent and accurate data.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITY

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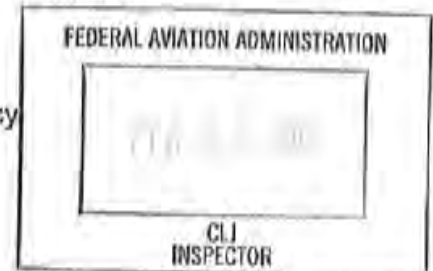
The following types of tasking may be assigned in support of the overall EPI function:

1. General Director

- a. Serves as the primary spokesperson before media, or delegates the function to PIO.
- b. Serves as the final approval authority to release of emergency instructions and information, or delegates function to PIO.
- c. In cases where Incident Command has been established, provides policy guidance on the transfer of authority to release information from the Incident Command Post to the Emergency Operations Center.
- d. Designates location for media briefings.
- e. Approves implementation of any special provisions for media convergence.

2. Aerostar Public Relations (PIO)

- a. Manages all aspects of EPI on behalf of the General Director.
- b. Assumes EPI functions delegated by the General Director.
- c. Ensures timely preparation of EPI materials and their dissemination.
- d. Ensures timely and appropriate coordination with off-airport emergency public information personnel.
- e. Briefs public affairs officers who go to the incident site.
- f. Schedules news conferences, interviews, and other media access.
- g. Supervises the media center.
- h. Assigns personnel to monitor all media reports for accuracy.
- i. Coordinates rumor control activity.
- j. Maintains a chronological record of emergency events.



3. General Director/AEMEAD

- a. Store/maintain advance emergency information packets for release at the airport PIO's request.
- b. Verify field reports of the emergency's development with the PIO.
- c. Cooperate in any public education efforts (e.g., the airport's triennial emergency exercise).

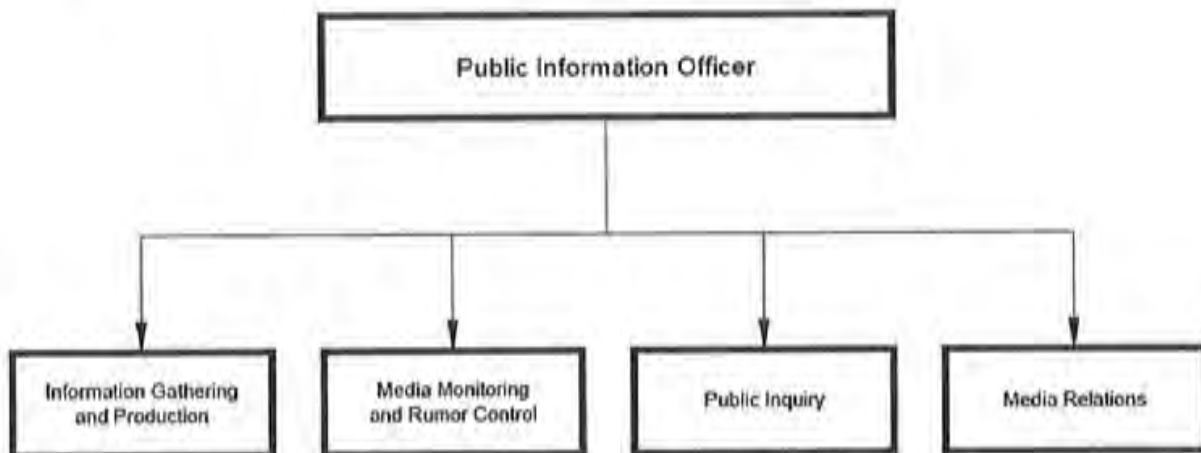
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4. Voluntary Organizations

- a. Provide support to public inquiry telephone lines, as requested by the PIO.
- b. Provide support in disseminating printed EPI material, as requested by PIO.

5. All Tasked Organizations

- a. Provide information as requested by the PIO.
- b. Clear all emergency-related news releases with the Airport's PIO.
- c. Provide public affairs officers to support EPI activities, as requested by the PIO.
- d. Refer media inquiries to the PIO.



Notes:

- 1. Other organizational structures are possible; this chart suggests function that should be addressed.
- 2. General Director's office may assume media lead if there is extensive media presence.
- 3. Depending on the type of emergency, coordination with another tenant, e.g. air carrier may be in order.

Components of the Emergency Public Information Organization

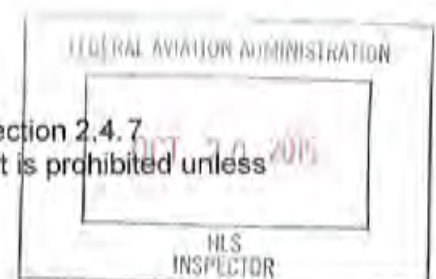
ADMINISTRATION AND LOGISTICS

- 1. Administration. Common reports from EPI would include:

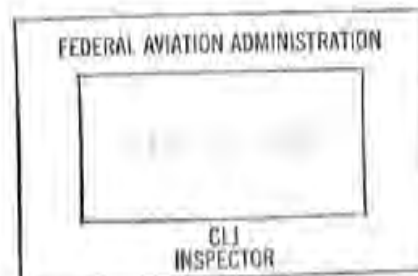
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- a. Press coverage summaries and/or clips.
 - b. Public reaction and concerns (based on telephone inquiries or post-disaster critiques).
 - c. Final chronology of events.
2. Logistics
- a. Staffing. Aerostar Public Relations is responsible to ensure how/when EPI staff is to be augmented to handle a surge in the public/media's demands for information.
 - b. Facilities and Equipment. The basic facility is the EOC and a nearby conference room or media center. Other possible facilities include a telephone bank and a separate, larger media center. This effort should be coordinated with affected air carriers and other appropriate airport tenants to avoid possible duplication of effort and other potential conflicts.



SECTION 2-5: PROTECTIVE ACTIONS

PURPOSE

This section provides actions to be taken to protect the health and safety of the transient traveling public and airport employee population at the airport. Protective actions for the public are emergency measures intended to eliminate and/or reduce exposure to the consequences of an emergency or disaster through either leaving the area (evacuation), or going indoors (sheltering-in-place). Protective actions include:

SITUATION AND ASSUMPTIONS

Situations

The airport can face situations that may require some type of protective action for its permanent and transient traveling public population.

1. Emergency conditions that could occur at the airport that may require implementation of protective actions.
2. Areas subject to potential protective actions (areas prone to flood, seismic activity, wildfire, etc.)
3. Areas on or near the airport that use, store, produce, or transport hazardous materials, as identified in Section 3-5 below.
4. Site-specific evacuation plans and maps (e.g., terminal building evacuation plans, grid maps).
5. Provisions for the identification of population groups requiring special assistance (e.g., people with sight, hearing, or mobility impairment).

Assumptions

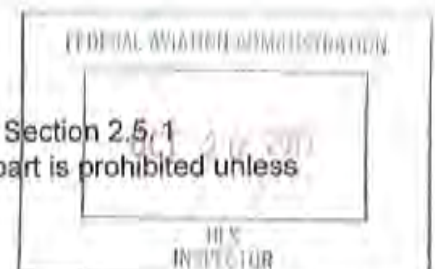
Assumptions focus on probable operational situations under emergency conditions, cover unanticipated contingencies, and establish the parameters within which the planning for evacuation will take place.

1. A focus on hazards (hurricanes) that provide sufficient warning time to implement a planned protective action for people identified as being at risk.
2. PREMA is well aware of all resources required to implement protective actions, including the availability of transportation, communications equipment, and personnel.
3. Transient personnel and traveling public may need assistance and guidance in carrying out a protective action.

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4. Some people will ignore the protective action recommendation, regardless of the threat.
5. Evacuation of people at risk for emergency situations that occur with little or no warning may be implemented on an ad hoc basis. The ARFF Chief or designated representative will be responsible for implementing it should be the Incident Commander at the scene of the emergency. Evacuation instructions should be based on known or assumed health risks associated with the hazard and a determination made that sheltering is not a viable alternative.
6. There will be some situations where it will be more prudent to shelter people rather than evacuate.

OPERATIONS

According to the characteristics of the hazard or the threat itself; magnitude, intensity, speed of onset, duration; and impact on the airport, such factors will determine the type of protective action (shelter or evacuate), whom will be impacted, how they will be notified, duration of impact, and in the case of evacuation, destination. Sheltering is best suited for those situations where there is little to no lead time, the nature of the event is external, and its duration is relatively short. Evacuation can be partial or full, i.e., a part of the airport or the entire facility, and is generally more long-term.

Sheltering

To make an in-place sheltering protective action decision, there should be a reasonable assurance that the evacuation of people from the airport facility or facilities will endanger their health and safety more so than allowing them to remain in place. An evacuation decision is a resource intensive decision. The availability of transportation, medical, and other resources, including designated destination shelters, may factor heavily in the protective action decision-making process. This section:

1. General Director, in coordination with PREMA, would have the final decision to use an airport to shelter people.
2. Aerostar Security, Airside Operations, Landside Operations, ARFF would notify the public of the need for taking a protective action.
3. Consideration should be given to shutting off all sources of outside air (e.g., shutting down air conditioning systems).

Evacuation

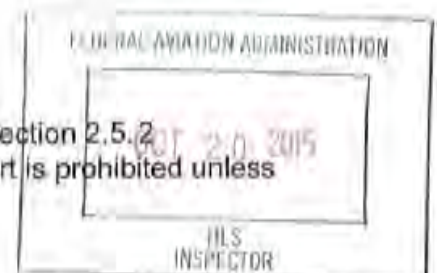
General Director, in coordination with PREMA would consider complete or partial evacuation options for the traveling public.

Inter-Jurisdictional Relationships

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PREMA has institutionalized maps or plans to facilitate the movement of evacuees from the hazard area and, if appropriate, provide them shelter and other services in a mass care facilities.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

General Director

1. Coordinates with PREMA regarding evacuation actions
2. Issues a statement on the airport's policy on evacuation, including the policy regarding those people who do not comply with evacuation instructions.
3. Issues protective action instructions when appropriate.
4. Designates a Protective Action Coordinator.

Protective Action Coordinator or the Safety Officer

1. Reviews known information about the emergency situation and makes recommendations to the General Director.
2. Coordinates with PREMA for transportation and evacuation routes.

Law Enforcement/Security

1. Provides traffic control during evacuation operations.
2. Provides security to evacuated/ sheltered areas/facilities.
3. Controls access to evacuated/sheltered areas.

Public Relations

1. Disseminates protective action instructions materials and information.

All Tasked Organizations

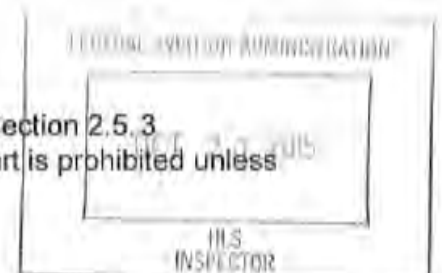
1. Make provisions to protect and secure facilities in the area(s) affected by the protective action
2. Identify and make provisions to relocate the organizational equipment and supplies that will be moved from an evacuated area.

ADMINISTRATION AND LOGISTICS

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1. Administration. Maintain records and reports associated with tracking the status of protective action events.
2. Logistics
 - a. Provisions that have been made to move from the area being evacuated those essential supplies and equipment items that are needed to sustain operations and to meet the needs of evacuees.
 - b. Coordinate with PREMA the support (law enforcement personnel, medical services, vehicles to transport evacuees, etc.) to facilitate evacuation operations.
 - c. Consider to close off outside sources of air to buildings used for sheltering.

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SECTION 2-6: LAW ENFORCEMENT AND SECURITY

PURPOSE



This section provides information which identifies methods used in mobilizing and managing law enforcement services in response to emergencies. Law enforcement services available at the airport are those provided by Aerostar Security and the PR Municipal & State Police. For the purposes of this section, law enforcement services address response capabilities for response to emergency and disaster situations.

SITUATION AND ASSUMPTIONS

1. On-airport and off-airport law enforcement emergency response support will be available to implement law enforcement functions.
2. Large scale emergencies may require law enforcement support of mutual aid agencies from long distances.
3. Some emergencies, such as bomb incidents or hijacking situations, will require specialized law enforcement and other technical support such as Explosive Ordnance Disposal (EOD), military specialists, or the FBI, as specified in the ASP.
4. Public and private law enforcement/security services, located at the airport and the adjacent communities may themselves be impacted by the disaster.
5. There may be some situations (e.g., wide area disaster) where the airport law enforcement services will be operating without the benefit of mutual aid support due to their commitment elsewhere.

OPERATIONS

Notification

The Airside Operations Office will notify the Aerostar Control Room (Airport Security) of the emergency and the Control Room dispatcher will notify local Law Enforcement of additional needed help.

Response

The Airport Security Department can respond to an airport emergency within five minutes of being notified. They have an average of four (4) Security Officer per shift with vehicles and two-way radio communications available to respond to emergencies. They can provide vehicles and manpower to help secure the scene and implement traffic and crowd control measures as

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needed. The vehicles are equipped with the airport grid map and drivers are trained annually in accordance with Part 139.329.

PREMA has established policies, plans and procedures of the Airport Law Enforcement response to emergency situations, both on and off the airport.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

General Director

1. Designate a Law Enforcement Coordinator (LEC) to report to the EOC, when appropriate which will be the Airport Security Manager.
2. Determine airport policy regarding off-airport response by airport law enforcement personnel and equipment.

PR Police/Law Enforcement Coordinator

1. Ensures availability of sufficient numbers of qualified and trained law enforcement / security personnel to sustain support around the clock.
2. Ensures compliance with all standards and regulations involving law enforcement, including those involving bomb situations, civil unrest, hazardous materials, and other related matters.
3. Ensures availability and operability of all necessary emergency response equipment.
4. Coordinates the response of multi-jurisdictional law enforcement response efforts on the airport.
5. Maintains a chronological event log.

Puerto Rico Air National Guard

Provide personnel and equipment to support non-law enforcement related operations during emergencies.

NOTE: the provision of military personnel is normally activated by the Governor during disaster situations or in accordance with existing mutual aid agreements.

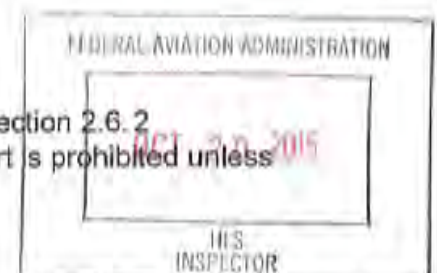
Tasked Organizations

1. Adhere to all professional and legal standards in the performance of duties.
2. Provide ongoing status reports to the LEC.

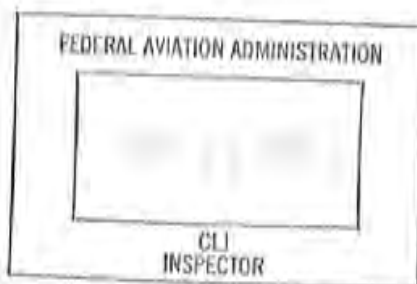
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3. As needed, coordinate with other emergency services such as medical/EMS, fire, and public works.
4. Refer all media requests for information to the LEC or PIO, as appropriate.
5. Maintain updated resource inventories of emergency supplies, equipment, and personnel resources, including possible sources of replacements.
6. Designate staff to perform emergency duties



SECTION 2-7: FIREFIGHTING AND RESCUE

PURPOSE

ARFF services are available to respond to emergencies that may affect life, property & safety mitigation. ARFF response includes coordination capabilities for structural fire, rescue situations, and hazardous materials incidents. The purpose of this section is to provide information which identifies the methods used to mobilize, coordinate, and manage fire and rescue services in response to emergencies including our supporting agencies such as PREMA and State and Municipal Firefighters.

AIRCRAFT RESCUE & FIREFIGHTING: EQUIPMENT AND AGENTS (§139.317)

Unless otherwise authorized by the FAA, the following rescue and firefighting equipment and agents are the minimum required for SJU as an Index D facility:

VEHICLES	
One vehicle carrying the extinguishing agents as follows	<ol style="list-style-type: none"> 1. 500 pounds of sodium-based dry chemical or clean agent; or 2. 450 pounds of potassium-based dry chemical and water with a commensurate quantity of AFFF to total 100 gallons for simultaneous dry chemical and AFFF application, and
Two vehicles carrying an amount of water and the commensurate quantity of AFFF so	The total quantity of water for foam production carried by all three vehicles is at least 4,000 gallons.

FOAM DISCHARGE CAPACITY	
Each aircraft rescue and firefighting vehicle used to comply with Index B, C, or D requirements with a capacity of at least 500 gallons of water for foam production shall be equipped with a turret. Vehicle turret discharge capacity shall be as follows	<ol style="list-style-type: none"> 1. Each vehicle with a minimum-rated vehicle water tank capacity of at least 500 gallons, but less than 2,000 gallons, shall have a turret discharge rate of at least 500 gallons per minute, but not more than 1,000 gallons per minute. 2. Each vehicle with a minimum-rated vehicle water tank capacity of at least 2,000 gallons shall have a turret discharge rate of at least 600 gallons per minute, but not more than 1,200 gallons per minute.

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AGENT DISCHARGE CAPACITY	
Each aircraft rescue and firefighting vehicle that is required to carry dry chemicals or clean agents for compliance with Index requirements must meet one of the following minimum discharge rates for the equipment installed:	<p>Dry chemical or clean agent through a hand line--5 pounds per second.</p> <p>Dry chemical or clean agent through a turret--16 pounds per second.</p>
EXTINGUISHING AGENT SUBSTITUTION	Other extinguishing agent substitutions authorized by the FAA may be made in amounts that provide equivalent firefighting capability

SJU is classified as Index D, which is determined by a combination of the length of the longest aircraft using SJU (B767) and the average daily departures. Primary Fire Extinguishing Agent will be AFFF 6% MIL-F-24385F, Aqueous Film Forming Foam Liquid Concentrate until supplies last. After that, the Primary Fire Extinguishing Agent will be AFFF 3% MIL-F-24385F. Turret discharge rates and the type of dry chemical used (sodium potassium based) is as follows:

The ARFF vehicles are:

Vehicles	Capacity	Turret capacity	Roof turret	Bumper turret
Rescue-9 Titan 1500 4x4 year 2001	1500 gals of water and 180 gals. AFFF, 500 LB Dry Chemical Agent-PKP Potassium Based.	22-270 Straight feet discharge	Flow rates 600/1200 gpm @ 200 psi	Flow rates 300 GPM @ 190 PSI, 1 each-30 pound Dry Chemical Class D fire extinguisher for metal fires, 20 pound Dry Chemical Class BC PKP, 20 pounds CO2 Class BC extinguisher.
Rescue-4 Model -ARFF KME 1500 4x4 year 2002	Capacity: 1500 gals of water and 200 gals. AFFF, 500 LB Dry Chemical Agent-PKP Potassium Based.	22-270 Feet Straight Stream Range	Flow rates 600/1200 GPM @ 200 PSI	Flow rates 300 GPM @ 190 PSI, 1 each-30 pound Dry Chemical Class D fire extinguisher for metal fires, 20 pound Dry Chemical Class BC PKP, 20 pounds CO2 Class BC

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ILS
INSPECTOR

Rescue-3 Model SNOZZLE PANTHER 3000 6X 6 year 2004	3000 gals of water and 400 gals. AFFF, 500 LB Dry Chemical Agent- PKP Potassium Based	22-270 Feet Straight Stream Range	Roof Turret: Flow rates 750/1350 GPM @ 200 PSI Piercing Nozzle 36" to 44" 150 GPM (Water, AFFF)	extinguisher Flow rates 263 GPM @ 190 PSI 1 each - 30 pound DryChemical Class D fire extinguisher for metal fires, 20 pound Dry Chemical Class BC PKP, 20 pounds CO2 Class BC extinguisher.
Rescue-2 MODEL F-550 XL SUPER DUTY QUICK DASH-2001	Capacity: AFFF premixed 500 LB Dry Chemical Agent-PKP Potassium Based/100 gals. 1 each - 30 pound Dry Chemical Class D fire extinguisher for metal fires, 20 pound Dry Chemical Class BC PKP, 20 pounds CO2 Class BC extinguisher.			
Rescue-12 FREIGHTLINER FIRE ELIPTICAL TANKER-2007	Capacity: Support with 3,700 gallons of water, structural pre connected hoses, AFFF and tools.			

NOTE:

1. Current copies of the North American Emergency Response Guidebook and Airport Diagrams are kept in all ARFF vehicles at all times.
2. All medical first responder equipment is carried in Rescue 2.

EXTINGUISHING AGENTS IN STOCK

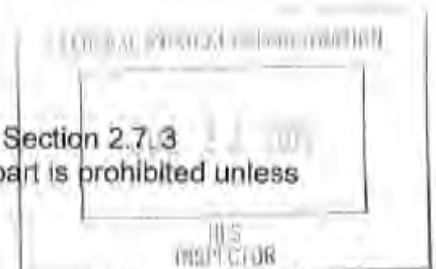
The amount of AFFF is 1.740 Gal
The PQS PKP is 4.850 Lb

NOTE: All cars must be loaded to its maximum carrying capacity.

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RESCUE AND FIREFIGHTING CAPABILITIES

The General Director or designated representative must ensure that during air carrier operations at the airport, the ARFF Unit has at least the minimum rescue and firefighting capability specified for an Index D facility. ARFF services are provided under the direction of Aerostar.

Personal Protective Equipment used by SJU ARFF crews consists of Proximity suits, helmet, safety glasses, gloves, steel toe boots, breathing apparatus, hearing protection, and safety vests as minimum.

COMMUNICATIONS

ARFF communication systems include:

1. Alarm System: Telephone
2. Crash line between ARFF Unit and ATCT
3. ATCT Discrete Emergency Frequency: 120.75
4. Alerting System
 - a. Crash line and Alarm system is testing daily at 0800 Local with the ATCT and ARFF station.
 - b. Radios and telephones are tested daily on each shift

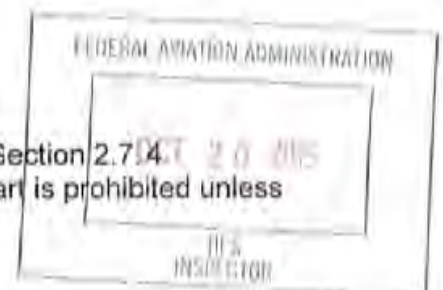
VEHICLE COMMUNICATIONS

Each required ARFF vehicle to comply with the airport index is equipped with two-way voice radio communications that provides for contact with at least:

1. All other required emergency vehicles
2. The air traffic control tower
3. Fire station

VEHICLE MARKING AND LIGHTING

Each required vehicle shall:



Have a flashing or rotating beacon

Be painted or marked in colors to enhance contrast with the background environment and optimize daytime and nighttime visibility and identification.

VEHICLE AND PERSONNEL READINESS

1. Vehicle Cover/Storage: Rescue vehicles 2, 3, 4, 7, 9, 12, 52 are stored at ARFF Hangar.
2. All ARFF vehicles are stationed at the airport. They are housed at the Airport Fire Station building. This ARFF facility is centrally located on the airport and has direct access to the ramp areas, taxiways, and runways. These units are maintained in a quick response readiness status 24 hours a day.
3. Airport Fire Station Building is located to the east of the platform 2 and the taxiway "N", beside the check point 3. (Figure 1)

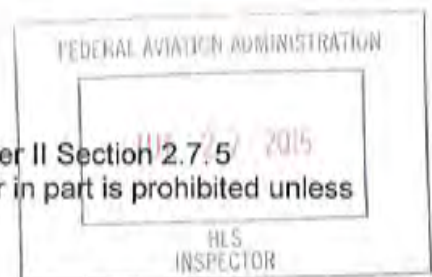


Figure 1

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SITUATION AND ASSUMPTIONS

1. On-airport and off-airport fire and rescue emergency response support organizations will be available to assist.
2. All responding fire and rescue units are familiar with their responsibilities.
3. Large scale emergencies may require fire and rescue support of mutual aid agencies from long distances.
4. Public and private fire and rescue services, located at the airport and the local communities may themselves be impacted by the disaster.
5. There may be some situations (e.g., wide area disaster) where the airport fire and rescue services will be operating without the benefit of mutual aid support due to their commitment elsewhere.

OPERATIONS

1. The mobilization processes of fire and rescue services as they relate to the airport environment, including such things as security access (personnel and vehicles) and vehicular operations on the Air Side Operations Area (AOA).
2. Emergency response from response to post-event considerations.
3. ARFF Chief will be in charge of directing operations (e.g., Incident Command System).
4. In incidents involving water rescue, the U.S. Coast Guard (USCG) will be lead agency. Secondary agencies include, but are not limited to the Puerto Rico State Fire Department Maritime Division and Puerto Rico State Police Department Maritime Division.
5. ARFF Chief will interact with other emergency response organizations (e.g., law enforcement, EMS, etc.) and will serve as the "ARFF Coordinator," in accordance with section 1-4 above.
6. General Director will determine the airport emergency response.
7. ARFF personnel and equipment are available on the airport to respond to emergencies.
8. ARFF Chief will coordinate fire and rescue operations with other responding agencies, such as EMS and law enforcement.

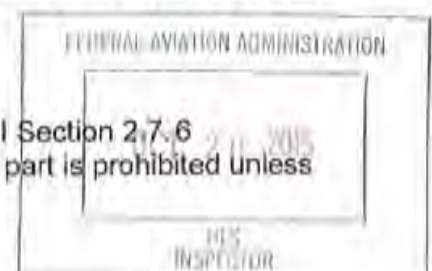
Staging Officer

The ARFF Chief shall appoint a Staging Officer to operate the designated staging areas as soon as practical.

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Training

Airport Staff: Participates in periodic mini-drills and Annual airport drills and exercises.

PRANG Staff: Cross trained to use ARFF equipment, and participates in periodic ARFF mini drills, Annual Drills, and exercises.

Grid Map

Grid maps of the airport property are located in each fire truck, the fire station, emergency response vehicles and airport management offices.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

General Director

1. Designate an ARFF Coordinator (FRC) to report to the EOC, when appropriate.
2. Establishes airport policy regarding off-airport response by ARFF personnel and equipment.
3. Conducts periodic mini-ARFF drills and table top exercises to test first response capability.

ARFF Chief/Fire and Rescue Coordinator

1. Ensures availability of sufficient numbers of qualified and trained ARFF personnel in accordance with:
 - a. AC 150/5200-12, *Fire Department Responsibility in Protecting Evidence at the Scene of an Aircraft Accident.*
 - b. AC 150/5210-7, *Aircraft Rescue and Fire Fighting Communications.*
 - c. AC 150/5210-14, *Aircraft Rescue Fire Fighting Equipment, Tools and Clothing.*
 - d. AC 150/5210-17, *Programs for Training of Aircraft Rescue and Firefighting Personnel.*
 - e. AC 150/5220-4, *Water Supply Systems for Aircraft Fire and Rescue Protection.*
2. Ensures compliance with all standards and regulations involving fire and rescue response, which may include hazardous materials.
3. Ensures availability and operability of ARFF equipment as required by 14 C.F.R. Part 139.
4. Ensures representation of a qualified FRC in the EOC, when required.

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5. Coordinates the response of multi-jurisdictional fire and rescue response efforts on the airport.
6. Provides information regarding the fire and rescue response effort through and to the Public Information Officer (PIO) for release to the news media.
7. Ensures emergency fire and rescue response information is provided to the EOC, as appropriate.
8. Maintains a chronological event log.

Law Enforcement/Security

1. Provides traffic and personnel access control, and security assistance to fire and rescue scene operations.
2. Assists in the identification of any fatalities.

Military

1. Provides personnel and equipment to support non-law enforcement-related operations during emergencies, such as fire and rescue operations.

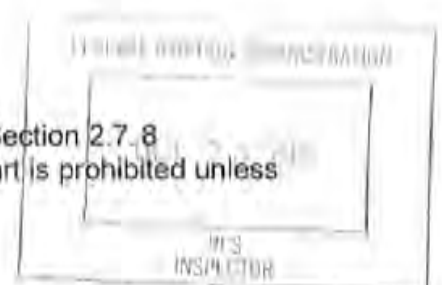
All Tasked Organizations

1. Adhere to all professional and legal standards in the performance of duties.
2. Provide ongoing status reports to the Fire and Rescue Coordinator.
3. As needed, coordinate with other emergency services such as medical/EMS, law enforcement, and public works.
4. Refer all media requests for information to the Fire and Rescue Coordinator or PIO, as appropriate.
5. Maintain updated resource inventories of emergency fire and rescue supplies, equipment, and personnel resources, including possible sources of replacements.
6. Designate staff to perform emergency duties.
7. Maintain updated contact information and mechanisms for notifying personnel; step-by-step procedures for performing assigned tasks; contact information for similar services in other jurisdictions, to include contact information for fire and rescue resources (air, land, water); and a listing of the radio communications call signs and frequencies used by responding organizations.

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ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

General Director

1. Designate an ARFF Coordinator (FRC) to report to the EOC, when appropriate.
2. Establishes airport policy regarding off-airport response by ARFF personnel and equipment.
3. Conducts periodic mini-ARFF drills and table top exercises to test first response capability.

ARFF Chief/Fire and Rescue Coordinator

1. Ensures availability of sufficient numbers of qualified and trained ARFF personnel in accordance with:
 - a. AC 150/5200-12, *Fire Department Responsibility in Protecting Evidence at the Scene of an Aircraft Accident.*
 - b. AC 150/5210-7, *Aircraft Rescue and Fire Fighting Communications.*
 - c. AC 150/5210-14, *Aircraft Rescue Fire Fighting Equipment, Tools and Clothing.*
 - d. AC 150/5210-17, *Programs for Training of Aircraft Rescue and Firefighting Personnel.*
 - e. AC 150/5220-4, *Water Supply Systems for Aircraft Fire and Rescue Protection.*
2. Ensures compliance with all standards and regulations involving fire and rescue response, which may include hazardous materials.
3. Ensures availability and operability of ARFF equipment as required by 14 C.F.R. Part 139.
4. Ensures representation of a qualified FRC in the EOC, when required.
5. Coordinates the response of multi-jurisdictional fire and rescue response efforts on the airport.
6. Provides information regarding the fire and rescue response effort through and to the Public Information Officer (PIO) for release to the news media.
7. Ensures emergency fire and rescue response information is provided to the EOC, as appropriate.
8. Maintains a chronological event log.

Law Enforcement/Security

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1. Provides traffic and personnel access control, and security assistance to fire and rescue scene operations.
2. Assists in the identification of any fatalities.

Military

1. Provides personnel and equipment to support non-law enforcement-related operations during emergencies, such as fire and rescue operations.

All Tasked Organizations

1. Adhere to all professional and legal standards in the performance of duties.
2. Provide ongoing status reports to the Fire and Rescue Coordinator.
3. As needed, coordinate with other emergency services such as medical/EMS, law enforcement, and public works.
4. Refer all media requests for information to the Fire and Rescue Coordinator or PIO, as appropriate.
5. Maintain updated resource inventories of emergency fire and rescue supplies, equipment, and personnel resources, including possible sources of replacements.
6. Designate staff to perform emergency duties.
7. Maintain updated contact information and mechanisms for notifying personnel; step-by-step procedures for performing assigned tasks; contact information for similar services in other jurisdictions, to include contact information for fire and rescue resources (air, land, water); and a listing of the radio communications call signs and frequencies used by responding organizations.



SECTION 2-8: HEALTH AND MEDICAL

PURPOSE

The Health and Medical function addresses the activities associated with the provision of emergency health and medical services at the airport. For the purposes of this section, health and medical include emergency medical service (EMS), public health, environmental health, mental health, and mortuary services. Related activities include:

1. Treatment, transport, and evacuation of the injured
2. Removal of the dead; and disease control activities related to sanitation.
3. Prevention of contamination of water and food supplies during response operations during and after an emergency.
4. Depending on the needs and resources of a particular airport, consideration may be given to the preparation of separate sections for these functions.

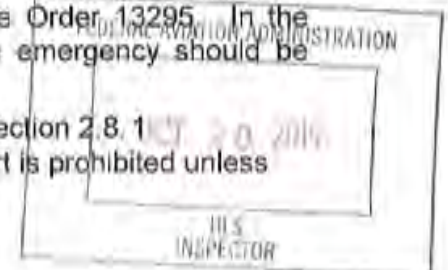
SITUATION AND ASSUMPTIONS

1. Airport will coordinate with PREMA and 9-1-1 to provide medical care, treatment, and transportation.
2. Maximum coordination and efficient use of off-airport medical resources will be required for large scale emergency and disaster events that would involve sufficient casualties and/or fatalities which may overwhelm local medical, health, and mortuary services capabilities.
3. Public and private medical, health, and mortuary services resources located in the communities it serves will be available.
4. Large-scale emergencies and disaster threat situations (hurricane, earthquake, flood, etc.) may affect large areas, requiring use of mutual aid from long distances.
5. Public and private health and medical resources, including human resources, located at the communities it serves may themselves be impacted by the disaster.
6. Emergency services to protect life and health during the first 12 to 24 hours after the disaster will probably be exclusively dependent on local resources.
7. Suspected Communicable Diseases. In the case of persons exhibiting signs/symptoms of a possible disease requiring quarantine, the airport will be required to contact state and/or federal Centers for Disease Control (CDC) for further instructions. The diseases subject to quarantine are established by Presidential Executive Order 13295. In the event that quarantine is required to protect public health, the emergency should be

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conducted in two phases: Short-term (approximately 6-8 hours) and Long-term (lasting several days).

8. Volunteers will come forward to help perform essential tasks; their presence and efforts must be anticipated and coordinated.

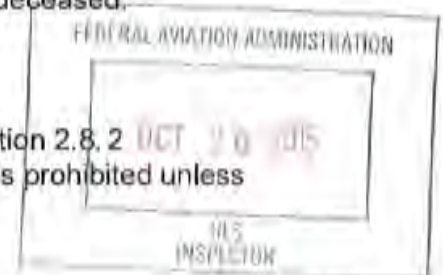
OPERATIONS

1. The mobilization of health and medical services, mainly as it relates to the airport, will start with a call to 9-1-1 & PREMA
2. The mobilization processes of medical services as they relate to the airport, including such things as security and vehicular operations on the AOA.
3. The initial person in charge of Health and Medical Operation will be the Senior Paramedic in shift at the time of the emergency. This person will also become the Health and Medical Coordinator (HMC) until released by a higher authority (Medical Doctor) or otherwise specified by the PR Health Department.
4. The interaction with other emergency response organizations (e.g., law enforcement, fire, public works, etc.) during response and post emergency operations will be vested in Health and Medical Coordinator (HMC).
5. Medical services including transportation and medical assistance for the maximum number of persons that can be carried on the largest air carrier aircraft that the airport reasonably can be expected to serve.
6. Establishment of a medical command post at the emergency scene.
7. ARFF Chief will coordinate, through PREMA, local health and medical response team efforts.
8. An area will be designated as to accommodate the deceased passengers. This area will be assigned by the Unified Command taking into considerations the different variables of the accident. Severely injured passengers will be treated in the triage area, if possible, and relocated to the nearest hospital for immediate medical care.
9. PREMA has the name, location, contact information, and emergency capability of each hospital and other medical facility that agrees to provide medical assistance or transportation.
10. Triage of the injured, if appropriate.
11. The transportation of the critically injured to medical facilities as quickly as possible, with a goal of within 60 minutes of the injury's occurrence.
12. Provide for the identification, transportation, and disposition of the deceased.

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13. Isolating, decontaminating, and treating victims of hazardous materials, as needed.
14. Once per year, all local medical and health agencies are invited to participate in an Emergency Plan Tabletop exercise, by which attendees are given an overall airport familiarization and training program for off-airport health and medical personnel.
15. PREMA manages mobilization processes for designated on and off-airport medical personnel and equipment.
16. PREMA manages coordination of medical operations with other responding agencies, such as fire rescue and law enforcement.
17. PREMA manages the process for requesting support of Disaster Medical Assistance Teams (DMATs).

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

General Director

1. Designates a Health and Medical Coordinator (HMC) to send a representative to the EOC when notified of an emergency situation, as appropriate.

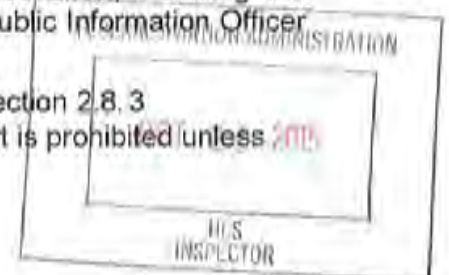
Health and Medical Coordinator (HMC)

1. Upon notification of an actual or imminent emergency or disaster, takes appropriate action.
2. Reports to the EOC or other designated location; sends a representative if unable to report in person.
3. Coordinates efforts with local jurisdiction EOC, if appropriate.
4. Provides initial assessment of health and medical needs.
5. Oversees and coordinates the activated health and medical organizations to assess their needs, helps them obtain resources, and ensures that necessary services are provided.
6. Ensures a medical command post is established by emergency medical teams responding to an emergency site.
7. Coordinates multi-jurisdictional health and medical response efforts (e.g., CDC).
8. Ensures proof of licensure is made for all responding volunteers.
9. Maintains a patient/casualty tracking system. If an air carrier aircraft is involved, coordinates this effort with appropriate air carrier personnel.
10. Provides information regarding the health and medical response effort, including the number of injuries, deaths, etc. to the news media through the Public Information Officer.

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(PIO). If an air carrier aircraft is involved, coordinates this effort with appropriate air carrier personnel.

11. Ensures emergency health and medical response information is provided to the EOC, as appropriate.
12. Coordinates support to the appropriate agency's (e.g. air carrier, airport, etc.) efforts to respond to inquiries from family members.

Emergency Medical Services

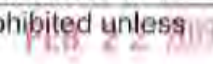
1. Respond to the emergency scene with appropriately trained emergency medical personnel and equipment.
2. Upon arrival at scene, assume appropriate role within the ICS. If ICS has not been established, initiate in accordance with established local standards.
3. Organize the necessary actions for triage, stabilization, and treatment of casualties and prepare for their eventual transport.
4. Provide control and dispatch of the casualties to the appropriate medical facilities. Coordinate with the local and regional medical facilities to ensure casualties are transported to appropriate locations.
5. If an aircraft is involved, coordinate with the owner/operator representative the transportation of the uninjured to the designated holding area.
6. Establish and maintain field communications and coordination with other responding emergency teams (medical, fire, law enforcement, engineering, etc.), and radio or telephone communications with medical facilities, as appropriate.
7. Maintain an accurate list of casualties, to include their names and destination medical facilities.
8. Arrange for restocking of medical supplies, as necessary.

Hospitals

1. Implement the appropriate hospital disaster plan.
2. Advise the Health and Medical Coordinator or appropriate EOC representative of the number and type of available beds. If an area-wide disaster is involved, also provide information regarding the condition of the hospital.
3. Provide medical care to casualties as they arrive.
4. Establish and maintain inter-hospital communications, as appropriate.
5. Provide medical guidance to EMS.

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CLJ INSPECTOR

6. Coordinate with EMS, other hospitals, and any medical response personnel at the scene to ensure casualties are transported to the appropriate medical facility. Take into account special requirements such as trauma or burn centers. Consider use of clinics to treat less than acute injuries.
7. Coordinate with local emergency responders to isolate and decontaminate incoming patients, if needed, to avoid the spread of chemical or bacterial agents to other patients and staff.
8. Depending on the situation and pre-emergency planning efforts, deploy medical personnel, supplies, and equipment to the emergency scene(s) or retain them at the hospital for incoming patients.
9. Establish and staff a reception and support center at each hospital for the relatives and friends of victims. If an air carrier aircraft is involved, coordinate this effort with appropriate air carrier personnel.
10. Provide patient identification information to the American Red Cross, air carrier, or other agency having a need for the information (e.g., NTSB).

Environmental Health Officer (EHO)

1. The SMS Coordinator is the Environmental Duty (EHO)
2. Provides for the monitoring and evaluation of environmental health risks or hazards as needed. Ensure appropriate actions are taken to protect the health and safety of disaster victims, responders, and the general public.
3. Inspects damaged buildings for health hazards.
4. Detects and inspect sources of contamination.
5. Coordinates with animal care and control agency to dispose of dead animals.
6. Ensures that adequate sanitary facilities are provided in emergency shelters and for response personnel.

Mental Health Agencies

1. Ensure that appropriate mental health services are available for disaster victims, survivors, bystanders, responders and their families, and other airport care-givers during response and recovery. Services may include crisis counseling, critical incident stress debriefings, information and referral to other resources, and education about normal, predictable reactions to a disaster experience and how to cope with them. There should be specialized family crisis assistance available for those affected by a traumatic event or who become traumatized by cumulative stress related to the disaster experience.
2. Provide outreach services to identify and serve those in need of mental health support.

FEDERAL AVIATION ADMINISTRATION		
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CJ INSPECTOR		

3. Coordinate with the PIO to arrange for dissemination of information to the public.
4. Coordinate with the American Red Cross (ARC) to identify victims who may require assistance.

Mortuary Services

1. Provide for the collection, identification, and care of human remains, determining the cause of death, inventorying and protecting deceased's personal effects, and locating and notifying next of kin, as appropriate.
2. Establish temporary morgue sites.
3. Obtain refrigeration vehicles for temporary storage of remains.
4. Establish and maintain a comprehensive record-keeping system for continuous updating and recording of fatality data.
5. Coordinate with:
 - i. Search and rescue teams, hospitals, EMS, and other emergency responders.
 - ii. Funeral directors, morticians, and transportation assets for the movement of the deceased.
 - iii. Other pathologists.
 - iv. The American Red Cross for location and notification of relatives.
 - v. Dentists and x-ray technicians for purposes of identification.
 - vi. Law enforcement agencies for security, property protection, and evidence collection

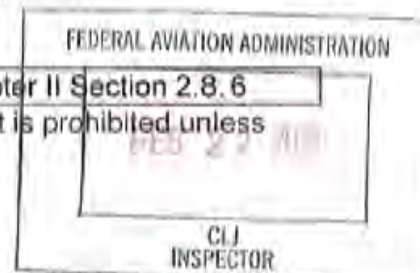
NOTE: *If this effort is in response to an aircraft accident, actions taken should be coordinated with the air carrier's plan developed under the PL 104-264, Title VII - Aviation Disaster Family Assistance Act (ADFAA) of 1996. Details of the ADFAA can be obtained at www.ntsb.gov.*

American Red Cross (ARC)

1. Provide food for emergency medical responders and patients, if desired.
2. Maintain a record-keeping system in coordination with hospitals, aid stations, and field triage/transportation units to collect, receive, and report information about the status of victims.
3. Assist in the notification of next of kin of the injured and deceased.
4. Assist with the reunification of the injured with their families.

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5. Provide first aid and other related medical support at temporary treatment centers, as requested, and within capability.
6. Provide supplementary medical, nursing aid, and other health services upon request, and within capability.
7. Provide assistance for the special needs of the people with sight, hearing, or mobility impairments, elderly, and those children separated from their parents, within capability.

Social Service Agencies

1. Assist in providing for the special needs of the people with sight, hearing, or mobility impairments, elderly, and children separated from their parents; also provide for special needs of orphaned children.

Animal Care and Control Agency

1. Coordinate with veterinarians and animal hospitals to arrange for animal services, as needed.
2. The only animal hospitals, veterinarians, and animal control shelters for use during regular and non-regular business hours is located at the Domenech Ave. There are other animal hospitals in the vicinity of the area, but do not operate on a 24/7 basis.
3. Coordinate with environmental health personnel regarding the location, collection, and disposal of dead animals.

Law Enforcement

1. Provide security assistance to medical facilities and to health and medical field personnel upon request.
2. Assist in the identification of fatalities.

Military

1. Provides personnel and equipment to support non-law enforcement-related medical operations during emergencies.

All Tasked Organizations

1. Adhere to all professional and legal standards in the performance of duties.
2. Provide ongoing status reports to the HMC, including number of deaths, injuries, and other appropriate information, etc.
3. As needed, coordinate with other emergency services such as fire, law enforcement, and public works.

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INSPECTOR

4. Refer all media requests for information to the HMC or PIO, as appropriate.
5. Maintain updated resource inventories of emergency medical supplies, equipment, and personnel resources, including possible sources of replacements.
6. Designate staff to perform emergency duties.
7. PREMA is equipped with SOPs and checklists that include:
 - a. Contact information and mechanisms for notifying personnel.
 - b. Step-by-step procedures for performing assigned tasks.
 - c. Contact information for similar services in other jurisdictions
 - d. Contact information for transportation resources (air, land, water).
 - e. Listing of the radio communications call signs and frequencies used by responding organizations.

ADMINISTRATION AND LOGISTICS

Administration

1. PREMA will be relied upon to obtain personnel, equipment and supplies, transportation, facilities, services, and other resources necessary to support emergency response and recovery operations.

Logistics

1. PREMA will coordinate all support needs of the emergency health and medical response organizations.
2. Sources of medical supplies and equipment:
 - a. Local area resources/stores (hospitals, pharmacies, emergency vehicles, local government resources, etc.).
 - b. Private sector suppliers.
 - c. Private sector health care organizations that maintain a supply system for medical supplies and equipment.
 - d. National Disaster Medical System (NDMS) - includes Department of Defense, Department of Health and Human Services, and FEMA.

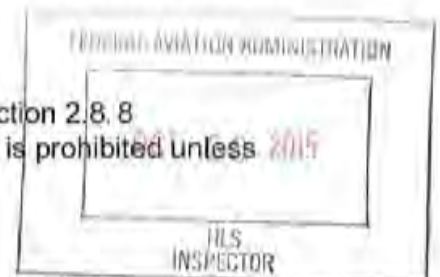
NOTE: Access to these federal resources must be initiated through PREMA and FEMA

3. Acquisition of medical/health equipment and supplies including:

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3. Acquisition of medical/health equipment and supplies including:
 - a. Initial supply and resupply for field medical operations.
 - b. Initial supply and resupply for health and mortuary services.
4. Transportation of medical/health supplies, personnel and equipment:
 - a. Airport/government-owned and commercial aircraft, trucks, and buses.
 - b. Armed Forces aircraft and trucks.
 - c. Private and public ambulance companies.
 - d. Water transport.
 - e. Limousine and taxi companies.
 - f. Mortuaries (for hearses).
 - g. Four-wheel drive and high-centered vehicles for medical evacuations under bad weather or terrain conditions.
 - h. Acquisition of embalming supplies, body bags and/or heavy-duty plastic and heavy equipment suitable for dealing with a mass fatality situation.

AUTHORITY AND REFERENCES

Federal Aviation Regulations require the airport certificate holders to adopt and carry out security, safety, and preparedness plans and programs which provide for the safety of persons and property traveling by air transportation. These authorities establish requirements for aircraft rescue and firefighting response, hazardous materials incident planning, medical assistance, structural fire plans, and programs which provide for safety against criminal acts.



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SECTION 2-9: RESOURCE MANAGEMENT

PURPOSE

Emergencies require the dispatch of personnel, equipment, supplies, and facilities. The purpose of this section is to identify requirements, expeditiously locate, acquire, allocate and distribute those resources to satisfy needs that are generated by an emergency.

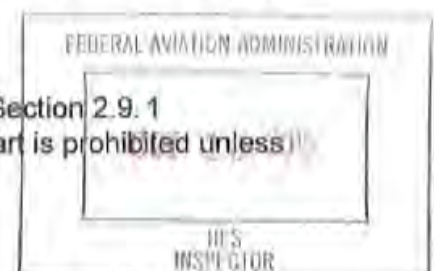
SITUATION AND ASSUMPTIONS

1. Major emergencies which close airport operations will require activation of the resource management function.
2. Potential critical resource shortages: electrical power, potable water, firefighting agents, portable equipment.
3. Possible effects on the transportation infrastructure: collapsed bridges, restricted airport access, highways closed.
4. Aerostar councils with electricians, Plumbers, Carpenters, Mechanics, and General Maintenance Personnel (See Appendix 4.14).
5. All employees are provided with an internal two-way radio while on their shift. Any other communication will be via commercial telephone line or via cellular phones. The PREMA is equipped with interoperability radio communication system.
6. The Maintenance Division is equipped with heavy equipment such as: diggers, bobcats, flatbeds, trucks, fingers lifts, cranes, etc. for the debris removal. Vehicles for passengers (injured and non-injured) transportation are coordinated with the local transportation Authority.
7. Portable pumps and hoses.
8. Post incident recovery materials and tools such as fuel, sand and sandbags, plastic sheeting, plywood, lumber, shovels, picks, chainsaws, etc.
9. Mass care supplies such as first aid supplies; potable water; blankets; sanitation services and supplies (e.g., portable toilets); lighting (lanterns, light sticks, candles, etc.).
10. Mutual Aid. Aerostar will coordinate with PREMA required procurement need of resources
11. Information. PREMA maintains a resource inventory.
12. Response agencies will sustain themselves during the first 24 hours of an emergency.

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OPERATIONS

General Director participates in a local mutual aid agreement. To solve those emergency situations where airport resources do not meet requirements, Aerostar will work with the community in order to obtain the services that can produce the desired level of protection.

The following resources will be accessed and provided by the various supporting agencies. Those not provided will be rented.

1. Personnel (including skilled labor, task specialists, and professionals)
2. Communications equipment
3. Vehicle (land, air, water) for passengers (injured and uninjured) cargo and debris removal.
4. Heavy equipment for public works applications and for handling materials.
5. Mass care supplies such as first aid supplies, potable water, blankets, sanitation services and supplies, and lighting.
6. Portable power generators.

Sequence of Activities

1. Notification of the Resource Manager which will be the General Director and/or the Maintenance Manager.
2. Activation and deployment. General Director or Maintenance Manager will activate the resource management function and identify staff that will perform this function and where it will be performed.

Needs assessment

General Director will use the following criteria to determine initial needs of supplies and equipment:

1. WHAT specific item(s) is required to support the emergency
2. WHY is a specific item(s) required (will an alternative item perform the same task)
3. HOW MUCH of the item(s) is required (specify quantities in pounds, feet, sq. yards, gallons, number, etc.)
4. WHO needs the item(s) (provide the organization needing the item(s))
5. WHERE is the item(s) required to be delivered to or used (precise location)

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6. WHEN is the item(s) required to be in-place (provide a time line).

Prioritization (ongoing)

1. The designated Resource Manager will apprise "the Needs Group" of established priorities.

Follow-up

1. Resource requests should be logged, prioritized, passed on to those responsible for obtaining and committing resources, and then tracked from "the Supply Group" and "the Distribution Group," and the requesting party. A recommendation is to use a "Resource Request" display board or automated resource request information program in the EOC on which each request can be visually monitored by the EOC staff.

Obtaining supplies

1. Notification of suppliers. When warning is available, the Supply Group (Acquisition Manager/Supervisor) should notify suppliers with whom agreements exist of the airport's intent to activate the agreement. Availability of supplies should be validated and key items should be reserved.
2. Evaluation of requests against known supplies (ongoing). Upon receipt of a request, the Supply Group should attempt to fill the need with airport resources or resources for which agreements are in place. If the needed resource is on hand, the Supply Group contacts the supplier, confirms transportation responsibilities, notifies the Distribution Group of the incoming resource (or of the need to pick it up) and its priority, and informs the Needs Group that action has been taken on the request. If the needed resource is not available from prearranged suppliers, the next step is to procure (or hire) or solicit a donation of the needed resource.
3. Procurement and hiring. When requests are of high priority for the airport, an expedited procurement or hiring process may be in order. Procurement involves contacting suppliers, negotiating terms (in coordination with the Financial Officer and Legal Advisor, if necessary), making transportation arrangements, notifying the Distribution Group and Needs Group of the action taken. Often during a declared state of emergency, procurement procedures can be streamlined.

Maintaining financial and legal accountability

1. The Finance Officer should keep the Resource Manager and Supply Group aware of their authorized budget, log and process transactions, track accounts, and secure access to more funding if necessary and feasible. The Legal Advisor should keep them aware of their legal obligations—and, as mentioned above, of any special powers granted by law to expedite their tasks under declared emergency conditions.

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- a. Distributing goods and services.
 - i. Activating and operating key facilities. Determine where incoming resources should be received. If possible, identify a Central Resource Receiving Point. The Distribution Group should be responsible for operating the receiving facility.
 - ii. Traffic control. The Distribution Group ensures that high priority resources are dispatched quickly to where they need to be.
 - iii. Hauling. Provisions for transport of procured resources.
 - iv. Reporting and co-ordination. From the EOC, the Distribution Group would notify the receiving facility of incoming resources to expect, as well as their priority designation. The receiving facility should provide regular reports to the Distribution Group regarding the arrival of resources, allowing the Distribution Group to track the status of the resources.

Post-emergency activity (recovery)

1. When needs have largely been met, the crisis subsides, and the airport can begin to function as normal, the resource management function will have to address four areas:
 - a. Disposal of excess stocks. Loaned equipment will have to be returned to its owner.
 - b. Surplus property can be dealt with through normal procedures, except perhaps where hazardous materials are involved.
 - c. Stand down (Return to normal duties). Deactivate facilities and staff as soon as is feasible; reports and documentation completed and filed.
 - d. Financial settlement. Reimburse or compensate the owners of private property. Submit required reports for financial assistance.

Support Acknowledgement

Suppliers and donor should receive acknowledgment for their support. This should be coordinated with Airport Management. New suppliers might be approached regarding their interest in developing an agreement in time for the next emergency.

Coordination with Voluntary Agencies

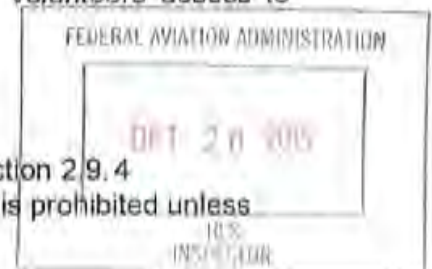
A resource management section should address how the airport will coordinate its resource management activities with voluntary agencies. It should also address policies and liability on the use of volunteer labor.

NOTE: *Caution should be exercised when allowing untrained volunteers access to areas where they may be exposed to traumatic events.*

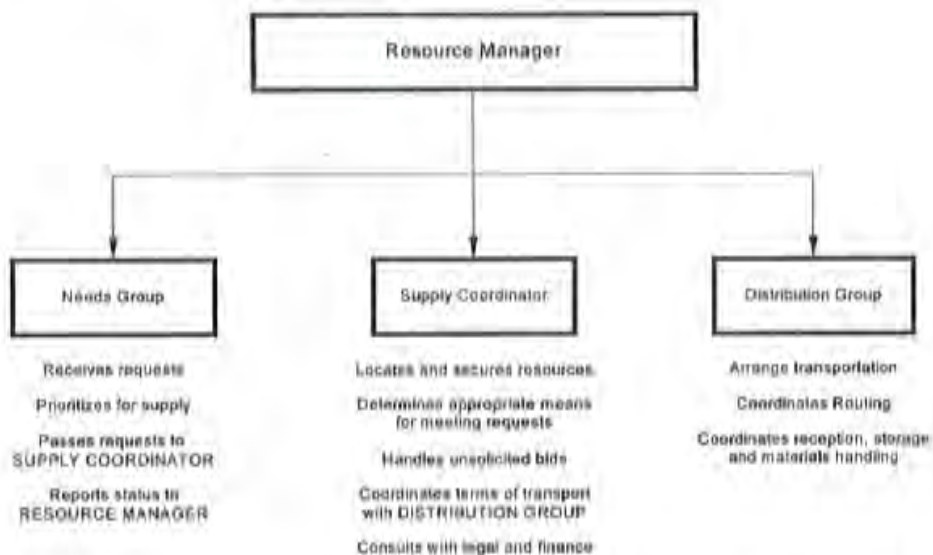
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ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES



Note: Other organizational structures are possible; this chart suggests functions that should be addressed.

Components of a Resource Management Organization

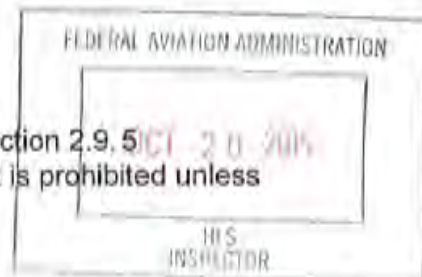
The following tasking should be performed for resource management:

1. **Resource Manager.** Upon arrival at EOC:
 - a. Directs and supervises the activities of the Needs, Supply, and Distribution Groups.
 - b. Coordinates with PRPA-PREMA Coordinator the needs and priorities to satisfy the emergency
 - c. During the emergency, monitors potential resource shortages and advises the PRPA-PREMA Coordinator.
 - d. Identifies locations for storage of resources, if needed.

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2. Needs Group

- a. Receives requests and reports on the function's success in meeting needs.
- b. Receives specific requests.
- c. During multiple scene emergencies or disasters, monitors resource demands from Incident Command Logistics Officers and maintains list of all staging area resources, itemized by incident location.
- d. Report to the Resource Manager on the status of resource requests.

3. Supply Group

- a. Locates and secures resources. As needed, includes teams for procurement, personnel, and donations. Should be supported with financial information and legal advice.
- b. Determines appropriate means for satisfying requests.
- c. Handles unsolicited bids.
- d. Keeps Needs Group informed of action taken on requests.
- e. Keeps Distribution Group informed of expected movement of resources, along with priority designation for the resource.
- f. Requests transportation support from Distribution Group, as needed.
- g. Undertakes procurement using database and/or resource listings to fill requests through prearranged supply channels.
- h. When advance warning is available, confirms availability of resources, and reserves supply.
- i. Contacts suppliers, settles terms for transportation, and provides necessary delivery information.

4. Financial Officer

- a. Oversees the financial aspects of resource management, including record-keeping, budgeting for procurement and transportation, and facilitating any donations.

5. Legal Officer

- a. Advises resource management team on contracts and other relevant legal matters.

6. Distribution Group

- a. Ensures delivery of resources by overseeing routing, transportation, collection, sorting, storage, and inventory.
- b. When multiple scene emergencies or disasters occur, establishes liaison with all Incident Command Staging Officers to monitor location, passage, and inventory of resources.

7. All Airport Agencies

- a. Provide knowledgeable staff to support Resource Management, as requested.

ADMINISTRATION AND LOGISTICS

This section addresses the administrative and general support requirements for carrying out resource management tasking.

Reports and records

Airport Management will maintain records and logs.

Finance

Determine use of existing funds and how contingency funds will be made available. In addition, establish procedures to buy, invoice, and budget control.

Hiring and other Personnel Matters

Airport Management will issue waivers of normal procedures for matters of hiring, assigning of work outside the normal job description, for job requirements on airport property.

Maximum complement

Aerostar will maintain an optimum number and kind of resources at their warehouses (Isla Grande and SJU) for the daily operation. The Acquisition Manager should attempt to address the number and kind of resource which may need to be activated and the maximum number of personnel that would be needed to support them.

Augmentation

In case of an emergency, each division will evaluate how they will perform their duties assigned under the AEP. First, employees from other divisions not having responsibilities under the AEP will be reassigned to other divisions, temporarily, depending on their knowledge and abilities. Secondly, the use of airport tenants employees. Third, off-duty employees will be called to work. Fourth, employees from other airports will be called to assist.

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Facilities

The basic resource management activities will be conducted at the Aerostar Acquisition Department in coordination with the Accounting Manager. The Resource Manager may establish other additional facilities such as the following:

1. Central Resource Receiving Point.
2. Staging Areas.
3. Warehousing. To store excess resources.
4. Lodging. Coordinate needs with Tourism Co.

Communications

Because of the multi-location nature of resource management, a successful operation will depend on reliable communications. The number of telephones, telephone lines, fax machines, computer terminals, two-way radios, and other standard equipment will depend on the anticipated size of the airport's resource management operation.

Computers and software

Airport Management will use its in-house financial and operational computer resources.

Office equipment, Supplies, and Forms

Airport Management will ensure that there is a sufficient supply of office equipment, supplies and forms to get things going. These items though often forgotten are critical to success of the operation.

Transportation

General Director will use its own transportation system to support the resource management functions.



SECTION 2-10: AIRPORT OPERATIONS AND MAINTENANCE

PURPOSE

This section provides information which identifies the roles and responsibilities of Airside Operations and Maintenance personnel during an airport emergency.

SITUATION AND ASSUMPTIONS

1. Airside Operations and/or Maintenance personnel may be the first to respond to many airport emergencies.
2. Airside Operations and/or Security may have to represent the General Director during the initial stage of some emergencies.
3. For some emergencies, Maintenance personnel may have to make an initial determination if airport structures are safe to use.

OPERATIONS

1. Personnel from Airside Operations will respond to the emergency, while airport maintenance personnel will standby to respond to requests for assistance.
2. Airside Operations personnel will evaluate the situation and its impact (real and/or potential) on overall airport functions.
3. Airside Operations personnel will ensure appropriate personnel/organizations are notified of the emergency.
4. Airside Operations personnel will make initial determinations regarding the requirement for the issuance of Notices to Airman (NOTAMs).

ASSIGNMENTS OF RESPONSIBILITIES

General Director

1. Designate an Airside Operations Manager/Supervisor to report to the EOC, when appropriate.
2. Designate a Maintenance Coordinator (MC) to report to the EOC, when appropriate.

Airside Operations Manager/Supervisor

1. Ensure that the command vehicle (e.g. mobile command center, bus, etc.) is provided at the scene as soon as possible.

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2. Ensure any and all required NOTAMs have been issued.
3. Ensure completion of necessary airport inspections upon emergency termination.
4. Emergency Notification (See Appendix 4.6)
5. Provide means (e.g. buses), to evacuate people from the accident scene.
6. Provide information regarding the status of the airport to the news media through the PIO.
7. Maintain a chronological event log.

Maintenance Manager/Coordinator

1. Prepare and maintain an airport resource list.
2. Ensure the restoration of utilities to critical and essential facilities, when necessary.
3. Ensure the safety of facilities (e.g. post-fire, flood, earthquake, tornado, hurricane, explosion).
4. Provides backup electrical power.
5. Clears debris, as necessary.
6. Ensures availability of potable water supply.
7. Provides sanitation services.
8. Maintains a chronological event log.

All Tasked Organizations

1. Provide related status reports to the Operations and/or Maintenance Coordinator, as appropriate.

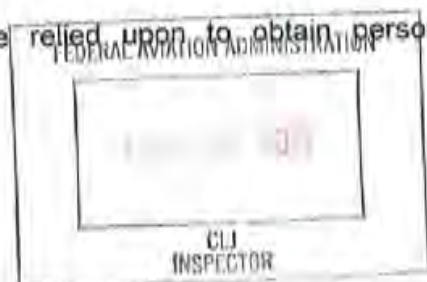
Administration and Logistics

Accounting

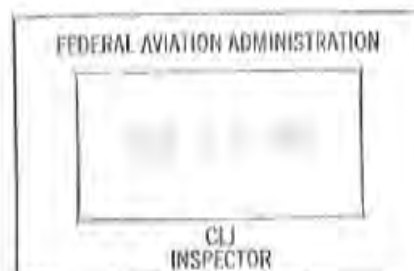
1. Support requirements and sources that will be relied upon to obtain personnel, equipment, and supplies.

Acquisition

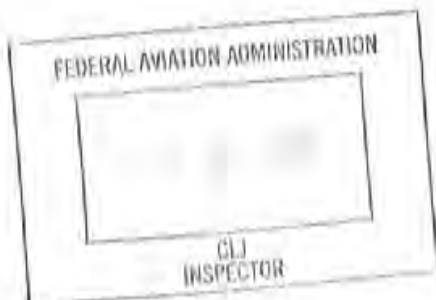
1. Necessary resources may include:
 - a. Portable emergency shelters.



- b. Portable lavatories.
- c. Portable lighting.
- d. Portable power supplies.
- e. Cones, stakes, flags, and signs.
- f. Machinery, heavy equipment, cranes, etc.
- g. Transportation resources (e.g. buses, vans, trucks).
- h. Fuel removal equipment.
- i. Portable heating equipment



CHAPTER III HAZARD SPECIFIC SECTION



SECTION 3-1: AIRCRAFT ACCIDENTS OR INCIDENTS

PURPOSE

The information contained in this hazard-specific section defines responsibilities and describes actions to be taken in the event an aircraft incident/accident affects the airport. Any incident happening off the airport jurisdiction will be the responsibility of that jurisdiction. The airport will respond as Mutual Aid as requested.

DEFINITIONS

1. **Aircraft Accident.** Any occurrence associated with the operation of an aircraft that takes place between the time a person boards the aircraft with the intention of flight and the time such person has disembarked, in which a person suffers death or serious injury as a result of the occurrence or in which the aircraft, including cargo aircraft, receives substantial damage. (See 49 C.F.R. Part 830.) (Refer to *Reporting an Accident to the NTSB* at www.nts.gov.)
2. **Aircraft Incident.** Any occurrence other than an accident that affects or could affect the safety of operations.

SITUATION AND ASSUMPTIONS

1. SJU is classified as Index D.
2. SJU operates 24hrs/7days a week.
3. The Airport Traffic Control Tower (ATCT) also operates 24hrs/7days a week.
4. Runways: 8/26 and 10/28
5. Daily operations include air carrier, cargo, commuter, general aviation, and military.
6. Types of aircraft that normally use the airport includes: B-737, B-757, B-767, B-777, A-320, A-330, A-340, Saab 340, MD-11, DC-10, CRJ, including cargo aircraft, etc.
7. Airport staffing: Aerostar ARFF, Security & Law Enforcement: PR. Police, Airside Operations, Land Side Operations and Maintenance.
8. Each aircraft incident/ accident is considered a potential hazardous materials incident.

OPERATIONS

1. Actions to be taken if an aircraft incident/ accident should occur on or adjacent to the airport.

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Classifications

1. **Alert I (Local Standby Alert):** An aircraft that is known or suspected to have an operational defect that should not normally cause serious difficulty in achieving a safe landing. This is a notification only. No response is required. All units involved will be manned and will standby at ARFF station.
2. **Alert II (Full Emergency Alert):** An aircraft that is known or is suspected to have an operational defect that affects normal flight operations to the extent that there is danger of an accident. All units respond to pre-designated positions.
3. **Alert III (Aircraft Accident Alert):** An aircraft incident/accident has occurred on or in the vicinity of the airport. All designated emergency response units proceed to the scene.

NOTE: Airport Operations will coordinate with ARFF personnel as to when the runway can be reopened after an Alert II response. After a runway/taxiway inspection and confirmation that all vehicles and aircraft are clear of the runway and taxiways, only then will the runway/taxiways will be reopened.

Response Description

1. ARFF responses are designed to render immediate control and mitigation of an aircraft incident, perform rescue or other lifesaving services, prevent property damage to structures or equipment, and may warrant the medical treatment of injured personnel.
2. In-flight or Airborne Emergency: An emergency condition that affects the operational integrity of an aircraft while in flight.
3. Medical Emergency: Any condition or situation in which an individual perceives a need for immediate medical attention.
4. Ground Emergency: An emergency condition involving aircraft operations while on the ground and is not incident to flight operations nor classed as an in-flight or airborne emergency. These emergencies may involve ground servicing, maintenance activities, pre-departure checks, and or support equipment operations.
5. Structural Emergency: An emergency condition (other than those involving aircraft or other transportation mediums) that warrants the delivery of emergency services (including rescue, fire suppression, emergency medical care, special operations, law enforcement, and other forms of hazard control and mitigation) involving structures, infra-structures, and or utility systems or services.

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Categories

Estimated Casualties

<i>Aircraft Occupants</i>	<i>Number of Casualties</i>	<i>20 % casualties Immediate Care Priority I</i>	<i>30 % casualties Delayed Care Priority II</i>	<i>50 % casualties Minor Care Priority III</i>
500	375	75	113	187
450	338	68	101	169
400	300	60	90	150
350	263	53	79	131
300	225	45	68	112
250	188	38	56	94
200	150	30	45	75
150	113	23	34	56
100	75	15	23	37
50	38	8	11	19

These figures are based on the assumption that the maximum number of surviving casualties at an aircraft accident occurring on or in the vicinity of the airport is estimated to be about 75% of the aircraft occupants.

Emergency Phases

1. Response Phase

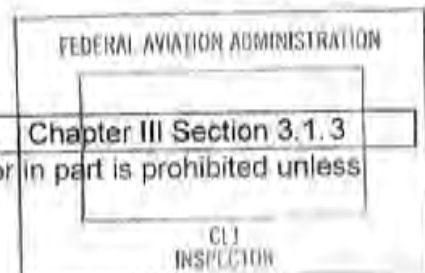
- a. Activities will be focused on the dispatch and arrival of emergency first responders, initial fire suppression, rescue operations, and dealing with any hazardous materials issues.

b. Site Control Zones

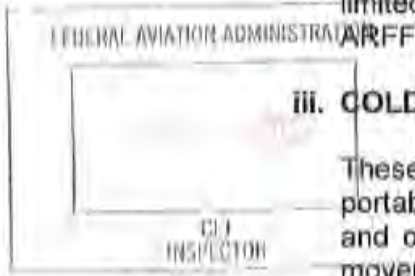
i. HOT (RESTRICTED) ZONE

Area where ARFF Operations are being conducted. Includes the area identified as Immediately Dangerous to Life and Health (IDLH). Only personnel who are performing ARFF related task and wearing proper PPE are allowed in the Hot Zone. The size of this zone may vary greatly depending upon the nature and extent of the entire incident itself. This zone should stay active throughout the entire incident. If the aircraft has broken apart, there may be more than one Hot Zone.

ii. WARM (SUPPORT ACCESS) ZONE



An area immediately outside of the hot zone. Access to this zone should be limited to personnel who are not needed in the hot zone, but are directing aiding ARFF personnel working in the Hot Zone.



iii. COLD (SUPPORT) ZONE

These areas may include the ICP, the PIO, and Staging areas for personnel and portable equipment. In addition includes staging areas for additional apparatus and other resources. The outer boundary should be established to control the movement of vehicles and personnel into and out of the controlled areas.

2. Investigatory Phase

- a. The investigatory phase includes gathering and analysis of information, the drawing of conclusions, including the determination of probable cause. This activity may, depending upon conditions, begin during the Response Phase and continue through the Recovery Phase. The investigation is normally the responsibility of the National Transportation Safety Board (NTSB). However, emergency first responders should adhere to the criteria contained in AC 150/5200-12, Fire Department Responsibility in Protecting Evidence at the Scene of an Aircraft Accident.
- b. The wreckage cannot be moved or disturbed until so authorized by the NTSB Lead Investigator in charge (IIC) and State and Local law enforcement have completed their investigation.
- c. The recovery phase may start at the completion of the Investigatin Phase. The Agency having authority (NTSB/FAA) will turn the incident over the Airport Management for removal of the aircraft.

3. Recovery Phase

- a. During this phase, all efforts will be focused in returning the airport to a normal operational condition. The Airside Operations Manager will lead this phase.
- b. The aircraft owner/operator is responsible for the wreckage removal/recovery from the accident site. The Airtort FBO or any private company that is neede or perceive to be needed will be called to facilitate, in a timely manner, the aircraft/wreckage.

Billing of Costs

Aerostar shall bill all cost for the recovery and removal of aircraft from the operational areas of the airport, allowing the airport to return to normal operations, to the owner/operator of the involved aircraft.

Runway Re-Opening to Air Traffic

Once the removal of recovery phase is completed, the Airside Operations Manager/Supervisor shall inspect the runway/ taxiways pavement surfaces for damage/debris, and surrounding environment as the Runways/Taxiways Safety Areas to determine whether the facility can safely

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provide service to the community. If satisfactory, the airport will reopen and return to normal operations the facility.

Aerostar Procedures for Response and Recovery Actions

1. After initial notification, ARFF responds
2. Airside Operations initiate Secondary Emergency Notifications
3. Based on the ARFF Chief's determination, PR Police will establish and implement "Crime Scene" protocol. The Aerostar Security Department will support and augment PR Police force, as required and requested by PR Police.
4. All other Aerostar personnel will stand-by for further instructions

Response and Recovery Actions of all the Local Response:

1. ARFF Chief will request augmentation of Fire response personnel from local community.
2. All other request for personnel or resources will be coordinated through PREMA.

Preservation of Evidence

Whenever possible, the wreckage should remain undisturbed until the arrival of the first National Transportation Safety Board (NTSB) accident investigator. Prior to that time the NTSB or its authorized representative takes custody of aircraft wreckage, mail, or cargo, it may not be disturbed or moved except to the extent necessary:

1. To remove persons injured or trapped.
2. To protect the wreckage from further damage.
3. To protect the public from injury.

Where it is necessary to move aircraft wreckage, a sketches, descriptive notes, and/or photographs will be made, if possible, of the original position and condition of the wreckage and any significant impact marks. (Refer to 49 C.F.R. Part. 831, *Accident/Incident Investigation Procedures.*)

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

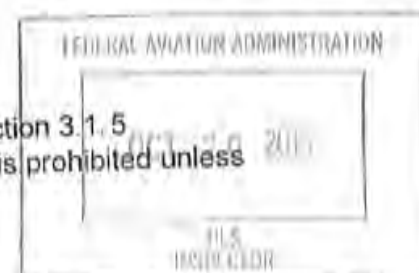
General Director or Designated Representative

1. Identify and designate hangars or other key buildings to be used to accommodate injured and deceased persons.

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2. Activate the EOC, as needed.
3. Ensure all appropriate notifications have been made, including:
 - c. National Transportation Safety Board (NTSB).
 - d. FAA.
 - e. Airport response personnel.
 - f. FEMA, FBI, Military Services, etc.
4. Provide emergency support services, as requested, through the EOC

Airport Traffic Control Tower

1. Activate the appropriate Primary Notification System through the Crash Phone. This includes Aerostar ARFF, Airside Operations, Security, and PRANG.
2. Control aircraft and ground vehicle operations on the airport in support of the emergency response, if the airport remains open.
3. Control airspace in the vicinity of the incident/accident to ensure other aircraft do not interfere with emergency response activities.
4. Notify the FAA Communication Center and the NTSB.
5. Update the ATIS information as needed.
6. Issue appropriate NOTAMs as needed.

Aerostar ARFF

1. Respond to aircraft incident/ accident.
2. Assume the lead position in Incident/Unified Command System for initial fire and rescue operations.
3. Ensure appropriate mutual aid emergency response organizations have been notified and are taking appropriate action.
4. Create the hot, warm, and cold zones.
5. Establish the triage area.

Law Enforcement/Security

1. Initiate and maintain appropriate Traffic and Access Control.



2. Provide scene support and security.
3. Provide AOA access control and assist with escorts.
4. Ensure appropriate mutual aid organizations have been notified and are taking appropriate action.
 - a. PR Police Department
 - b. PR Municipal Police
 - c. FBI, TSA, Coroner
 - d. Provide necessary investigative support.

Emergency Medical Services

1. Provide necessary triage and on-scene initial treatment of casualties.
2. Ensure appropriate mutual aid organizations have been notified and are taking appropriate action.
3. Provide for the movement (land, water, air) of casualties to appropriate treatment facilities as expeditiously as possible.
4. Maintain an accurate list of casualties and their respective destination treatment facilities.
5. Coordinate with the involved air carrier the transportation of the uninjured to the designated holding area.
6. Arrange for restocking of medical supplies, as necessary.

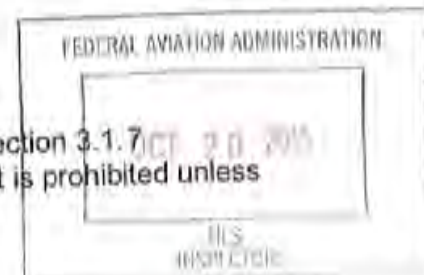
NOTES:

1. *PL 104-264, Title VII - Aviation Disaster Family Assistance Act (ADFAA) requires each air carrier to deal with the families of victims involved in an aircraft accident. However, there may be some instances where it may take some time before the air carrier can fully implement its plan. In the interim, family members may look to the airport for information and assistance. Organize all air carriers serving the airport to respond and assist the affected carrier during the first 12 hours. This group could also respond to charter carriers or emergency diversions that involve non-tenant air carriers.*

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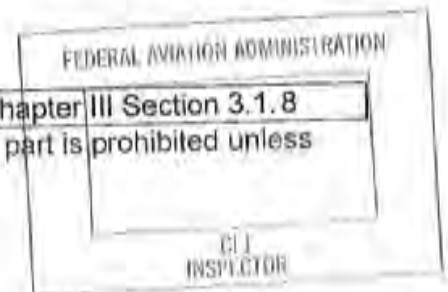
2. *Collect names, addresses, and telephone numbers of passengers that do not receive medical attention.*
3. *Pre-determine locations for key facilities, such as a "Friends and Relatives" reception area, and other areas where families may gather.*
 - a. *If accident/incident occurs in Runway 8; use First Level of Terminal A*
 - b. *If accident/incident occurs in Runway 10; use Second Level the old American Eagle Terminal E*
4. *Identify and disseminate information of location of Temporary "Friends and Relatives" reception area, and other areas where families may gather.*
5. *Identify information that Station Managers and airport operator may need concerning passengers, their families, and the accident site. Relay this information to the affected air carrier and emergency operations centers.*
6. *Establish emergency access to the terminal by air carrier employees and emergency service providers during an event.*
7. *Assist airline in securing hotel rooms in the local area for non-tenant air carriers involved in an emergency diversion or for charter carriers that have no employees at the airport.*

Airside Operations

1. Activate the Secondary Notification System via commercial telephone.
2. Ensure that supporting emergency response agencies (fire, medical, law enforcement, etc.) have responded.
3. Coordinate response actions with the ATCT and establish an access route for entry and exits.
4. Determine the need to totally/ partially close the airport and issue appropriate NOTAMs.
5. Provide all necessary escorts to and from the incident/accident site.
6. Keep and maintain the open portion of the airport running safely.
7. Make an initial assessment of damages.
8. In the event of an accident or significant incident that impacts airport operational or a significant portion of public safety areas, the airport will be closed immediately either by the General Director, or designated representative. Further, the airport, or portions thereof, will not be reopened until:
 - a. Aircraft operating areas are safe and secure;

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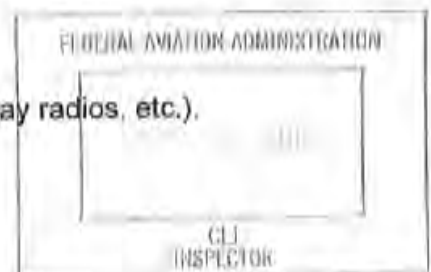
- b. Aircraft movement areas that are to be reopened have been properly inspected;
- c. Adequate ARFF protection is available for aircraft operations and;
- d. Public safety is assured.

Maintenance

- 1. Assist/provide critical services, including utility support (activation/cut-off), as needed.
- 2. Provide sanitation services for extended operations.
- 3. Assist in the provision of required resources.
- 4. To the extent possible, arrange to have available the following equipment/supplies/services:
 - a. Portable lavatories.
 - b. Drinking water.
 - c. Ropes, barricades, barrier tape, etc.
 - d. Portable lighting.
 - e. Cones, stakes, flags and signs.
 - f. Portable shelter(s), as needed.
 - g. Machinery, heavy equipment, and extraction tools.
 - h. Coordinate Fuel removal operations
 - i. Portable public address system.
 - j. Participate in EOC activities.

Accounting

- 1. Provide budgeting, payment and other financial support.
- 2. Provide procurement services.
- 3. Procure communications equipment (cellular telephones, two-way radios, etc.).
- 4. Participate in EOC activities.
- 5. Provide tracking of expenses for potential reimbursement.

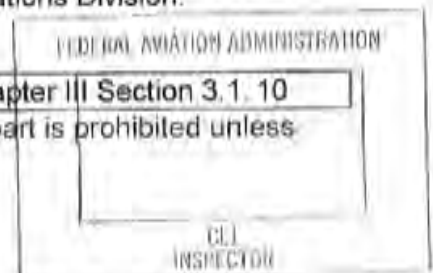


Public Relations

1. Determine from the IC if there are any limits on the information release.
2. Obtain IC's approval for media releases.
3. Develop and provide press releases as needed.
4. Arrange for tours and other interviews or briefings that may be required.
5. Interface with the media, as well as with air carrier and emergency response on-scene public relations personnel.
6. Maintain current information summaries and/or displays on the incident and provide information on status of incident to assigned personnel.
7. Participate in EOC activities.

Aircraft Owner/Operator or Designated Representative

1. Provide pertinent information to IC, to include:
 - a. Number of persons on board.
 - b. The presence and location of any dangerous goods.
2. Provide EOC representation.
3. Make necessary notifications, to include the FAA and NTSB.
4. Arrange for appropriate passenger services, to include:
 - a. The transportation of uninjured passengers/crew members.
 - b. Adequate holding facilities for uninjured passengers/crew members.
 - c. Commissary items, telephone facilities, clothing, and additional medical services, as needed.
 - d. Facilities for friends and families of victims/passengers.
 - e. Passenger/crew accountability and tracking.
 - f. Hotel and/or other alternative travel arrangements for passengers.
 - g. Critical Incident Stress Management (CISM) support
5. Coordinate news releases with Aerostar Press and Communications Division.



6. Provide for the timely removal of the wrecked or disabled aircraft as soon as authorized by the appropriate authority (NTSB).

Other Airport Tenants

1. Continue to provide services based upon conditions.

National Transportation Safety Board (NTSB)

The NTSB "...is responsible for the organization, conduct, and control of all accident investigations involving civil aircraft, or civil and military aircraft, within the United States, its territories and possessions. (Refer to *Responsibility of the Board*, 49 C.F.R. §831.2.)

ADMINISTRATION AND LOGISTICS

This section of the document covers those general support requirements specific to aircraft incidents and/or accidents. Specialized resources, policies and procedures may be appropriate because of the unique nature of aircraft incidents/accidents.

UNIQUE CONSIDERATIONS

General

General Director will coordinate the planning, response, and recovery efforts with PREMA.

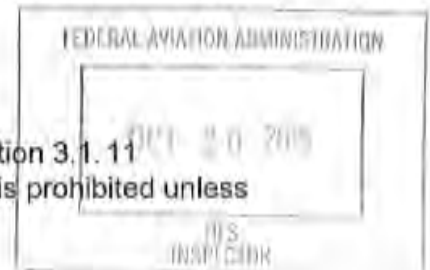
Command and Control

1. Use the Unified Command System (reference *Command and Control*). This provides for joint field participation and coordination with all agencies, including the airport and the aircraft owner/operator (See Appendix 4.6).
2. Each aircraft incident/accident will be treated as a potential hazardous materials site.
3. Upon determination that the incident/accident site no longer poses a fire or hazardous materials threat to the health and safety of personnel, the IC may terminate the Response Phase of the emergency and allow the Investigatory Phase to begin. However, have ARFF remaining as the lead agency until all injured and deceased have been removed from the scene and during any hazardous materials mitigation activities, such as aircraft defueling.
4. Once that has been completed, and upon consultation with other Unified Command representatives, IC lead may be transferred to the investigating agency.
5. The appropriate investigating agency may provide IC lead during the Investigatory Phase of the emergency.

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6. Upon determination by the agency(s) that the airport can begin site recovery, and upon consultation with other Unified Command representatives, IC lead may be transferred to the Operations Division.
7. The Operations Division may provide the lead during the Recovery Phase.

Communications

1. A communications network will consist of a sufficient number of radio transceivers, telephones (land line and mobile), and other communications equipment sufficient to establish redundant communications capability. This network will link all participating agencies, including the ICP and EOC(s).
2. Radio and telephone communications will be limited to those which are essential; they will be concise.
3. Runners will be included to augment the communications system, especially in high noise areas.
4. The airport will consider use of amateur radio operators (RACES, REACT) as source of communications, including Packet radio and TV capabilities.
5. A dedicated communications vehicle/ mobile command post with self-contained electrical power will be provided by the State Emergency Management Agency and Disaster Administration.

Emergency Public Information (EPI)

1. Coordinate all news releases with other participating agencies, such as the air carrier and NTSB.
2. Aerostar Press Representative will provide controlled scene access for the media.
3. Airport will speak only about activities for which they are responsible.

Protective Actions

1. General Director may consider evacuation/sheltering in the event the aircraft incident/accident occurs in such a manner or location that it may threaten the health and safety of other personnel on the airport.

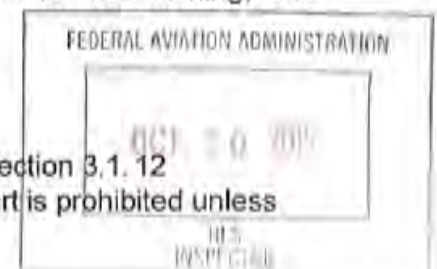
Law Enforcement/Security

1. Major law enforcement tasks and responsibilities:
2. PR Police is the primary law enforcement agency responsible for establishing, and methods used to establish, site security.
3. All mutual aid support will be coordinated through PREMA.

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4. Establish traffic and access control points to facilitate the movement of emergency response vehicles in and out of the airport/ accident site.
5. Ensure identification of authorized responders at the accident site (e.g. ID vests, armbands, escort, etc.).

ARFF

1. Advise fire/rescue & mutual aid emergency response organizations of:
 - a. Accident location.
 - b. Access routes.
 - c. Staging area(s)/rendezvous point(s).
 - d. Additional equipment/manpower.
 - e. Water re-supplies points.
 - f. Location of on-scene Command Post.
 - g. Protection of evidence.

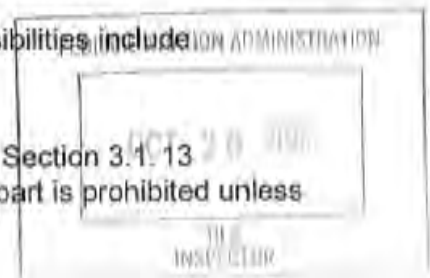
Health and Medical

1. On-scene
 - a. Provide triage, initial medical care, and transportation to health care facilities.
 - b. Medical facilities and personnel are notified of the accident via calling 9-1-1 & PREMA.
 - c. First to arrive on the scene, will designate a "Medical Coordinator" who will assume command of emergency medical operations at the accident site and whose responsibilities, in coordination with a "Medical Transportation Officer" include:
 - i. Verifying that mutual aid medical and ambulance services have been alerted and verify their subsequent arrival at the designated Staging Area.
 - ii. Organizing the necessary action for triage and treatment of the casualties and their eventual evacuation to a health care facility.
 - iii. Arranging for the re-stocking of medical supplies, if necessary.
 - iv. Providing medical analysis of the walking wounded or traumatized.
 - d. Designate a Medical Transportation Officer whose responsibilities include

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- i. Ensure that hospitals and medical personnel have been notified of the emergency.
 - ii. Direct transportation of casualties to health care facilities suited for the particular injury.
 - iii. Account for casualties by recording the victim's name, destination health care facility, and transporting agency.
 - iv. Advise hospitals when casualties are en-route.
- e. Hospitals
- i. Facilitate the distribution of the critically injured.

NEWS MEDIA ACCESS ON TO SJU/ ACCIDENT SCENE

Federal Aviation Administration (FAA) Restrictions

Because Part 139 requires that non-essential personnel be controlled in their access to the airport flight and operational areas, reaching the scene of an aircraft incident or accident at the airport will require cooperation. The airport will be carefully controlling access to the emergency site to make sure that we can move emergency vehicles to and from the site as necessary. The movement of these emergency vehicles will always take priority over everything else.

Access to the Accident Scene

In this regard, members of the news media must understand that access to the accident scene WILL ALWAYS BE RESTRICTED UNTIL ALL FIRES ARE EXTINGUISHED, RESCUE OPERATIONS HAVE BEEN COMPLETED, ALL SURVIVORS AND INJURED HAVE BEEN TRANSPORTED AWAY FROM THE SCENE, AND ACCIDENT SITE HAS BEEN SECURED AND MARKED OFF. Under the very best of circumstances, this process will take at least two hours and very probably longer. Member of the media should understand this time delay and plan their activities accordingly.

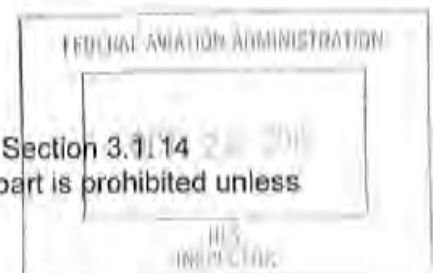
QUICK REACTION CHECK LIST

RESPONSE TO AIRCRAFT ACCIDENT / INCIDENT

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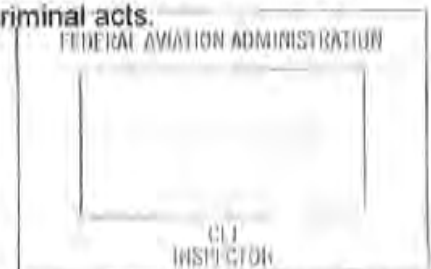


AIRLINE EMERGENCY RESPONSE PLAN		
Accommodations	If accident occurs on Runway 8:	If accident occurs on Runway 10:
Passengers Reception Center – (Survivors)	Terminal A – First Level	Terminal D – American Eagle Between Gates 1 – 4
Family Member – Reception Center – Assistance Center	Baggage Claim Area – First Level Terminal B – C	Terminal D – First Level – American Airlines Baggage Claim Area
Passengers (wounded) awaiting transportation to Hospitals	Nearest Hangar facilities	
Pilots & Crew Members	<ol style="list-style-type: none"> 1. Airline Manager’s Office or Airline Operations Center 2. FBO – Aircrew Lounge 3. Aerostar ARFF – Conference Room 	
Media Center	Salon Puertos 787-791-2300 & 787-791-1784	
Federal Agencies Staging Area	SJU ARFF Training Room	
Aerostar Emergency Operations Center (next to the Chapel)	TSA Command Post 787-253-5622 & 787-253-5392 & 787-791-1785	

AUTHORITY AND REFERENCES

Federal Aviation Regulations require the airport certificate holders to adopt and carry out security, safety, and preparedness plans and programs which provide for the safety of persons and property traveling by air transportation. These authorities establish requirements for aircraft rescue and firefighting response, hazardous materials incident planning, medical assistance, structural fire plans, and programs which provide for safety against criminal acts.

References: ACM, ARFF Training Manual, AC



SECTION 3-2: TERRORISM INCIDENTS

INTRODUCTION

No report or rumor, however vague, can be ignored. Each case must be thoroughly investigated in a manner that will safeguard the public and minimize damage if a bomb is actually present.

Specific information regarding terrorism incidents is considered Sensitive Security Information (SSI) as well as this document. Additional specific information is contained at the Airport Security Program Chapter 18. Sensitive Security Information is and will be distributed on a need-to-know basis only.

JURISDICTION

The U.S. Department of Justice has jurisdiction to investigate cases involving airline sabotage, attempted sabotage, or bomb threats. State and local ordinances might also apply. The assistance of the Department of Defense Explosive Ordnance Disposal (EOD) personnel may offer is governed by the Posse Comitatus Act of 1878. This act is United States Federal Law: 18 U.S.C. §1385. This Act prohibits Army/Air Force personnel from assisting civil authorities in the execution of civil law enforcement. Rendering a bomb harmless does not violate the Posse Comitatus Act; however, searching the area does, because the search can be construed as an act contributing to the enforcement of a law. As a result, EOD personnel cannot be expected to assist with this task.

Airports regulated under 49 CFR part 1542, Airport Security, (www.tsa.gov), will have procedures for responding to bomb threats already specified in their Airport Security Program (ASP). Similarly, air carriers have bomb threat procedures specified in their security plans as required by 49 CFR Part 1544, Aircraft Operator Security, (www.tsa.gov). Any terrorism threat response procedures should be coordinated with procedures in these TSA-approved security plans.

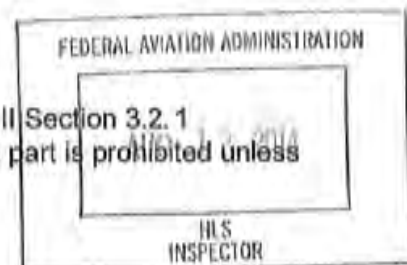
PURPOSE

The information contained in this hazard-specific section is intended to supplement the Basic Plan and Functional Section of the Airport Emergency Plan. It defines responsibilities and describes actions to be taken in the event a bomb threat or actual incident occurs at the airport.

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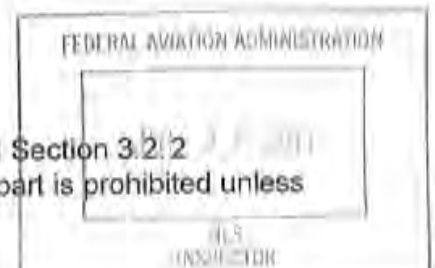
SITUATION AND ASSUMPTIONS

1. Every airport is a potential target for a terrorism threat. Threats may be received against the airport, an aircraft, an aircraft owner/operator, or any other agency operating at the airport.
2. Airports regulated under 49 CFR part 1542 has established response procedures for bomb threats as specified in their ASP. Air carriers regulated under 49 CFR part 1544 also has established procedures in their FAA approved security program to respond to bomb threats.
3. All terrorism threats will be taken seriously until the validity of the threat can be determined.
4. The designated isolation area is away from terminals, hangars, and other public areas. The designated area is in taxiway Hotel between H6 and H7. Depending the circumstances, runways can also be used as isolation areas.
5. Aerostar counts with TSA's Transportation Security Specialist-Explosives Personnel stationed at the airport, as the first available subject matter expert personnel for initial assessment, until the FBI and PR Police Explosive Division arrives at the scene.
6. Unattended baggage are potential sources for a terrorist act, therefore will be treated as well.
7. The Bomb threat mitigation procedure will be to create a Management Decision Making Group to assess the situation and if needed a partial or full evacuation of the affected area following the established procedures.

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Chapter III Section 3.2.2



UNATTENDED BAGGAGE

Any person discovering unattended baggage or packages must to immediately notify the Aerostar Airport Operations Control Center (AOCC) by calling (787) 253-2500 or (787) 253-0979. No attempt is to be made to move or tamper with the unattended objects; Security Personnel will take appropriate actions in accordance with existing Standard Operating Procedures and the Airport Security Plan as follow:

1. Airport Operations Control Center (AOCC)

- a. Will immediately notify Aerostar Security.
- b. Will record the call in the daily logbook.
- c. Will monitor, at all times, the process until render safe.

2. Aerostar Security

- a. Will arrive at the scene in less than 5 minutes from the initial call.
- b. Will try to find the owner of the unattended baggage within the area.
- c. **If found**, will advise the owner about the Federal Security Regulations regarding the unattended baggage and will notify AOCC.
- d. **If not found**, will notify AOCC to alert PRPD and K-9 Units.
- e. Will create a safe security perimeter at the scene.
- f. Will stay at the scene until render safe and will keep AOCC informed at all times.

3. K-9 Units

- a. If the K-9 gives a negative indication, resume normal operations.
- b. If the K-9 gives a positive indication, proceed with the Suspicious Item Protocol.

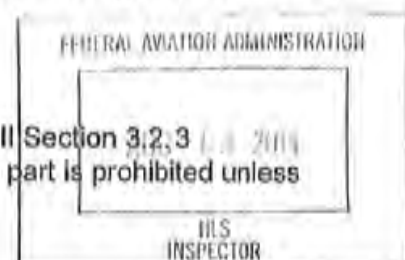
4. Puerto Rico Police Department (PRPD)

- a. Will provide support to Aerostar Security personnel.
- b. If the owner has not appeared by the time the K-9 gives a negative indication, will keep custody of the unattended baggage.

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Chapter III Section 3.2.3



BOMB THREAT

GENERAL

When a bomb threat is received, the person receiving the information should attempt to get as much information as possible. If in direct communication with the individual, an attempt should be made to establish the approximate location and time the bomb is set to detonate. Immediately, the person receiving the information/threat will call the Aerostar Airport Operations Control Center (AOCC) by calling 787-253-2500 and notify in details the information provided.

As soon as the notification of a Bomb Threat is received by Security, AOCC will notify the PRPD, FBI (Stephen Newland: 787-994-0282 or Jonah Burfield: 787-994-0330), and Aerostar Management to create a decision making group composed of at least, the following representatives: Affected airline or concessionaire, Aerostar Security, Aerostar Operations, ARFF, PRPA Interagency Coordinator, PRPD, TSA, DHS & FBI. This group will meet initially at: Crisis Room.

BOMB THREAT (Buildings)

It is the responsibility of the Aerostar Security Manager or his/her deputy to evacuate and create a safety perimeter of no less than 500 feet around the affected building following a positive bomb threat. If a suspicious item is found, all decision will then be the responsibility of the PR Police Department and the FBI.

1. Indefinite Information on the warning/call

- a. The building will be inspected by the first K-9 Unit to arrive at the scene, either PRPD or TSA.
- b. If the K-9 gives no positive indication, we will resume normal operations.
- c. If the K-9 gives a positive indication, we will proceed with the suspicious item protocol in buildings.

2. Definite Information on the warning/call (Chapter 18 - ASP)

- a. Proceed with the Suspicious Item Protocol (Building).

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Chapter III Section 3.2.4



BOMB THREAT (Aircrafts)

The Luis Muñoz Marín International Airport is regulated under 49 CFR part 1542 and have response procedures for terrorism threats specified in their Airport Security Program.

1. Indefinite Information on the warning/call

- a. The aircraft will be inspected by the first K-9 Unit to arrive at the scene, either PRPD or TSA.
- b. If the K-9 gives no positive indication, we will resume normal operations.
- c. If the K-9 gives a positive indication, we will proceed with the suspicious item protocol in aircrafts.

2. Definite Information on the warning/call (Chapter 18 – ASP)

- a. Proceed with the Suspicious Item Protocol (Aircraft)

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

Aerostar Security, in coordination with Operations, TSA, FBI, and PR Police Department will respond to all terrorism incidents. The following notifications will be performed simultaneously and as soon as notified by AOCC as follows:

1. Airport Manager or Representative

- a. Notifies the Aerostar Airport Operations Control Center (AOCC).
- b. AOCC will immediately notify PRPD and FBI (See AOCC Responsibilities).
- c. Established a decision making group or Unified Command.
- d. Give notice to evacuate the building(s) if a positive indication is received and/or when decided by the Unified Command.
- e. Establishes a danger area no closer than 1,000 feet from the building and prohibit entrance into the area except by emergency personnel.
- f. Tours the building to ensure that everyone is out of the affected building or clear of the suspected area.
- g. Meet and brief responding LEO's
- h. Assist the LEO's with traffic and crowd control (especially those trying to reenter the building) until the LEO's have enough personnel on the scene to do so on their own.

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HLS
INSPECTOR

2. Aerostar Airport Operations Control Center (AOCC)

- a. Notifies the PR Police Department, TSA, FBI
- b. Notifies ARFF, and Aerostar Operations
- c. Notifies Airline and/or concessionaire affected
- d. Notifies FAA ATCT

3. Law Enforcement

- a. Secures the area around the building
- b. LEO's properly trained in bomb threat procedures will conduct a search of the building or area and will advise the Airport Manager when it is safe to re-enter the building or area.
- c. The responding bomb expert will remove and/or detonate any explosive device that is found. They will request State and Federal assistance as necessary.

4. ARFF/EMS

- a. Stands-by at a safe distance in the event the bomb should prematurely detonate.
- b. Search ALL PUBLIC AREAS of the building for suspicious looking or out of the ordinary items.

5. Building Tenants

- a. Makes a quick search of their leasehold areas for any suspicious looking or out of the ordinary items prior to evacuating the building. Any items of interest should be reported to the local law enforcement authorities as soon as possible.
- b. Tenants should not attempt to re-enter the building until the Airport Manager indicates that it is safe to do so.

6. Aircraft Owner/Operator

- a. Makes a quick search of the aircraft/ baggage and cargo for any suspicious looking or out of the ordinary items prior to evacuating the aircraft. Any items of interest should be reported to the local law enforcement authorities as soon as possible.

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Chapter III Section 3.2.6

FEDERAL AVIATION ADMINISTRATION

HLS
INSPECTOR

SUSPICIOUS ITEM

Any person discovering suspicious items/packages are to immediately notify the Aerostar Airport Operations Control Center (AOCC) by calling (787) 253-2500 (787) 253-0979. Aerostar Security will immediately notify the Puerto Rico Police Department (PRPD) and FBI by calling 787-994-0282 or 787-994-0330 and other relevant agencies. No attempt is to be made to move or tamper with the suspicious objects; Security Personnel will take appropriate actions in accordance with existing Standard Operating Procedures and the Airport Security Plan.

SUSPICIOUS ITEM PROTOCOL (CONCOURSE)

1. Airport Management Responsibilities

- a. Proceed with a full evacuation procedures once a positive identification is received and/or decided by the Unified Command.
- b. Relocate all aircrafts to alternate gates and/or aprons.
- c. Notify ATC Personnel about the situation for a possible evacuation process.
- d. Shut down the fuel system to the affected apron.
- e. Establish a danger zone no closer than 1000 feet and prohibit the entrance into the area except by Emergency Personnel. Entrance will be establish by the Incident Commander.
- f. Notify Aerostar Airport Operations Control Center (AOCC).

2. Aerostar Airport Operations Control Center (AOCC)

- a. Notifies the PR Police, TSA, FBI
- b. Notifies ARFF and Aerostar Operations

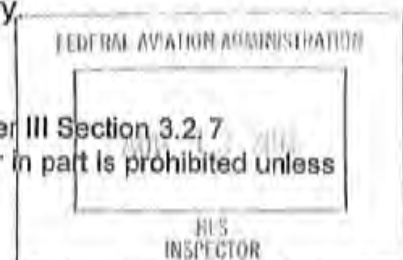
3. Law Enforcement

- a. Secures the area around the affected concourse.
- b. LEO's properly trained in bomb threat procedures will conduct a search of the affected area and will advise the Airport Manager when it is safe to move the aircrafts back to the passengers' terminal.
- c. The responding explosive expert will rendered the item safe. They will request State and Federal assistance as necessary.

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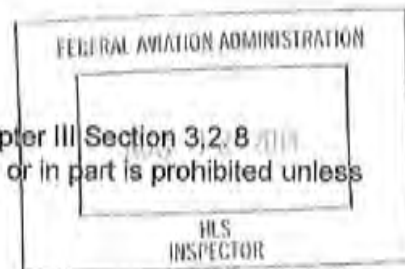
4. Aerostar Operations

- a. Will activate the Secondary Notification System.
- b. Will coordinate with ATC:
- c. To maintain a safe operation at the airport.
- d. To assign resources for the relocation of aircrafts.
- e. The access routes, as necessary, for the responding Agencies
- f. Will provide escorts, as necessary.
- g. Will support the Incident Commander until the emergency is rendered safe.

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SUSPICIOUS ITEM PROTOCOL (AIRCRAFT)

1. Airport Management Responsibilities

- a. Directs aircraft, in flight or taxiing, to the designated Isolation Area located between H6 and H7. If runway 8 is closed, the isolation area will be runway 8 abeam S6. The airline or FBO providing the ground service to the aircraft will be responsible to relocate the aircraft when requested to do so by Aerostar.
- b. Once the aircraft is in the Isolation Area, Runway 10/28 will be closed until the Threat has been resolved as well as N3, N and M intersections and H Taxiway until Apron 4 abeam gate 38.
- c. If the aircraft is on Runway 8/26 and can not be moved to the Isolation area, Runway 8/26 will be closed until the threat has been resolved as well as S taxiway and N-S intersection. If the aircraft is located on the first 5,000' of the Runway 8; A, B and D Taxiways will also be closed.
- d. If the aircraft is on Runway 10/28 and can not be moved to the Isolation area, Runway 10/28 will be closed until the threat has been resolved as well as H and J Taxiways. If the aircraft is located on the first 5,000' of the Runway 10; A, B and C Taxiways will also be closed.
- e. Directs aircraft from the gate to the Isolation Area. If for any reason, this movement can not be made, all aircraft at the affected concourse will have to be relocated away from the affected aircraft.
- f. The fuel system will be shut down on the affected area/apron
- g. Establish a danger area no closer than 500 feet from the aircraft and prohibit entrance into the area except by Emergency Personnel.
- h. Notifies the Aerostar Airport Operations Control Center (AOCC).

2. Aerostar Airport Operations Control Center (AOCC)

- a. Notifies the PR Police, TSA, FBI
- b. Notifies ARFF, and Aerostar Operations

3. Law Enforcement

- a. Secures the area around the aircraft.
- b. LEO's properly trained in bomb threat procedures will conduct a search of the aircraft and will advise the Airport Manager when it is safe to move the aircraft back to the passengers' terminal.

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- c. The responding explosive expert will rendered the item safe. They will request State and Federal assistance as necessary.

4. Aerostar Operations

- a. Activate the Secondary Notification System
- b. Once the aircraft is parked at Isolation Area and ARFF/FBI gives the go ahead, staircases will be placed by any available personnel (FBO, Airline, Aerostar) and passenger deplanement will start with the coordination of the aircraft flight attendants.
- c. Passenger Busses will form a shuttle system between the aircraft and the terminal building escorted by Operations vehicles under radio contact with Ground Control until all passengers and required crew members are in the terminal.
- d. Will coordinate with ATC:
- e. To maintain a safe operation at the airport.
- f. The relocation of aircrafts to the assigned apron.
- g. The access routes, as necessary, for the responding Agencies including a blanket clearance to/from the scene.
- h. Will provide escorts, as necessary.
- i. Will support the Incident Commander until the emergency be rendered safe.

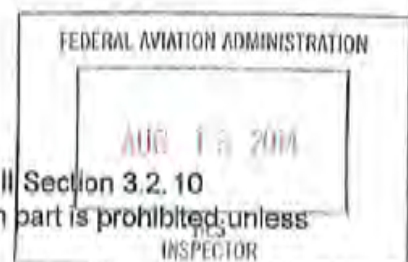
5. Airlines/Operators & FBOs Available Equipment

The Luis Munoz Marin International Airport main agreement regarding the transportation of Passengers is with the Puerto Rico Metropolitan Bus Administration (AMA). Their busses have a capacity of 30+ passengers each one and the arrival time, in normal driving and traffic conditions, are 15-20 minutes from the time the call is received.

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Bomb Threat Procedure/Check List

BOMB THREAT CALL PROCEDURES

Most bomb threats are received by phone. Bomb threats are serious until proven otherwise. Act quickly, but remain calm and obtain information with the checklist on the reverse of this card.

If a bomb threat is received by phone:

1. Remain calm. Keep the caller on the line for as long as possible. **DO NOT HANG UP**, even if the caller does.
2. Listen carefully. Be polite and show interest.
3. Try to keep the caller talking to learn more information.
4. If possible, write a note to a colleague to call the authorities or, as soon as the caller hangs up, immediately notify them yourself.
5. If your phone has a display, copy the number and/or letters on the window display.
6. Complete the Bomb Threat Checklist (reverse side) immediately. Write down as much detail as you can remember. Try to get exact words.
7. Immediately upon termination of the call, do not hang up, but from a different phone, contact FPS immediately with information and await instructions.

If a bomb threat is received by handwritten note:

- Call _____
- Handle note as minimally as possible.

If a bomb threat is received by e-mail:

- Call _____
- Do not delete the message.

Signs of a suspicious package:

- No return address
- Excessive postage
- Stains
- Strange odor
- Strange sounds
- Unexpected Delivery
- Poorly handwritten
- Misspelled Words
- Incorrect Titles
- Foreign Postage
- Restrictive Notes

DO NOT:

- Use two-way radios or cellular phone; radio signals have the potential to detonate a bomb.
- Evacuate the building until police arrive and evaluate the threat.
- Activate the fire alarm.
- Touch or move a suspicious package.

WHO TO CONTACT (select one)

- Follow your local guidelines
- Federal Protective Service (FPS) Police
1-877-4-FPS-411 (1-877-437-7411)
- 911

BOMB THREAT CHECKLIST

Date: Time:

Time Caller Hung Up: Phone Number where Call Received:

Ask Caller:

- Where is the bomb located? (Building, Floor, Room, etc.) _____
- When will it go off? _____
- What does it look like? _____
- What kind of bomb is it? _____
- What will make it explode? _____
- Did you place the bomb? Yes No _____
- Why? _____
- What is your name? _____

Exact Words of Threat:

Information About Caller:

- Where is the caller located? (Background and level of noise) _____
- Estimated age: _____
- Is voice familiar? If so, who does it sound like? _____
- Other points: _____

Caller's Voice Background Sounds: Threat Language:

- | | | |
|--|--|---------------------------------------|
| <input type="checkbox"/> Accent | <input type="checkbox"/> Animal Noises | <input type="checkbox"/> Incoherent |
| <input type="checkbox"/> Angry | <input type="checkbox"/> House Noises | <input type="checkbox"/> Message read |
| <input type="checkbox"/> Calm | <input type="checkbox"/> Kitchen Noises | <input type="checkbox"/> Taped |
| <input type="checkbox"/> Clearing throat | <input type="checkbox"/> Street Noises | <input type="checkbox"/> Irrational |
| <input type="checkbox"/> Coughing | <input type="checkbox"/> Booth | <input type="checkbox"/> Profane |
| <input type="checkbox"/> Cracking voice | <input type="checkbox"/> PA system | <input type="checkbox"/> Well-spoken |
| <input type="checkbox"/> Crying | <input type="checkbox"/> Conversation | |
| <input type="checkbox"/> Deep | <input type="checkbox"/> Music | |
| <input type="checkbox"/> Deep breathing | <input type="checkbox"/> Motor | |
| <input type="checkbox"/> Disguised | <input type="checkbox"/> Clear | |
| <input type="checkbox"/> Distinct | <input type="checkbox"/> Static | |
| <input type="checkbox"/> Excited | <input type="checkbox"/> Office machinery | |
| <input type="checkbox"/> Female | <input type="checkbox"/> Factory machinery | |
| <input type="checkbox"/> Laughter | <input type="checkbox"/> Local | |
| <input type="checkbox"/> Lisp | <input type="checkbox"/> Long distance | |
| <input type="checkbox"/> Loud | | |
| <input type="checkbox"/> Male | | |
| <input type="checkbox"/> Nasal | | |
| <input type="checkbox"/> Normal | | |
| <input type="checkbox"/> Ragged | | |
| <input type="checkbox"/> Rapid | | |
| <input type="checkbox"/> Raspy | | |
| <input type="checkbox"/> Slow | | |
| <input type="checkbox"/> Slurred | | |
| <input type="checkbox"/> Soft | | |
| <input type="checkbox"/> Stutter | | |

Other information:



Homeland Security

FEDERAL AVIATION ADMINISTRATION

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DIRECTOR

SECTION 3-3: STRUCTURAL FIRES, FUEL FARMS AND FUEL STORAGE AREAS

INTRODUCTION

Definitions

1. **Structural fires:** are fires occurring at or in airport properties, structures, facilities, buildings, equipment, and or infrastructure support systems.
2. **Fuel farm and fuel storage area fires:** are fires occurring in fuel storage facilities.

Fire Alarm/Sprinklers Systems

SJU has a fire alarm system that will notify the ARFF of a structure fire. This system will tell the ARFF Station what building and the fire location in the building.

The following building at the airport are designed with a fire alarm and sprinkler system in addition to a visual alarm system:

1. Terminal A, B, C, D, and E
2. Baggage Claim Areas of Terminal A, B, C, D, and E
3. ARFF Building
4. Aerostar Airside Operations Center
5. ATC Tower
6. Airport Hotel
7. Multi-Level Parking



At this time, Aircraft Hanger and Fix Base Operation Building are designed with a fire alarm system, a sprinkler system, or both.

PURPOSE

This Emergency Response Plan has been develop to facilitate the timely and appropriate response to Structural Fires on or in the immediate vicinity of SJU. The principal goal of this plan is to render necessary assistance and minimize further injury and damage to persons and property involve in an emergency situations at SJU

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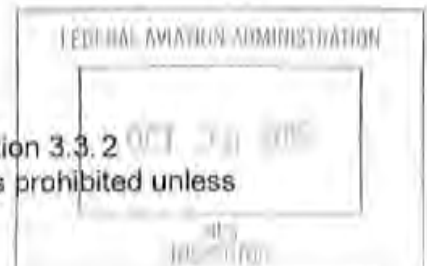
SITUATION AND ASSUMPTIONS

1. The assumptions of these Emergency Plans are that all personnel have a working knowledge of the Puerto Rico State Management Agency and Disaster Administration (PRSMADA) Emergency Response Plan, an understanding of the National Incident Management System (NIMS) and have completed all required NIMS courses.
2. That all Memorandum of Understanding (MOU) and Letters of Agreements (LOA) are in place between local emergency agencies.
3. That an incident or disaster may occur with little or no warning, and may escalate more rapidly than single organization or jurisdiction can manage.
4. That SJU has limited resources and personnel; subsequently the airport's response to emergencies and disasters would be directly correlated to the resources and personnel available within the airport. It is most likely that these resources will be overtaxed very quickly and require neighboring agency for assistance.
5. That SJU will initiate actions toward saving lives, protecting property, providing relief efforts including damages assessment, and required recovery functions while work to maintain direction and control.
6. That incidents involving water rescue, the United States Coast Guard (USCG) would be lead agency. Secondary agencies includes, but not limited to: the Puerto Rico State Fire Department Maritime Division and Puerto Rico State Police Department Maritime Division.
7. That requirements of FAR Part 139.315, .317, .319 must not be compromised by allowing limited or unlimited airport assets to be used in the local system on an off airport response.
8. That the Puerto Rico Ports Authority and SJU, as a Certificate Holder, shall maintain sufficient and qualified personnel to comply with the requirements of its Airport Certification Manual. Airport has limited capability for response to structural fires that affect airport Landside structures.
9. Training of ARFF personnel is accomplished in accordance with FAA FAR Part 139, Airport Certification Manual, and NFPA standards.
10. Augmentation of firefighting personnel and additional firefighting equipment shall be accomplished via calling 9-1-1 and coordination of all firefighting efforts with the PR State Fire Department and PREMA.
11. ARFF Section has identified water supply systems, including hydrant locations, and supporting structural fire response operations.

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OPERATIONS

Mutual Aid Agreements

SJU will request the mutual aid from the PR State Fire Department and the Local Fire Department on all structural fires. It will be the responsibility of the ARFF Chief/Supervisor to request them.

If there is a fuel farm fire, SJU will request the mutual aid of the PR Air National Guard as their primary support and the PR State and Local Fire Departments.

Activation of the EOC

Activation of the EOC should occur anytime a fire is beyond the capability of the Airport ARFF, and/or fire fighting efforts threaten life and/or endangers significant amounts of private property.

Sequence of Actions

Training and Drills

SJU has an ongoing training program that covers the response to structural fire on the airport property. This program has included in it drills for each building, and a monthly walkthrough of each building.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

Air Traffic Control Tower

1. If involved in a fire emergency, inspect FAA owned/operated/maintained facilities for damage and operability.
2. Provide information and directions to aircraft operators, as appropriate.
3. Provide necessary air and ground traffic control support for emergency response activities, as necessary.

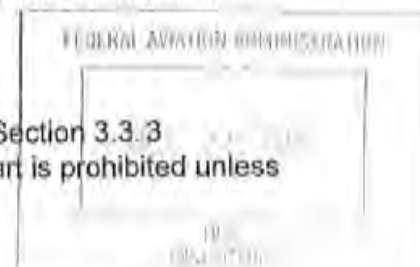
General Director

1. Implement protective actions for the public and employees, when necessary.
2. Coordinate response activities with airport tenants and local jurisdictions, as needed.
3. Coordinate/provide news releases and other interface with the media, as needed.
4. Activate the EOC, as needed.

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Airside Operations

1. Issue appropriate NOTAMs
2. Activate Secondary Notification System as appropriate.
3. Coordinate with ATCT the relocation of aircraft from jet bridges as appropriate.

ARFF

1. Respond to alarms/fires in accordance with established policies and procedures.
2. Provide Incident Command at fires involving airport structures.
3. Determine need to evacuate, or perform other public protective action, for the occupants of any facility impacted by the fire.

Law Enforcement/Security

1. Provide crowd and traffic control, as needed.
2. Provide continued law enforcement and security services on the airport, as needed, including those prescribed in the Airport Security Program required by 49 C.F.R. Part 1542, *Airport Security*.

Emergency Medical Services

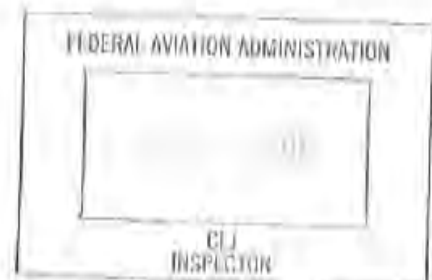
1. By calling 9-1-1, coordinate needs for emergency medical services.

Airport Maintenance

1. Assist/provide critical services, including utility support (activation/cut-off), as needed.
2. Provide safety inspections, as needed.
3. Assist in facility restoration.

Airport Public Relations

1. Interface with the media, as conditions warrant.



2. Provide news releases relative to the airport's operational capability.
3. Assist with the interface with other airport tenants.

Airport Tenants

1. Provide assistance on a voluntary basis, as needed and/or requested.

RESPONSE CONSIDERATIONS

Command, Direction, and Control

1. ARFF Chief will decide when additional response organizations should be placed on standby or dispatched to the scene.
2. General Director will determine the need to activate the Airport Emergency Operations Center (EOC).
3. General Director will determine the need to suspend or curtail day-to-day functions and services and focus on emergency response tasks.
4. General Director determine timing for action taking on the following critical concerns:
 - a. Alert the public.
 - b. Close businesses and terminating operations.
 - c. Evacuate the involved facility, or adjacent facilities, in conjunction with recommendations from the Incident Commander.
5. ARFF will remove trapped and injured persons from burning/collapsed structures, administer first aid, and assist in transporting the seriously injured to medical facilities.
6. Aerostar Maintenance will conduct survey to determine the scope of damage.
7. Aerostar Maintenance will identify, remove, and dispose of rubble, wreckage, and other material.
8. Aerostar Security will coordinate control access to the involved facility and surrounding area until it has been inspected and determined to be safe and/or will not impede emergency response operations. Only personnel directly involved in emergency response operations and subsequent investigations should be allowed to enter.

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9. Aerostar Maintenance will cut-off/restore electrical power, natural gas, and water, as necessary.
10. ARFF will inspect the involved building(s) or facility for safety of occupancy.
11. ARFF will coordinate & conduct any necessary investigations.

Alert and Warning

1. PR State Fire Department will be notified for structural or fuel fires and how it is accomplished, to include:
2. ARFF would coordinate PREMA and 9-1-1 capability calls.
3. Physical notifications will alert and guide the hearing impaired.

Emergency Public Information.

1. Concessionaires and airlines call ARFF via telephone.
2. ARFF would instruct evacuating a specific airport facility.

Protective Actions

1. Evacuation is the normal protective action for occupants of a building involved in a structural fire.
2. Evacuation should be geared to the Landside portion of the airport.
3. The nearest emergency exit may lead to the Air Operations Area (AOA). Consideration must be given to the related safety and security issues.

FIRE RESPONSE

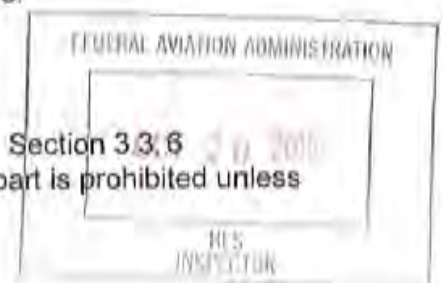
During the Emergency (Response)

1. The degree of response will depend upon the severity of the fire.

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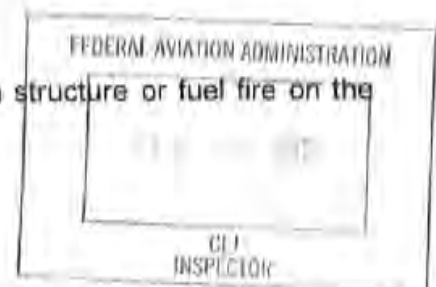


After the Emergency (Recovery)

1. The recovery effort will be dependent upon the severity of the fire, the amount of damage, facilities/equipment/systems impacted, and the availability of resources. Recovery efforts should involve:
 - a. If the situation is serious enough, consider the formation of a Situation Analysis Team consisting of representatives from appropriate airport organizations, functional areas, tenants, etc., that:
 - i. When safe to do so, ensures periodic damage assessments are conducted;
 - ii. Prepares an Incident Action Report to include:
 - a) Final damage assessment (written, pictorial, including video).
 - b) Public information announcements.
 - c) Facility repair.
 - d) Supply inventory and restoration.
 - e) Cost documentation.
 - f) Economic impact.
 - g) Documentation of actions taken.
 - h) Personnel utilization by time on duty.
 - i) Critical Incident Stress Debriefing requirements, if necessary.
 - j) Equipment utilization documentation.
 - k) Overall cleanup activities.
 - l) Air Operations Area (AOA) inspections.
 - m) Issuance of appropriate NOTAMs.

ADMINISTRATION AND LOGISTICS

This section will cover general support requirements specific to a structure or fuel fire on the airport.



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STRUCTURAL FIRES

Objectives

1. Means to protect persons from exposure to fires in buildings such as the terminal, including means for safe exit. Review Mutual Aid Agreement between Aerostar and PRANG.
2. ARFF will coordinate arrangement to the firefighting services from nearby municipalities where needed.
3. Ambulance services on a standby basis, phone 9-1-1.
4. Firefighting services available to protect FAA and related government facilities on the airport.

Response

1. Initial response to a structural fire will be made by the ARFF Unit with an appropriate unit. Other equipment will be called for as needed. If the equipment to be committed may deplete the airport response capabilities below the ARFF Index, or if the fire could be beyond the capabilities of the ARFF Unit, the OIC will request assistance from the State Fire Department. Upon arrival at the scene of the fire, the ARFF Unit will withdraw.
2. If any aircraft are exposed to or endangered by the fire, fire and security units will concentrate their efforts toward protecting the aircraft.
3. Airport police will set up barricades to keep unauthorized persons clear of the emergency equipment.
4. PR Police Department and other supporting agents may be notified to respond to assist in crowd and traffic control as the emergency warrants.

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Responsibilities and Procedures

1. Witness will notify the ARFF station by dialing 791-0224, dialing X232, or 791-1787.
2. ARFF Unit will respond upon notification through ring down phone or regular telephone, and determine assistance required.
3. Airport Police will respond upon notification in areas of evacuation, crowd, and traffic control.
4. General Director will provide coordination between various agencies and obtain additional help if required. The overall control of the operation will be the PR Fire Service representative upon assuming command.
5. Maintenance will cut off power supply switches if the fire occurs near high voltage installations. This procedure not only is necessary for safety but also reduces the possibility of damage to electrical equipment.

Post Fire Procedures

1. Replenishment of fire rescue equipment.
2. News releases by the Aerostar Public Relations.

STRUCTURAL FIRE CHECKLIST:

TOWER

- Report incident to Airport ARFF and Airside Operations via direct line to Communications



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ARFF

- Respond to scene and direct all Fire-Rescue operations
- Request fire mutual aid

AIRSIDE OPERATIONS

- Activate the Secondary Notification System
- Advise engineers, electricians and plumbers to respond to the incident site
- Notify General Director
- Assist with building evacuation using the public address system, if requested
- additional notifications as required and/or requested
- Provide, maintain and monitor incident communications
- Provide incident documentation
- Designate evacuation staging area
- Coordinate secure area and perimeter control with Airport Security and Police
- Upon conclusion of the incident, return control to the department or tenant routinely responsible for the area
- Coordinate with the Tower and supervise relocation of aircraft and ground equipment from the incident site and/or adjacent areas



- Ensure affected fueling systems are shut down
- Suspend contract and maintenance work in affected area

SECURITY

- Assist passengers and employees away from incident site
- Report to ARFF Unit for mutual aid escort
- Develop routes to/from rendezvous point and incident site
- Escort all vehicles on and off Airside Operations Area
- Barricade field side incident site



POLICE

- Establish secure area or perimeter control
- Conduct crowd control and perimeter security on the airfield side of the incident site
- Establish evacuation staging area
- Assist evacuation process and in coordination with the Fire Department sweep areas to be evacuated
- Upon all clear, support pre-flight process for returning passengers

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- Secure scene from looters

AIRLINE

- Coordination meeting with Police and Operations
- Personnel to assist with evacuation
- Estimate of passengers and employees in incident area
- Coordinate and designate holding area for uninjured
- Designate holding area for friends and relatives

MAINTENANCE

- Stationary engineers, electricians and plumbers respond to Tactical Command Post and standby
- Transport light units to incident site
- In coordination with the Fire Department, conditions permitting, check all elevators for trapped persons

MISCELLANEOUS

Red Cross

-

Standby



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Medical	-	Standby
Coroner (Fiscal)	-	Standby
Police	-	Standby

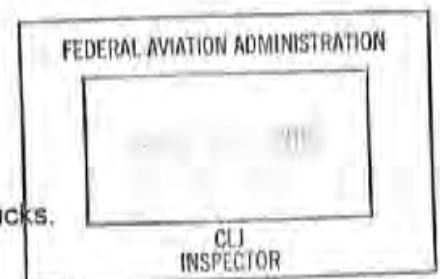
FIRES AT FUEL FARM OR FUEL STORAGE AREAS

Objective

To facilitate the extinction of a fire at the fuel farm with a minimum of risk and protect personnel, equipment, and the environment.

When the Fire is detected

1. Suspend every transfer of products from the Pipeline or to trucks.
2. Activate the EMERGENCY SHUT OFF.
3. Call ARFF utilizing the "HOT LINE" phone located at the recovery room.
4. Sound the alarm to alert all the personnel.
5. Remove all the vehicles without risking lives to a safe place out and away from the plant.



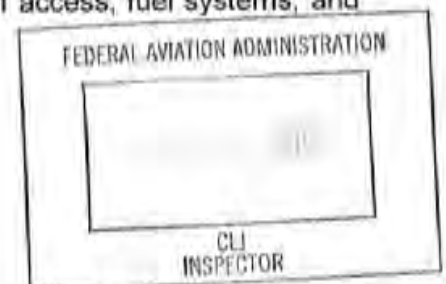
6. While Rescue arrives, try to extinguish the fire by utilizing the fire extinguishers available in the plant.
7. Attempt to close all the valves without risking your own life.
8. Cut off all electrical power
9. Recall all personnel.
10. Inform Company staff.
11. Do not let anyone to approach the plant. Order the evacuation of all not necessary personnel.
12. Maintain the main gate open so that ARFF and Firemen have easy access to the plant. Maintain security at the gate.
13. Collect and keep all the official documents of the company and carry them to a secure place.
14. If the fire is small and located in an area without danger, try to fight it using the fire extinguishers.

To Fight Fuel Farm Fire

1. After sounded the alarm and notified all corresponding personnel, fight the fire with the available team without risking its security.
2. Upon arrival of ARFF, report to the ARFF Chief. Instruct ARFF Regarding the facilities and the equipment available in the plant and the avenues of access, fuel systems, and fuel storage tanks, etc.

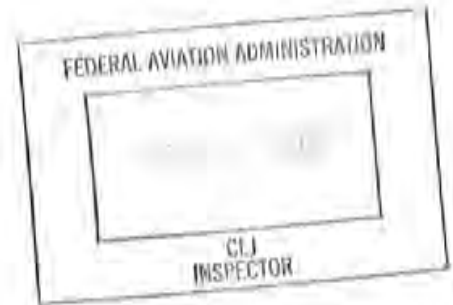
Fires after Duty Hours or Holidays

1. Emergency phones numbers are placed in a sign on the wall of the plant.



2. Supervisor on duty will make the call to the personnel below in strictly order:
 - a. Airport ARFF
 - b. Airport Operations
 - c. PR Police
 - d. Aviation Fuel Farm Supervisor

General Procedures



1. Vehicular Traffic Control

- a. The Maintenance Supervisor will take control of the evacuation of all the equipment and not needful vehicles for the extinction of the fire.
- b. The employees in a quick way but also ordinate, will drive the equipment outside the plant.
- c. A barricade will be placed at the entrance of the plant and all access will be denied to every person and/or vehicle not authorize.
- d. The Police will take control of the traffic upon their arrival.

2. Organizational responsibilities

- a. Superintendent of the Plant will be initially in charge of the extinction of the fire until the Fire Department has arrived.
- b. Superintendent will notify the superintendent of the terminal, airlines and P.R. Pipeline of the incident so they can take the pertinent precautions.

3. Public Relations

The Legal Advisor of the Company or the person that appoints/designates the General Director will be responsible and the only authorized employee to give information to the press or to notify the media.

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4. Evacuation of vehicles

The evacuation will be outside and away from the plant.

5. First Aid

Render assistance and first aid to any injured personnel during the incident until been replaced by medical personnel. Offer your support to medical personnel support.

Brigades for Fire Extinction

They will be composed of the personnel of the plant and they will become assistants of the Firemen once these arrive.

Close Fuel Valves and Fuel Pumps

Close every valve of access or exit to the tanks affected.

FUEL FARM CHECKLIST:

Security Guard



- Opens gate and makes sure that the trucks, hydrants and other equipment for service are moved out of danger.

- Guide the firemen truck to the fire area and will restrain the access of other vehicles to the terminal.
- Only authorized personnel are: ARFF, Aerostar Officials, Firemen, law enforcement officers, FAA, and Company Officials.

Evacuation

The evacuation, in case of a fuel farm tank is involved in fire, will be to isolate for ½ mile in all directions and start evacuation of all airport property and personnel.

For small spill or leak, the evacuation will be for 150 feet in all directions.

For large spill, the evacuation will be for 1,000 feet in all directions.

All Personnel

- Move the hydrants trucks, use the fire extinguishers to fight the fire, call the Firemen and sound the alarm.
- Do not give information or comments to any person other than the Company, neither to the press or television.
- Do not take unnecessary risks.
- Move materials and equipment away from the fire.

a. Plant Manager



1. Direct all the actions to fight the fire till the Fire Department arrives.
2. He is the only person authorized to meet the press, to give out information to the media, law enforcement officers, firemen, etc, as for causes and losses.
3. Relieve from duty all non-essential personnel.
4. Secure files. Prevent files from damage from (fire or water).
5. Inspect damages.
6. Prepare damage assessment report.

b. Supervisors

1. Suspend/STOP all petroleum/fuel products receiving and delivery, regardless if by truck or P.R. Pipelines.
2. Announce the evacuation of personnel, vehicles, and equipment to a secure area.
3. Call ARFF, ATCT, Police, and Aerostar Operations.
4. Lead ARFF to the facilities of the plant, ways of access, tanks and main switches of the electric panel.
5. Instruct and assist the personnel that will be necessary to help to fight the fire according to the general instructions of this plan, without exposing their own life or the lives of others to unnecessary risks.
6. If the Superintendent of the Terminal is not available the supervisors in turn will assume the responsibilities during that emergency.

c. Fuelers

1. Handle fire extinguishers and other available equipment to help to fight the fire.
2. Close the valves of products through the available plant, without endangering life.
3. Shut off the main switch electric power of the plant.
4. Maintain the main gate open so that the Firemen have easy access to the plant and prevent the entrance of curious or alien people to the Plant.
5. Move equipment and vehicles to a secure area.

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6. Help ARFF, if necessary, for locating tanks, ways of access, etc.
7. Offer the first aid to any injured personnel.
8. Prepare a barricade to the entrance of the plant.

AUTHORITY AND REFERENCES

Federal Aviation Regulations require the airport certificate holders to adopt and carry out security, safety, and preparedness plans and programs which provide for the safety of persons and property traveling by air transportation. These authorities establish requirements for aircraft rescue and firefighting response, hazardous materials incident planning, medical assistance, structural fire plans, and programs which provide for safety against criminal acts.

References: ACM, ARFF Training Manual, AC



SECTION 3-4: NATURAL DISASTERS

HURRICANE EMERGENCY PLAN

INTRODUCTION

A hurricane is a severe tropical storm that has sustained winds of 74 miles per hour (mph) or greater and primarily occurs along the United States gulf coast, the eastern Atlantic seaboard, and the Pacific west coast, Hawaii, in the Caribbean, or in the Pacific and along the west coast of Mexico.

A Tropical Cyclone is the general term for all cyclone circulations originating over tropical waters, classified by form and intensity as follows:

1. **Tropical Disturbances:** Moving area of thunderstorms in the Tropics that maintain its identity for 24-hours or more.
2. **Tropical Depression:** Rotary circulation at surface, highest constant wind speed of 38 miles per hour (33 knots).
3. **Tropical Storm:** Distinct rotary circulation, constant wind speed ranges 39-73 miles per hour (34-63 knots).
4. **Hurricane:** Pronounced rotary circulation, constant wind speed of 74 miles per hour (64knots) or more.
5. **Storm Warning:** May be issued when winds of 55-73 miles an hour (48-63knots) are expected. If hurricane is expected to strike a coastal area, or storm warnings will not usually precede hurricane warnings.
6. **Hurricane Watch** is issued for a coastal area when there is a threat of hurricane conditions within 24-36 hours.
7. **Hurricane Warning** is issued when hurricane conditions are expected in a specified coastal area in 24 hours or less. Hurricane conditions include winds of 74 miles an hour (64 knots) and/or dangerously high tides and waves. Actions for protection of life and property should begin immediately when the warning is issued.
8. **Hurricane Season** runs from the first of June until the end of November, but a hurricane can happen in any month.

GENERAL INFORMATION

Airport must prepare itself to lessen or avoid major damage to structures; and preserve life. Information pertaining to hurricanes is available from the National Hurricane Center, FEMA, and from the American Red Cross. Training on hurricane preparedness is also available from FEMA.

1. **Puerto Rico:** Island of Puerto Rico is a High Risk Area for hurricanes that may cause loss of life or major damage.
2. **Risk Assessment.** All airport Landside and airside facilities, properties, equipment, etc. are vulnerable to the hazards associated with a hurricane.
 - a. All airside and Landside portions of the airport which may be subject to flooding caused by storm surge.
 - b. All surfaces exposed to high winds are vulnerable to severe damage.
 - c. Essential equipment, tools, vital records, etc. need to be moved to a safe location.
 - d. Essential automation systems may not be available.
 - e. Auxiliary generators will provide power to essential equipment and key facilities.

SITUATION AND ASSUMPTIONS

1. Impact of such an event on the community as a whole will result in limited off-airport resource accessibility.
2. Airport access roads and bridges are subject to flooding and or obstructions that could render them impassable.
3. Utilities are vulnerable to wind and/or flooding damage (e.g. power - generators, communications, etc.).
4. Communication systems will be rendered inoperable during and after a hurricane. Systems which rely on hard wires or antenna to antenna for operation, such as cellular phone services and two-way radio repeaters cannot be relied upon.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

Airport Traffic Control Tower

1. Inspect FAA owned/operated/ maintained facilities for damage and operability.



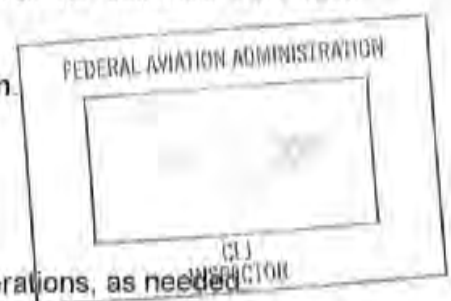
2. Restrict aircraft operations on the airport until the runway(s), taxiways, and ramps have been cleared of debris and inspected.
3. Issue appropriate Notice to Airmen (NOTAM) upon receipt of information from authorized airport personnel, if requested.

ARFF

1. Conduct fire suppression and rescue operations, as needed.
2. Assist in coordinating emergency medical assistance, as needed.
3. Check for petroleum leaks and other potential HAZMAT problems.
4. Survey ARFF property, to:
 - a. Determine integrity of building(s).
 - b. Assess status of gas, electricity, water, and sanitation.
 - c. Test all telephones and notification systems.
 - d. Test apparatus mounted radios.
 - e. Test station and portable radios.
 - f. Test alerting system(s).
 - g. Prepare sand bags to prevent entry of water into key station areas.
 - h. Secure outside storage areas and equipment.
5. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.
6. Review personnel requirements and adjust accordingly.
7. To the degree communications systems will permit, coordinate activities with local community fire departments, if necessary.
8. Participate in Incident Command/ Unified Command System.

Law Enforcement/Aerostar Security

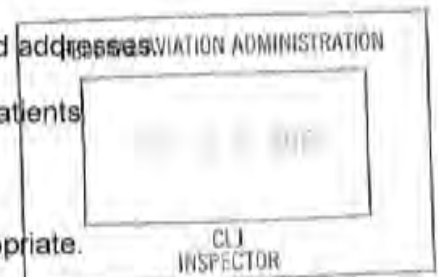
1. Provide for overall traffic control in support of evacuation operations, as needed.
2. Provide continued law enforcement and security services on the airport, as needed, including those required by 49 C.F.R. Part 1542, Airport Security.
3. Survey law enforcement property, to:



- a. Determine integrity of building(s).
 - b. Assess status of gas, electricity, water, and sanitation.
 - c. Test all telephones and notification systems.
 - d. Test apparatus mounted radios.
 - e. Test station and portable radios.
 - f. Test alerting system(s).
 - g. Prepare sand bags to prevent entry of water into key building areas.
 - h. Secure outside storage areas and equipment.
4. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.
 5. Review personnel requirements and adjust accordingly.
 6. To the degree communications systems will permit, coordinate activities with local community law enforcement agencies, if necessary.
 7. Participate in Incident Command/ Unified Command System in accordance with pre-established protocols.

Emergency Medical Services

1. Organize the necessary action for triage and treatment of any casualties.
2. Provide for the transportation (air, land, or water) of casualties to designated medical facilities.
3. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.
4. Review personnel requirements and adjust accordingly.
5. To the degree communications systems will permit, coordinate activities with local community EMS units, if necessary.
6. Maintain an accurate list of the casualties to include names and addresses.
7. Provide medical analysis of walking wounded or traumatized patients.
8. Provide for the restocking of medical supplies, as needed.
9. Provide Critical Incident Stress Management support, as appropriate.



10. Participate in Incident Command/Unified Command System.

AIRPORT GENERAL PROCEDURES

Airside Operations

1. Conduct airfield inspections, as needed.
2. Issue appropriate NOTAM(s), if conditions warrant and permit.
3. Activate the Airport Emergency Operations Center (EOC), as appropriate.
4. Provide emergency support services through the EOC.
5. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.
6. Review personnel requirements and adjust accordingly.
7. To the degree communications systems will permit, coordinate activities with local community emergency management agencies, if necessary.
8. Coordinate activities with the ATCT, as needed.
9. Interface with, coordinate, and utilize as needed, the resources made available by other airport tenants, including air carriers.
10. Participate in Incident Command/Unified Command System.

Maintenance

1. Assist/provide critical services, including utility support (activation/cut-off), as needed.
2. Provide safety inspections, as needed.
3. Assist in facility restoration.
4. Provide sanitation support services.
5. Assist in the provision of required resources.
6. Participate in EOC operations.
7. Participate in Incident Command/Unified Command System.

Accounting

1. Provide procurement services.



2. Provide appropriate budgeting, payment, and cost recovery authorization and services.
3. Provide personnel services.
4. Participate in EOC operations.
5. Provisions for purchasing, stockpiling, or otherwise obtaining essential hurricane response items, such as ice machines, water purification systems, polyethylene sheeting, sand bags, fill, pumps (of the right size and type, with necessary fuel, etc.), generators, light sets, etc.
6. Resource lists which identify the quantity and location of the items mentioned above, as well as points of contact (day, night, and weekend) for obtaining them.

Public Relations

1. Interface with the media, as conditions warrant.
2. Provide news releases relative to the airport's operational capability.
3. Assist with the interface with other airport tenants.
4. Participate in EOC activities.

Aircraft Owners/Operators

1. Provide EOC representation, as needed.
2. Provide for the initial notification to families of casualties.
3. Provide for passenger casualty tracking.
4. Inspect tenant owned, operated, or maintained facilities for damage and operability.



Airport Tenants

1. Provide assistance on a voluntary basis or in accordance with established agreements.
2. Participate in Incident Command/Unified Command System.
3. Inspect tenant owned, operated, or maintained facilities for damage and operability.

National Weather Service (NWS)

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1. Predicts weather patterns
2. Tracks the movement of storms that may be determined hazardous, such as:
 - a. Hurricane or other conditions causing high winds
 - b. Heavy rains and/or thunderstorms likely to cause flooding or interrupt electrical power.
 - c. Notifies the public of potential danger.
3. Weather information is available thru:
 - a. Local television/radio networks
 - b. Internet – www.srh.noaa.gov
 - c. NWS offers hourly weather reports, available to view "on-line" or for pick up at NWS counter
 - d. Flight Service Station – offers aviation weather reports
 - e. PREMA

GENERAL HURRICANE RESPONSE SCHEDULE

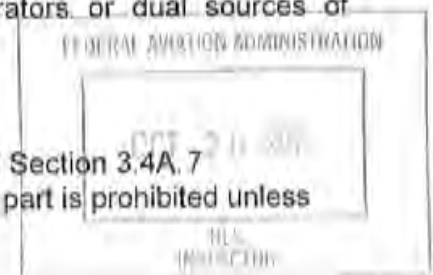
General Procedure:

1. Ensure airlines, fixed based operators, and concessionaires are informed of the "Hurricane Season". Recommend review of Emergency Plans.
2. In addition to protecting the lives and physical safety of airport personnel and airport users, precautions should be taken to preserve power throughout the airport and to protect buildings.
3. Power and water interruptions. Electrical power and water are important for responding to emergencies, such as fires. Take measures to minimize interruptions to power and water supplies, by providing either standby engine generators or dual sources of commercial power for areas and facilities.

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4. Crucial Airport Systems. Identify and assign one or more employees to operate the crucial airport systems listed below:
 - a. Emergency alarm systems
 - b. Emergency Generators
 - c. Passenger terminals
 - d. Essentials airport water system (pumping stations and water distribution lines)
 - e. Refrigeration units

5. All divisions, with at least 3 months of advance notice, should revise their hurricane season emergency equipment inventory and:
 - a. Request emergency materials/equipment
 - b. Follow-up requisitioned materials/equipment

General Response Schedule

A Hurricane Response Schedule describes emergency response actions for hurricane response. The schedule establishes phases for the approaching hurricane, describes the activities to be completed during each phase, and establishes some priorities for actions to be taken. Each phase covers a specified period of time and details the actions that should be included in the phase.

HURRICANE AWARENESS CONDITION: 60 – 72 HOURS

Hurricane Awareness Condition is in effect during the entire hurricane season

General Procedures:



1. Update Key Personnel Listings – Listing of personnel available for duty
2. Update Key Support Agencies Listings
3. Perform Equipment and Supplies Inventory
4. Inspect critical airport systems
 - a. Emergency alarm systems
 - b. Lighting
 - c. Passenger terminals
 - d. Airline operations facilities
 - e. Essential airport computer facilities
 - f. Airport water system (pumping stations and water distribution lines)
 - g. Refrigeration units
 - h. Ramps
 - i. Runways
 - j. Taxiways
 - k. Fuel storage and distribution systems
5. Perform tools, supplies, (equipment, and construction materials inventory
6. Identify command post (location and telephone numbers)
7. Inspect fences



8. Obtain emergency materials
9. Fuel all available Aerostar vehicles
10. Top off fuel (MOGAS & DIESEL) storage tanks
11. Operational vehicles inventory
12. Adequate supplies inventory for rapid runway repair
13. Serviceable construction and available vehicles inventory
 - a. Park vehicles in safe area
 - b. Location of vehicles and keys
 - c. Identify Emergency Operators
14. Pre-Storm Action Checklist:
 - a. Inspect storm drains for obstructions.
 - b. Secure loose objects which might cause damage in heavy winds.
 - c. Implement special fastening or tie down methods for equipment.
 - d. Inspecting airport facilities which meet the construction.
 - e. Inspect Construction Areas: loose materials, equipment, vehicles, etc.
 - f. Apply special protection to glass.
 - g. Ensure all aircraft have relocated or are securely tied down.
 - h. Test emergency generators and fill all fuel reservoirs.
 - i. Inventory of resources, including any special supply storage lockers which may be in place.

Aerostar SECURITY - Preparation Phase:



Upon notification of a hurricane, resources availability will be determined. People, facilities, supplies equipment, and emergency funds should be earmarked in advance for rapid deployment during the crisis.

1. Security personnel who are potential candidates for emergency service will be informed of the contingency and made aware of their likely work schedule and duties. Review and ensure adequacy of personnel vehicles and control procedures. Review emergency communications procedures.
2. Establish itinerary for 24 hours support and personnel recall roster (name, telephones, beepers, address).
3. Security Supervisor immediately begins reconnaissance of the airport perimeter fencing system, all AOA access gates and doors, public areas, and develops a list of potential safety hazards (i.e. repairs to perimeter gates and fencing system, potential projectiles, fire, flood, etc.) that require immediate attention. Ensure that all unmanned access control points (gates) remain closed and locked when not on use and are monitored by vehicular roving patrols.
4. Assess availability and operating condition of all vehicles, specialized equipment, communications equipment, back-up utilities equipment, flood lights, rain protection gear, office supplies, food, etc. Report availability and shortage items, to CMT. Refuel, equip and store all vehicles.
5. Report status of:
 - a. crisis management room & command post
 - b. food and refreshment
 - c. personnel rest area
 - d. storage and warehouse space
 - e. staging area for specialized equipment and vehicles
 - f. conference area
6. Pick-up hourly weather reports.



7. Coordinate with Law Enforcement Support elements. Determine the type and extent of external support that could assist the airport security organization in its tasks.

8. Security Chief becomes the Commander of all security forces within the airport boundaries. This can include a broad range of security and security-related resources, from federal, state, city, and private security representatives.

AIRPORT MAINTENANCE

1. Inventory of serviceable and available vehicles

2. Status (location, gas, keys) of:
 - a. sweeper

 - b. digger

 - c. fingers

 - d. Sky master (quantity)

 - e. truck-crew cab

3. Supplies (location, quantity) of:
 - a. flashlights

 - b. batteries

 - c. radio

 - d. raincoats



- e. rope
 - f. potable water
 - g. check and top-off fuel storage tank levels-MOGAS & DIESEL
 - h. personnel protection equipment
 - i. access to airport warehouse
4. Supervisor shall secure the keys of all available vehicles.
5. Identify Key Hurricane Emergency Maintenance Personnel
- a. Electrician
 - b. Plumber
 - c. Driver
 - d. Refrigeration Technician
 - e. Supervisor
 - f. Workers
 - g. Conveyors

ARFF

1. Key Emergency Personnel



2. Inventory (requisition if necessary) First Aid Kit
3. Review Mutual Aid Plans with support agencies
4. Inspect communications equipment

ACCOUNTING

1. Purchase Orders
2. Overtime Requests
3. Equipment & Materiel Requisitions
 - a. chain saws
 - b. Shovels, picks, machetes, saws, hammers, sledge hammers, axes, brooms, etc.
 - c. Ladders
4. Communications
5. Expedite Fuel Purchases
6. Personal Protection Equipment: boots, raincoats, lanterns, etc.
7. Hurricane Preparedness Personnel: order foods, drinks, coffee, water, sleeping arrangements, etc.
8. Emergency Personnel Work Schedules
9. Prepare & Submit Hourly Airport Status Reports to: FAA Southern Region (ASO-620) FAX: 404-305-6730

HURRICANE STANDBY CONDITION: 48 – 60 HOURS



Hurricane Standby Condition is in effect when National Weather Service issues a Hurricane Alert

GENERAL DIRECTOR

1. Obtain Weather Briefing form NWS
 - a. Schedule staff meeting
 - b. Schedule briefing at Salon Puertos with airlines and concessionaries
2. Update and verify Emergency Key Personnel Notification Listing
3. Conduct airport staff meeting
 - a. Conference with all hurricane designated Aerostar officers, review procedures, responsibility, etc., for smooth operation, during and post operations.
 - b. Establish list of Essential Personnel.
 - c. Non-essential Personnel will be released from duty.
 - d. Schedule electrical shutdown of facilities not needed & remove power from equipment.
 - e. Alert personnel selected remain on duty as the hurricane watch.
 - (1) Make hotel room reservations
 - (2) Food and water arrangements
 - (3) Transportation vehicles
4. Coordinate with ATCT and Airway Facilities for the protection of NAVAIDS, etc.
5. Hourly Airport Hurricane Emergency Status Reports to FAA Southern Region: FAX: 404-305-6730
6. Prepare News Media Report



EMERGENCY PUBLIC INFORMATION

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This section addresses provisions that should be made to prepare and disseminate notifications, updates, and instructional messages. While many of the businesses operating on the airport can and will receive emergency information regarding the weather through the local media, there may be a need to inform the transient population on the airport.

- (1) Instructions for preparing businesses (inside and outside) to weather the storm.
- (2) Hurricane-specific survival tips for those who choose not to evacuate (e.g. a reminder that the eye of the hurricane is not the end of the storm).
- (3) Instructions on implementing any hurricane-specific provisions for evacuation of the facility (e.g. where they are to go, when to leave, and how to get there).

PROTECTIVE ACTIONS

Usually, there should be enough lead time to minimize the number of people at the airport who may be impacted by a hurricane. The air carrier schedules should have been adjusted sufficiently to avoid having large numbers of passengers in the terminal building. From a planning perspective, however, it is always prudent to prepare for the worst case scenario. In this instance, the airport may have to provide for a significant number of stranded transient and/or non-essential airport personnel. As with other emergency situations, there are two basic protective actions:

- (4) evacuate, or
- (5) Shelter-in-place.

It is usually best to remove people from harm's way, and then only after determining that the evacuation process itself will not be more hazardous than not evacuating. Considering the evacuation is not always practical. The airport may, determine that it may be best to relocate stranded passengers to a designated shelter.

- (1) Evacuation. In the development of airport evacuation procedures, consideration should be given to:
 - (a) Coordinate with Aerostar-PREMA Coordinator & Tourism
 - (b) Number of people requiring transportation.
 - (c) Availability of transportation.
 - (d) Susceptibility of local roads to flooding.
 - (e) Clearance times needed to conduct a safe and timely evacuation under various hurricane threats. Consider the following complications that could impede or delay the evacuation process:

- (i) Heavy rains and localized flooding may slow traffic movement.
- (ii) Stranded transient personnel may have no transportation.
- (iii) Airport businesses that may need time to close (e.g. some manufacturing firms have lengthy shut down procedures.

HURRICANE RESPONSE CONDITION: 36 – 48 HOURS

Term: Hurricane Watch is issued for a coastal area when there is a threat of hurricane conditions within 24-36 hours.

General Procedures:

- 1. Remove and / or secure all loose materials and / or equipment
- 2. Verify vehicle fuel levels
- 3. Verify there is no hazardous water / used oil, etc.,
- 4. Inspect for unsecured equipment/materials in ramp areas.



GENERAL DIRECTOR

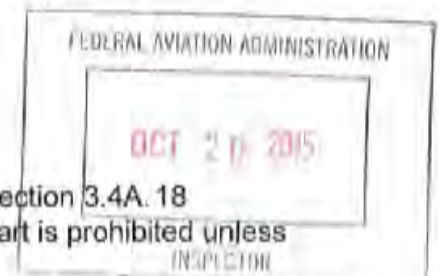
- 1. Issue Hurricane Notification to all Aerostar employees and concessionaires with instructions.
- 2. Schedule a public address announcement in terminal areas during the hurricane with the following advice:
 - a. Hurricane Alert

- b. Do not panic
 - c. Stay away from glass
 - d. Seek shelter
3. Instruct all office employees to:
- a. Secure and close windows
 - b. Disconnect all electrical equipment
 - c. Move furniture and equipment away from windows. Desks and file cabinet drawers must lean against a wall.
 - d. Secure all essential equipment and official documents
4. Secure critical airport systems
- a. Lighting
 - b. Emergency alarm systems
 - c. Passenger terminals
 - d. Airline operations facilities
 - e. Essential airport computer facilities
 - f. Airport water system (pumping stations and water distribution lines)

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- g. Refrigeration units

Aerostar MAINTENANCE

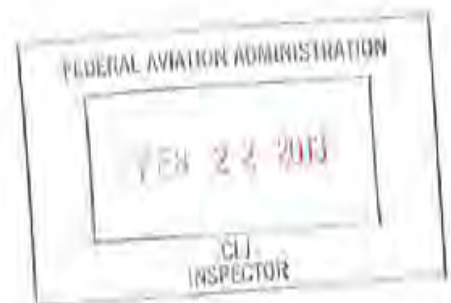
- 1. Ensure adequate water supplies

Aerostar RESCUE

- 1. Coordinate with Airside Operations a preventive inspection to verify that all aircraft and support equipment been secured by owners or Fixed Base Operators.

PUBLIC RELATIONS

- 1. Verify the following information prior to a press release:
 - a. Flight cancellations¹
 - b. Flight schedule changes
 - c. Availability of services at the airport
- 2. Coordinate information with Tourism
- 3. Press releases will be issued by:
 - a. General Director
 - b. Chief, Communications and Press Division



c. Public Relations Coordinator

HURRICANE "WARNING" CONDITION I - 24 HOURS:

Term: Hurricane Warning is issued when hurricane conditions are expected in a specified coastal area in 24 hours or less. Hurricane conditions include winds of 74 miles an hour (64 knots) and / or dangerously high tides and waves. Actions for protection of life and property should begin immediately when the warning is issued.

Action – Hurricane Warning – When a hurricane warning has been declared, the following actions should be taken:

1. Maintain an accurate log of events and actions taken from the time the hurricane warning is received.
2. Establish emergency net operations
3. Ensure that necessary precautions are taken to keep vital records, equipment manuals, facility drawings, etc., from becoming wet.
4. Board up all exterior windows which could be damaged by flying debris.

Aerostar General Director

1. Issue instructions to Airside Operations, Security, Maintenance, Land Side to close the airport
 - a. Issue NOTAMS
 - b. Coordination with:
 - i. FAA ATCT
 - ii. CERAP



- iii. Airports District Office & Southern Region
-
- 2. Inform the airport community of actions to be taken during the hurricane
 - a. Notify all owners of aircraft that are based at the airport or currently on airport grounds.
 - b. Warn all aircraft pilots en-route to the airport
 - c. Advise aircraft in flight to divert to an alternate destination (NOTAM)
 - d. Notify the appropriate emergency response personnel and organizations
 - e. Work with Maintenance to Coordinate the following airport functions (if necessary)
 - i. Maintaining adequate electrical power for all essential airport functions
 - ii. Maintaining an adequate water supply for firefighting
 - iii. Establishing road blocks and barricades
 - iv. Mobilizing maintenance personnel to begin repairs
 - f. Work with other public agencies in its emergency efforts
 - g. Work with the tower to continue or resume operations
 - h. Protection of buildings – collect or secure all loose objects that may be blown about by the winds

Aerostar AIRSIDE OPERATIONS

- 1. Upon receipt of instructions and to close the airfield coordinate closure with:

- a. FAA ATCT
- b. Publish NOTAMS
- c. FAA Airports Division (Atlanta) & FAA Southern Region (ASO-620)
- d. PRANG
- e. Airlines and FBOs



- f. Fuel Farm

2. Notify
 - a. ARFF
 - b. Maintenance
 - c. Airport Security and PR Police

3. Issue instructions to evacuate Aerostar Operations Tower

4. Keep minimum personnel

Aerostar ARFF

1. Minimum Crew

Aerostar SECURITY

1. Control vehicle traffic as necessary
2. Close access gates and release Guard personnel
3. Provide surveillance, act as a deterrent, and respond as necessary to security related incidents
4. Secure Supply Room
 - a. Issue supplies as required during the emergency
 - b. Maintain a log of materials issued



Aerostar MAINTENANCE

1. Secure Boarding Bridges

PUBLIC RELATIONS

1. Verify the following information prior to a press release:
 - a. Flight cancellations
 - b. Flight schedule changes
 - c. Availability of services at the airport
 - d. Public interest information issued by Federal, state, and / or other airport agencies
2. Coordinate information with Tourism
3. Press releases will be issued by:
 - a. General Director/Public Relations Coordinator
 - b. Chief, Communications and Press Division

DURING THE HURRICANE

ACTIONS

1. Remain calm
2. Avoid unnecessary risk to repair damage during the height of the storm unless personal safety is threaten
3. Vacate areas with exposed glass when the wind conditions exceed 40 mph



4. Beware of the eye of the hurricane. Conditions become very calm and serene when the eye passes overhead. Exceeding high winds with blowing debris will recommence quite suddenly when the eye passes. Many persons have sustained serious injuries or loss of life because they thought the hurricane was over when the eye passed overhead. The hurricane is not over until local civil defense authorities advise that it is over.

5. Do not go outdoors during the lull when the eye passes unless it is absolutely necessary. It is possible to effect some temporary repairs during this lull but this should not be attempted unless absolutely necessary.



AFTER THE HURRICANE

ACTIONS POST HURRICANE:

1. The high wind/storm surge period of the storm will pass within hours; however, heavy rains could continue for a much longer period of time. As soon as it is determined safe for personnel to move about outside, restoration activities should begin:
2. Provide whatever assistance is necessary to ensure the safety and well-being of personnel.
3. A complete damage assessment and recovery plan should be prepared. Facility restoration should be prioritized, personnel assigned, and actions taken to obtain assistance. One photograph says a million words. Record:
 - a. Debris removal
 - b. Damage to roads, bridges, and sewage
 - c. Property damages – Landside and Airside
 - d. Electrical structures/equipment damage
4. Provide a report to the Aerostar PREMA Coordinator
5. Follow up as appropriate, to ensure a prompt return to normal operations.
6. Remove all special protective measures and restock emergency supplies

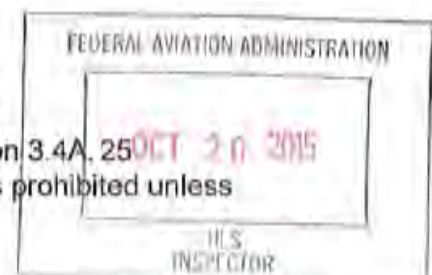
Post-Storm Cleanup, Restoration, and Damage Assessment Report:

1. Personnel listing – reporting to duty
2. All personnel try to contact control point for assignments and report

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3. Inventory facilities for damage assessment
4. Establish priority restoration list
5. Implement restoration of facilities
6. Survey and excess all damage material (take pictures if possible). As soon as weather conditions permits, section supervisors shall make a report of sustained damage, the estimated cost of repair, and / or any extended facility outages to the Aviation Director.
7. Remove public information posters
8. Inspect all areas of the airport and consolidate a "Damage Assessment Report."
9. Report to the General Director any observed or reported structural, electrical, or other damage.
10. Report debris on the airport to the operations officer.
11. Cooperate with airport management to continue or resume operations.
12. Report to command post status of crucial airport systems listed below
 - a. Personnel reporting to duty
 - b. Emergency alarm systems
 - c. Lighting
 - d. Passenger terminals
 - e. Airline operations facilities
 - f. Essential airport computer facilities
 - g. Airport water system (pumping stations and water distribution lines)
 - h. Refrigeration units
 - i. Coordinate all damage reports with Aerostar Maintenance.
 - j. Return to supply room all materials borrowed. Requisition materials needed
13. Use FAA Hurricane Field Status Report (See Appendix 4.10)



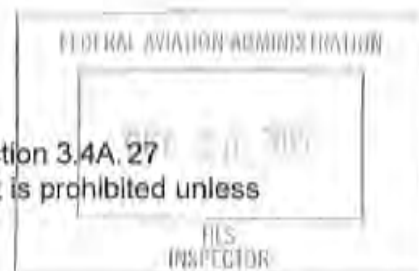
GENERAL DIRECTOR

1. Issue instructions to Airside Operations to inspect and reopen the airfield
2. Report to the Aerostar-PREMA Coordinator airport operational status and/or schedule of events planned to resume operations.
 - a. Airfield status
 - b. Damage report
 - c. Operational status
3. Recovery efforts should involve:
 - a. As with other emergencies, the formation of a Situation Analysis Team consisting of representatives from appropriate airport organizations, functional areas, tenants, etc., that:
 - i. When safe to do so, ensures periodic damage assessments are conducted.
 - ii. Prepares an Incident Action Plan, to include long and short term considerations for:
 - a) Final damage assessment (written, pictorial, including video).
 - b) Public information announcements.
 - c) Facility repair.
 - d) Supply inventory and restoration.
 - e) Cost documentation.
 - f) Economic impact.
 - g) Documentation of actions taken.
 - h) Personnel utilization by time on duty.
 - i) Critical Incident Stress Debriefing requirements, if necessary.
 - j) Equipment utilization documentation.
 - k) Overall cleanup activities.
 - l) Air Operations Area (AOA) inspections.
 - b. Issue appropriate NOTAMs.
4. Notify airport status to FAA & Southern Region

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AIRSIDE OPERATIONS

1. Upon receipt of instructions to open the airfield inspect:
 - a. Movement Areas (Runways & Taxiways)
 - b. Non-Movement Areas
 - c. NAVAIDS (VASIS)
 - d. Visual Aids
 - e. Lighting systems (Airport Beacon: Runway, Taxiway, and Approach Lights)

2. Coordinate with:
 - a. FAA ATCT
 - b. Issue a NOTAM
 - c. PRANG
 - d. Airlines and FBOs
 - e. Fuel Farm

3. Notify: ARFF, Maintenance, Security and PR Police.

4. Complete a thorough airport inspection to include ramp, terminals, and aircraft parking areas.

ARFF

1. Request aid from mutual aid agencies if necessary.
2. Report to ATCT operational status of ARFF vehicles, equipment, personnel.
3. Search and Rescue/Fire Suppression. Removal of trapped and injured persons from collapsed structures, administering first aid, fire suppression, and assisting in transporting the seriously injured to medical facilities. This activity involves the use of both professional and volunteer personnel, including the use of search and rescue dog teams. Normally, this is a function of the ARFF/Fire/EMS Department(s).



MAINTENANCE

1. Remove debris from runways and taxiways.
2. Damage Assessment. Conduct of ground and aerial surveys to determine the scope of damage, casualties, and status of key facilities. This effort, which is typically a function of Airport Maintenance/Facilities/ Engineering personnel with assistance from ARFF.
3. Debris Clearance. The identification, removal, and disposal of rubble, wreckage, and other material which block or hamper the performance of emergency response activities should be given a high priority. Some of these activities include:
 - a. Demolition and other clearance activities.
 - b. Repair or temporary reinforcement of key buildings roads, and bridges.
 - c. Construction of emergency facilities and roadways. This effort is typically guided by Airport Maintenance/ Engineering personnel.
4. Clear the roadways
5. Repair damage to structures
6. Maintain the water, heat, air conditioning, and electrical functions
7. Report status to General Director and return to operational status of the following critical systems:
 - a. Emergency alarm systems
 - b. Lighting
 - c. Passenger terminals
 - d. Airline operations facilities
 - e. Essential airport computer facilities, airport water system "cistern" (pumping stations and water distribution lines)



- f. Refrigeration units
8. Return boarding bridges to operational status
9. Inspect water drains
10. Overtime duty report
11. Utilities and Lifeline Repairs. Restoration and repair of electrical power, natural gas, water, sewer, and all communications systems to minimize the impact on critical services.
12. Inspection, Condemnation, and Demolition. Inspections of buildings and other structures to determine to inhabit or use them after a hurricane has occurred. Some activities may include:
 - i. Inspection of buildings and structures which are critical to airport operations (e.g. terminal, tower, fueling systems, etc.). Designate those which may be occupied and identify those which are unsafe.
 - ii. Inspection of buildings and structures which may threaten public safety. Identify those that are unsafe and may not be occupied.
 - iii. Inspection of all other facilities and structures. Designate those which may be occupied and identify those which are unsafe.
 - iv. Arrangements for the demolition of condemned structures.

SECURITY

1. Resume operations of entry check points 1 and 2.
2. Inspect all fences and report damages to:
 - a. Maintenance
 - b. General Director
3. All security personnel maintain an updated list of damages to their assigned areas
4. Damage assessment report will be submitted to the Emergency Command Post.



5. Immediate actions to be taken, as soon as conditions permit, to:
 - a. Control access to an area until it has been inspected and determined to be safe. Only personnel directly involved in emergency response operations should be allowed to enter. This involves the entire airport, not just the AOA.
 - b. Establish guidelines for determining when the public and employees will be allowed to re-enter the area. This is normally a function of airport law enforcement personnel.

PUBLIC RELATIONS

1. Public Coordinator will monitor disseminated information by the news media and advise the General Director.
2. Gather information regarding:
 - a. Return to normal operations: actual status / schedule of flights and services
 - b. Affected persons
 - c. Damage to structures and aircraft
 - d. Preliminary damage estimate
 - e. Measures taken to return to normal operations
 - f. Recuperation plans
3. The Public Relations Coordinator shall inspect damages and arrange to photograph and / or film affected areas.
4. Arrange for a Press Conference at Salon Puertos to report airport status to the press.
5. Press releases will be issued by:
 - a. General Director
 - b. Chief, Communications and Press Division



- c. Public Relations Coordinator
6. Responsibility for new releases: In general, responsibility for news releases concerning an aircraft emergency should be that of:
- a. The representative of the airline involved.
 - b. The senior military officer present or the public relations officer of the installation on which the aircraft is based, for an accident involving a military aircraft or its cargo.
 - c. The Department of Energy (DOE) representative present or public information officer at the DOE office involved, if the cargo is material that belongs to or is in the custody of the DOE or a DOE contractor.
 - d. The airport management for emergencies not covered by the above.

AUTHORITY AND REFERENCES

Federal Aviation Regulations require the airport certificate holders to adopt and carry out security, safety, and preparedness plans and programs which provide for the safety of persons and property traveling by air transportation. These authorities establish requirements for aircraft rescue and firefighting response, hazardous materials incident planning, medical assistance, structural fire plans, and programs which provide for safety against criminal acts.

References: ACM, ARFF Training Manual, AC



SECTION 3-4: NATURAL DISASTERS

EARTHQUAKE EMERGENCY PLAN

INTRODUCTION

An earthquake is a sudden, violent shaking or movement of part of the earth's surface caused by the abrupt displacement of rock masses, usually with the upper 10 to 20 miles of the earth's surface. Probability of an earthquake is located on the USGS web site (earthquake.usgs.gov).

1. Secondary Hazards

Additional consequences of an earthquake include fire, hazardous materials release, landslides, and/or dam failures.

2. Seismic Intensity

Seismic intensity is the felt effect of an earthquake at a particular location. The various effects on buildings, furnishings, etc. at a given location are subjective and are usually expressed with a numerical value. The effect of an earthquake on the Earth's surface is called the intensity. The intensity scale consists of a series of certain key responses such as people awakening, movement of furniture, damage to chimneys, and finally - total destruction.

3. Intensity scales

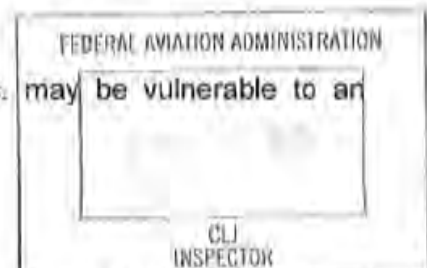
The currently used scales to evaluate the effects of earthquakes is the Modified Mercalli (MM) Intensity Scale. This scale, composed of 12 increasing levels of intensity, which range from imperceptible shaking to catastrophic destruction, is designated by Roman numerals. It does not have a mathematical basis; instead it is an arbitrary ranking based on observed effects. The Modified Mercalli Intensity value assigned to a specific site after an earthquake has a more meaningful measure of severity to the nonscientist than the magnitude because intensity refers to the effects actually experienced at that place. The **lower** numbers of the intensity scale generally deal with the manner in which the earthquake is felt by people. The **higher** numbers of the scale are based on observed structural damage. Structural engineers usually contribute information for assigning intensity values of VIII or above.

4. Risk Area

The Caribbean basin is considered to be an earthquake hazard area.

5. Risk Assessment

Landside and Airside facilities, properties, equipment, etc. may be vulnerable to an earthquake.



PURPOSE

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The purpose of this section is to define responsibilities and describes actions to be taken in the event an earthquake occurs in Puerto Rico affecting SJU

SITUATION AND ASSUMPTIONS

1. SJU is susceptible to an earthquake event, due to its proximity to a fault line.
2. Off-airport resource accessibility may be extremely limited.
3. The Teodoro Moscoso Bridge is highly vulnerable and susceptible suffer severe damage due to an earthquake leaving the airport with only the Baldorioty de Castro Highway as the only entrance and exit
4. In the worst case scenarios, if an earthquake occurs during the airport's high peak, all aircraft would be grounded, halting all flight operations; leaving hundreds of passengers stranded.
5. Communications capabilities that may be rendered inoperable during and after an earthquake. Systems which rely on hard wires or antenna to antenna for operation, such as cellular phone services and two-way radio repeaters cannot be relied upon.

ASSIGNMENT OF RESPONSIBILITIES

Airport Traffic Control Tower

1. Inspect FAA owned, operated, or maintained facilities for damage and operability.
2. Restrict aircraft operations on the airport until the runway(s), taxiways, and ramps have been inspected.
3. Issue appropriate Notice to Airmen (NOTAM) upon receipt of information from authorized airport personnel, if requested.

Aerostar ARFF

1. Move equipment outside.
2. Conduct fire suppression and rescue operations, as needed.
3. Request medical assistance by calling 9-1-1, and assist in providing emergency medical assistance, as needed.
4. Check for petroleum leaks and other potential hazardous materials problems.
5. Survey ARFF property, to:
 - a. Determine integrity of building(s).



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- b. Assess status of gas, electricity, water, and sanitation.
- c. Test all telephones and notification systems.
- d. Test apparatus mounted radios.
- e. Test station and portable radios.
- f. Test alerting system(s).
- g. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.
- h. Review personnel requirements and adjust accordingly.
- i. To the degree communications systems will permit, coordinate activities with PREMA, if necessary.
- j. Participate in Incident Command/ Unified Command System, as required.

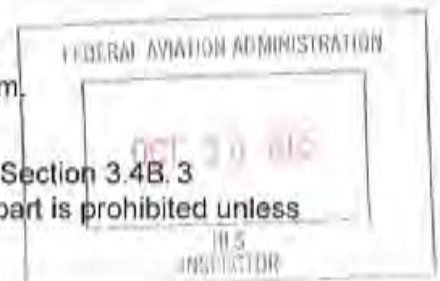
Law Enforcement/Security

- 1. Provide for overall airport security as soon as possible.
- 2. Coordinate with PR Police for overall traffic control.
- 3. Provide continued law enforcement and security services on the airport, as needed, including those required by 49 C.F.R. Part 1542, Airport Security.
- 4. Survey law enforcement property, to:
 - a. Determine integrity of building(s).
 - b. Assess status of gas, electricity, water, and sanitation.
 - c. Test all telephones and notification systems.
 - d. Test apparatus mounted radios.
 - e. Test station and portable radios.
 - f. Test alerting system(s).
 - g. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.
 - h. Review personnel requirements and adjust accordingly.
 - i. Participate in Incident Command/ Unified Command System.

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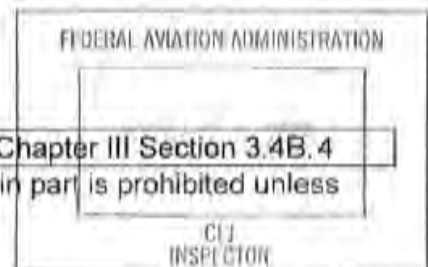


Emergency Medical Service

1. Organize the necessary action for triage and treatment of the casualties.
2. Provide for the transportation (air, land, or water) of casualties to designated medical facilities.
3. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.
4. Review personnel requirements and adjust accordingly.
5. Maintain an accurate list of the casualties to include names and addresses.
6. Provide medical analysis of walking wounded or traumatized.
7. Provide for the restocking of medical supplies, as needed.
8. Provide Critical Incident Stress Disorder support, as appropriate.
9. Participate in Incident Command/ Unified Command System.

Aerostar Airside Operations

1. Conduct airfield inspections (Runways, Taxiways, Ramps & NavAid) as needed.
2. Check with the Fuel Farm companies for line integrity and availability of fuel.
3. Check with ATCT for building integrity and continuity of Air Traffic Control Services.
4. Issue appropriate NOTAM(s), if conditions warrant and permit.
5. Activate the Airport Emergency Operations Center (EOC), as appropriate.
6. Provide emergency support services through the EOC.
7. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.
8. Review personnel requirements and adjust accordingly.
9. To the degree communications systems will permit, coordinate activities with local community emergency management agencies, if necessary.
10. Coordinate activities with the **ATCT**, as needed.



11. Interface with, coordinate, and utilize as needed, the resources made available by other airport tenants, including air carriers.
12. Participate in Incident Command/Unified Command System.

Aerostar Maintenance

1. Assist/provide critical services, including utility support (activation/cut-off), as needed.
2. Provide safety inspections, as needed.
3. Assist in facility restoration, including debris removal.
4. Provide sanitation support services.
5. Assist in the provision of required resources.
6. Participate in EOC operations.
7. Participate in Incident Command/Unified Command System.

Aerostar Accounting

1. Provide procurement services.
2. Provide appropriate budgeting, payment, and cost recovery authorization and services.
3. Provide personnel services.
4. Participate in EOC operations.

Public Relations

1. Interface with the media, as conditions warrant.
2. Provide news releases relative to the airport's operational capability.
3. Assist with the interface with other airport tenants.
4. Participate in EOC activities.



Aircraft Owners/Operators

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1. Provide EOC representation, as needed.
2. Provide for the initial notification to families of casualties, if appropriate.
3. Provide for passenger casualty tracking.
4. Inspect facilities owned/operated or maintained by these tenants.

Airport Tenants

1. Provide assistance as requested.
2. Participate in Incident Command/Unified Command System.
3. Inspect facilities owned/operated or maintained by these tenants.



ADMINISTRATION AND LOGISTICS

Command and Control

For the earthquake hazard, it is essential for airport personnel to take immediate action to gather damage assessment information. Due to the multi-faceted nature of the response and recovery efforts required for response to an earthquake, a Unified Command System is recommended.

1. Search and Rescue/Fire Suppression

Remove trapped and injured persons from collapsed structures. Administer first aid, fire suppression, and assist in transporting the seriously injured to medical facilities. This activity involves the use of both professional and volunteer personnel, including the use of search and rescue dog teams. It is likely that requests for emergency services would overwhelm the local capabilities. In order to assist the state and local governments in critical lifesaving activity, the Federal Government has established Federal Urban Search & Rescue (US&R) teams which can help efforts to locate, extract, and provide for the immediate medical treatment of victims trapped in collapsed structures. Normally, this is a function of the ARFF/EMS.

2. Damage Assessment

Conduct ground and aerial surveys to determine the scope of damage, casualties, and status of key facilities. This effort, which is typically a function of Airport Maintenance with assistance from ARFF/EMS, is intended to determine the overall safety status of the airport and to ultimately be the basis for the development of the recovery program.

3. Debris Clearance

The identification, removal, and disposal of rubble, wreckage, and other material which block or hamper the performance of emergency response activities should be given a high priority. Some of these activities include:

- a. Demolition and other clearance activities.
- b. Repair or temporary reinforcement of key buildings and roads.
- c. Construction of emergency facilities and roadways. This effort is typically guided by Airport Maintenance/Engineering personnel.

4. Access Control

- a. As soon as conditions permit Control access to an area until it has been inspected and determined to be safe. Only personnel directly involved in emergency response operations should be allowed to enter.
- b. Determine when the public/employees will be allowed to re-enter the area.

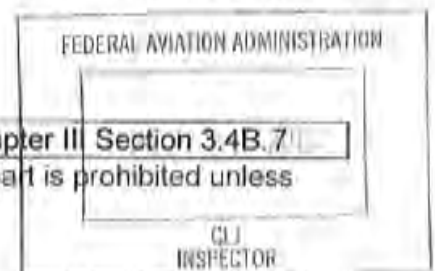
5. Utilities Repair

Restore and repair of electrical power, natural gas, water, sewer, and all communications systems.

6. Inspection, Condemnation, and Demolition

Inspections of buildings and other structures to determine to inhabit or use them after an earthquake has occurred. Some activities may include:

- a. Inspection of buildings and structures which are critical to airport operations (e.g. terminal, tower, fueling systems, etc.). Designate those which may be occupied and identify those which are unsafe.
- b. Inspection of buildings and structures which may threaten public safety. Identify those that are unsafe and may not be occupied.
- c. Inspection of all other facilities and structures. Designate those which may be occupied and identify those which are unsafe.
- d. Arrangements for the demolition of condemned structures.



Alert Notification and Warning

Earthquakes normally occur with no warning. While some have been predicted, there is no reliable warning system.

Emergency Public Information

The flow of accurate and timely information is critical to the protection of lives and property following a catastrophic earthquake. Issue updates, warnings, and instructional messages to personnel at the airport.

1. Warnings and advice on the continuing threat of fire, unsafe areas, and aftershocks.
2. As the initial response shifts to recovery, provide guidance to returning airport employees and tenants regarding safety precautions associated with:
 - a. Sanitary conditions.
 - b. Unsafe drinking water.
 - c. Use of utilities.

Protective Actions

Consideration must be given to relocating people from damaged structures, particularly those facilities which may receive more damage when hit by subsequent aftershocks. The relocation of transient personnel to designated mass care facilities should be coordinated with PREMA.

CHECKLISTS

During the Emergency (Response)

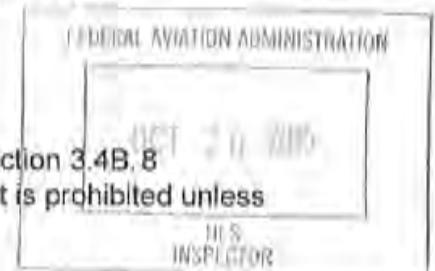
1. Keep calm
2. Degree of response for each level of the earthquake severity
3. Anticipate actions to be taken by each airport function, such as Airside, Land Side, Security, Maintenance, Accounting, ARFF, Law Enforcement, tenants, etc.

After the Emergency (Recovery)

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The recovery effort will be dependent upon the severity of the earthquake, the amount of damage, facilities, equipment, systems impacted, and the availability of resources. Recovery efforts should involve:

1. Formation of a Situation Analysis Team consisting of representatives from appropriate airport organizations, functional areas, tenants, etc., that:
2. Ensures personnel accountability.
3. Ensures periodic damage assessments are conducted.
4. Prepares an Incident Action Plan, to include long and short term considerations for:
 - a. Final damage assessment (written, pictorial, including video).
 - b. Public information announcements
 - c. Facility repair.
 - d. Supply inventory and restoration.
 - e. Cost documentation.
 - f. Economic impact.
 - g. Documentation of actions taken.
 - h. Personnel utilization by time on duty.
 - i. Critical Incident Stress Debriefing requirements.
 - j. Equipment utilization documentation.
 - k. Overall cleanup activities.
 - l. Air Operations Area (AOA) inspections.
5. Issuance of appropriate NOTAMs.
6. Critique of the overall operation and apply lessons learned to planning and training programs.



AUTHORITY AND REFERENCES

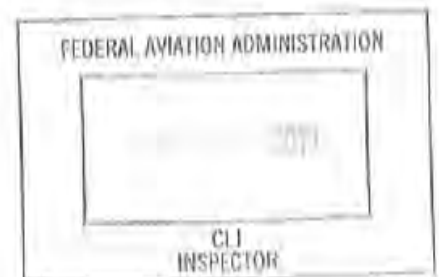
Federal Aviation Regulations require the airport certificate holders to adopt and carry out security, safety, and preparedness plans and programs which provide for the safety of persons and property traveling by air transportation. These authorities establish requirements for aircraft rescue and firefighting response, hazardous materials incident

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planning, medical assistance, structural fire plans, and programs which provide for safety against criminal acts.

References: ACM, ARFF Training Manual, AC



SECTION 3-4: NATURAL DISASTERS

VOLCANO EMERGENCY PLAN

INTRODUCTION

Volcanic ash injected into the atmosphere to altitudes exceeding 30km (100,000ft) may impact areas for hundreds to thousands of kilometers downwind from the volcano.

The physical properties of volcanic ash, which make it especially harmful to aviation operations, include its small grain size, hardness and abrasive nature ability to hold an electrostatic charge, and ability to absorb water and droplets of corrosive acid aerosol. Because of these properties, ash presents a number of unique problems when efforts are made to remove it during the cleaning process. Volcanic ash is also slippery when wet. Accordingly, ***aircraft operations should not be permitted on a runway that has been contaminated with wet ash*** unless friction testing determines that they can be conducted safely. Ashes on airport facilities will also affect other areas of the airport, including taxiways, ramps, buildings, ground services, electric utilities, communications facilities and airplanes parked on the ground.

Risk Area

Caribbean basin is a High Risk Area for volcanic ash.

Risk Assessment

The Risk Assessment at the airport included facilities, properties, equipment, etc. which may be vulnerable to volcanic ash. It is important to prepare for the worst case volcanic scenario, i.e. heavy ash falls plus heavy rain.



PURPOSE

This specific section defines responsibilities and describes actions to be taken in the event volcanic ash reaches the airport.

SITUATION AND ASSUMPTIONS

Airport facilities may be impacted by volcanic ash including sensitive environmental areas and transportation routes.

This section should include information as it relates to such issues as:

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Susceptibility

The airport is susceptible to receiving volcanic ash from the Soufriere Volcano, located southeast of Puerto Rico in the Island of Montserrat; as carried by northwesterly winds.

Impact

The impact of such an event on the community as a whole, particularly in terms of overall impact on response and recovery resource availability, i.e. a major volcanic ash fall will impact a wide geographic area resulting in limited resource availability.

a. Airport Access

Vulnerability of Landside and airside facilities to volcanic ash, and eruption debris damage and the potential impact if some or all of them are rendered unusable.

b. Airport Structures

Landside and Airside structures are vulnerable to volcanic ash.

c. Worst Case Scenario

If a volcanic eruption occurs and heavy ash fall occurs during the airport's peak period, all aircraft would be grounded, halting all flight operations; leaving hundreds of passengers stranded.

d. Communications Capabilities

Some systems may be rendered inoperable during and after a volcanic eruption and ash fall. It is important to shut down all nonessential equipment; short circuits by conductive dust and abrasion of moving parts are the major concerns.

ASSIGNMENT OF RESPONSIBILITIES

Airport Traffic Control Tower

1. Inspect FAA owned, operated, and maintained facilities for damage and operability.
2. Restrict aircraft operations on the airport until the runway(s), taxiways, and ramps have been inspected.



3. Issue appropriate Notice to Airmen (NOTAM) upon receipt of information from authorized airport personnel, if requested.

Aerostar ARFF

1. Provide respiratory protection (mask) to the employees.
2. Survey ARFF property, to include:
 - a. Determine integrity of building(s).
 - b. Assess status of gas, electricity, water, and sanitation.
 - c. Test all telephones and notification systems.
 - d. Test apparatus mounted radios.
 - e. Test station and portable radios.
 - f. Test alerting system(s).
3. Assist in support operations to include search, inspections, personnel accountability, and protective action implementation.
4. Review personnel requirements and adjust accordingly.
5. To the degree communications systems will permit, coordinate activities with local community fire departments, if necessary.
6. Participate in Incident Command/ Unified Command System.

Law Enforcement/Aerostar Security

1. Provide respiratory protection (mask) to the employees
2. Provide continued law enforcement and security services on the airport, as needed, including those required by 49 C.F.R. Part. 1542, Airport Security.
3. Survey law enforcement property, to:
 - a. Determine integrity of building(s).
 - b. Assess status of gas, electricity, water, and sanitation.
 - c. Test all telephones and notification systems.
 - d. Test apparatus mounted radios.



- e. Test station and portable radios.
- f. Test alerting system(s).
- 4. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.
- 5. Review personnel requirements and adjust accordingly.
- 6. To the degree communications systems will permit, coordinate activities with local community law enforcement agencies, if necessary.
- 7. Participate in Incident Command/ Unified Command System.

Emergency Medical Services

- 1. Provide respiratory protection (mask) to the employees
- 2. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.
- 3. Review personnel requirements and adjust accordingly.
- 4. To the degree communications systems will permit, coordinate activities with local community EMS units, if necessary.
- 5. Provide Critical Incident Stress Disorder support, as appropriate.
- 6. Participate in Incident Command/ Unified Command System.

Aerostar Airside Operations

- 1. Provide respiratory protection (mask) to the employees
- 2. Conduct airfield inspections, as needed.
- 3. Visual evaluation of runway friction, as needed.
- 4. Issue appropriate NOTAM(s), if conditions warrant.
- 5. Activate the Airport Emergency Operations Center (EOC), as appropriate.
- 6. Provide emergency support services through the EOC.
- 7. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.



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8. Review personnel requirements and adjust accordingly.
9. To the degree communications systems will permit, coordinate activities with PREMA, if necessary.
10. Coordinate activities with the ATCT, as needed.
11. Interface with, coordinate, and utilize as needed, the resources made available by other airport tenants, including air carriers.
12. Participate in Incident Command/Unified Command System.

Maintenance

1. Provide respiratory protection (mask) to the employees
2. Assist/provide critical services, including utility support (activation/cut-off), as needed.
3. Provide safety inspections, as needed.
4. Assist in facility restoration, including debris removal.
5. Provide sanitation support services.
6. Assist in the provision of required resources.
7. Participate in EOC operations.
8. Participate in Incident Command/Unified Command System.

Accounting

1. Provide procurement services.
2. Provide appropriate budgeting, payment, and cost recovery authorization and services.
3. Provide personnel services.
4. Participate in EOC operations.

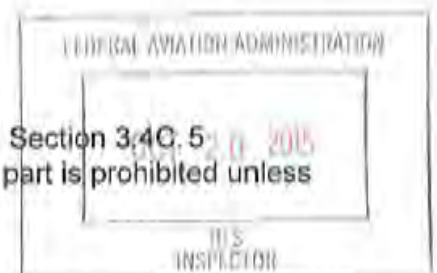
Public Relations

1. Interface with the media, as conditions warrant.

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2. Provide news releases relative to the airport's operational capability.
3. Assist with the interface with other airport tenants.
4. Participate in EOC activities.

Aircraft Owners/Operators

1. Provide EOC representation, as needed.

Airport Tenants

1. Provide assistance as needed.
2. Participate in Incident Command/Unified Command System.



ADMINISTRATION AND LOGISTICS

Command and Control

The extent of the initial response will depend on warning time, which varies with the cause and the amounts of the volcanic ash.

1. Damage Assessment

Conduct immediate ground, and if available and feasible, air surveys to determine the extent of damages in the airport.

2. Search and Rescue

Identify the facilities where search and rescue may need to be conducted and to establish a priority for these operations.

3. Access Control

Access to areas severely impacted by the volcanic ash should be restricted to emergency response personnel until the area can be inspected.

4. Debris Clearance

The actions taken to remove and dispose of volcanic ash, which may hamper airport operations and emergency response activities, are:

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- a. Clear the runway first and tow aircraft to/from the terminal. If dusting is less than ¼ inch:
 - i. Mechanically sweep while dry
- b. If accumulation is more than ¼ inch:
 - i. Start on runway centerline
 - ii. Wet the ash and road-grade into berms (Worst case is dry ash; wet the ash for control; grade into windrows; load up and remove; use emulsions to stabilize berms and infields)
 - iii. Move ash only once (identify approved dump site; cap with emulsion or soil and seed it; document volume and consider it as a future aggregate resource)
 - iv. High-pressure water to clean surface

5. Inspection, Condemnation, and Demolition

Inspect airport facilities to determine whether they are safe to inhabit or otherwise use in support of airport operations after a volcanic ash situation has occurred. Structures may have been weakened by the weight of the volcanic ash. It will be necessary, therefore, to inspect facilities to determine if they are structurally safe to inhabit. Activities may include the inspection of those facilities which may be critical to emergency operations.

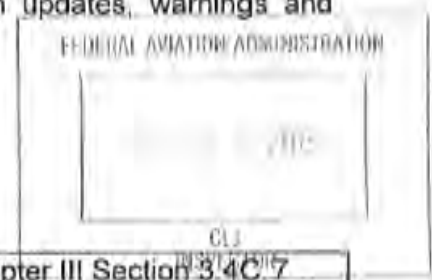
Alert and Warning

The National Weather Service can track and predict volcanic ash clouds after a volcanic eruption has occurred. They rely on satellite and radar technology so volcanic ash clouds can also occur with little or no warning if those systems fails.

Emergency Public Information

The flow of accurate and timely information is critical to the protection of lives and property following a major volcanic eruption. This section should deal with updates, warnings and instructional messages to those personnel at the airport.

Protective Actions



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Consideration should be given to relocating people out of the airport.

EMERGENCY RESPONSE

1. During the Emergency

The degree of response will depend upon the severity of the volcanic ash fall.

2. After the Emergency

The recovery effort will be dependent upon the severity of the ash fall, the amount of damage, facilities/equipment/systems impacted, and the availability of resources.

- a. Conduct periodic damage assessments.
- b. Final damage assessment (written, pictorial, including video).
- c. Public Information announcements.
- d. Sanitary issues.
- e. Facility repair.
- f. Supply inventory and restoration.
- g. Cost documentation.
- h. Economic impact.
- i. Documentation of actions taken.
- j. Personnel utilization by time on duty.
- k. Critical Incident Stress Debriefing requirements.
- l. Equipment utilization documentation.
- m. Overall cleanup activities.
- n. Air Operations Area inspections & Issue appropriate NOTAMs



AUTHORITY AND REFERENCES

Federal Aviation Regulations require the airport certificate holders to adopt and carry out security, safety, and preparedness plans and programs which provide for the safety of persons and property traveling by air transportation. These authorities establish requirements for aircraft

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rescue and firefighting response, hazardous materials incident planning, medical assistance, structural fire plans, and programs which provide for safety against criminal acts.

References: ACM, ARFF Training Manual, AC



SECTION 3-4: NATURAL DISASTERS

FLOOD EMERGENCY PLAN

INTRODUCTION

Flooding occurs when normally dry land becomes inundated or saturated with water. Sources of the water may be the result of natural bodies of water overflowing their banks, rapid accumulation of runoff or surface water; hurricane-caused storm surges or earthquake caused tsunamis; or erosion of a shoreline. The two major planning parameters for flooding are:

1. Suddenness of onset (e.g. flash floods)
2. Flood elevation in relation to structures and topography. Other factors to consider include debris movement, velocity of water flow, and extended duration of flood conditions.

Floods can be defined as the accumulation of too much water in too little time in a specific area. Several types of floods can occur: flash, storm-surge, debris, and mudflow floods.

Risk Area

Low level areas of Puerto Rico are at risk from flooding.

Risk Assessment

An airport's susceptibility to flooding will be a matter of historical record, as will flood elevations. Flood warnings are available from the National Weather Service.

PURPOSE

The information contained in this hazard-specific section defines responsibilities and describes actions to be taken in the event a flood occurs at the airport.

SITUATION AND ASSUMPTIONS

Susceptibility

SJU is susceptible to flooding.



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1. **Impact.** Such an event on the community as a whole may impact a wide geographic area limiting the amount of off-airport resource accessibility, particularly in terms of the overall impact on response and recovery of the airport.
2. **A review of airport access.** Airport access roads and bridges are vulnerable to flooding and they could be rendered unusable.
3. **A review of airport utilities.** Major floods can negatively impact many utilities, including electric, water and sewer.

OPERATIONS

General

This section explains the airport's overall approach to responding to a forecasted or actual flood, i.e. what should happen, when, and at whose direction. The National Weather Service (NWS) is responsible for most flood warning efforts in the United States and Puerto Rico. The Local NWS, located on the airport premises, provides up to the minute weather information and notifies the general public through its emergency notification system of any potentially dangerous weather related events. SJU emergency activities are based upon the PREMA and the Airport's Comprehensive Emergency Management Plan.

- (1) Actions must be coordinated through PREMA.
- (2) Activation of the EOC if aeronautical operations are suspended.

CHECKLISTS

The following provides some examples of the types of information that may be included in functional SOPs and checklists:

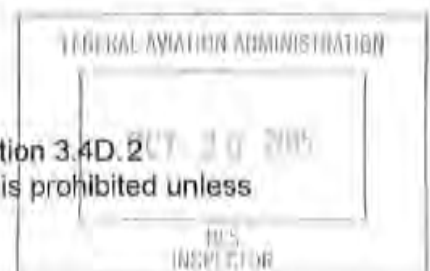
Before the Emergency

1. Facility inspection, such as checking and testing flood pumps, checking levees and dikes, inspecting flood control devices, etc.
2. Airport facilities which are in low lying areas and potentially subject to flooding include availability of emergency generators.

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During the Emergency (Response)

1. The degree of response will depend upon the severity of the flooding.
2. Monitor water supplies for potable use.
3. Monitor fire hydrant water pressures.
4. Establish food service for airport emergency workers.
5. Arrange for dry clothing, as required.

After the Emergency (Recovery)

Airport maintenance staff and qualified engineers will inspect structures that have been weakened by water pressure or debris flow to determine if they are safe to re-occupy. Building interiors may be filled with mud and filth. Official from the Local Health Department will inspect the facilities to determine if they have health issues that would make them unsafe to inhabit. Airport Management should provide information regarding the status of the airport to all concerned agencies.

The recovery effort will be dependent upon the severity of the flooding; the amount of damage; facilities, equipment, and systems impacted; and the availability of resources. These actions should include:

1. As with other emergencies, consider the formation of Team consisting of representatives from appropriate airport organizations, functional areas, tenants, etc., that:
 - a. Ensure periodic damage assessments are conducted.
 - b. Prepare for an long and short term considerations for:
 - i. Final damage assessment (written, pictorial, including video).
 - ii. Safety issues (e.g. downed power lines, unsafe drinking water, etc.).
 - iii. Sanitary issues.
 - iv. Public information announcements.
 - v. Facility repair.
 - vi. Supply inventory and restoration.
 - vii. Cost documentation.
 - viii. Economic impact.



- ix. Documentation of actions taken.
- x. Personnel utilization by time on duty.
- xi. Critical Incident Stress Debriefing requirements.
- xii. Equipment utilization documentation.
- xiii. Overall cleanup activities.
- xiv. Air Operations Area (AOA) inspections.
- xv. Issuance of appropriate NOTAMs.

Protective Actions

Protective action decisions must be based on the estimated time necessary for evacuation and the availability of shelter space above the estimated flood level. When complete evacuation is not feasible, directions to high ground facilities, such as the multi-level parking, should be provided.

As the initial response shift to recovery phase, airport management will provide guidance to returning airport employees and tenants regarding safety precautions associated with:

- 1. Sanitary conditions
- 2. Unsafe drinking water
- 3. Use of Utilities

Consideration must be given to the possibility that there may be transient personnel on the airport with no transportation. When evacuation is feasible, planning should have accounted for selecting the safest and most expeditious routes. Designated relocation facilities would be allocated by local EMS and PREMA.

The following considerations should be addressed

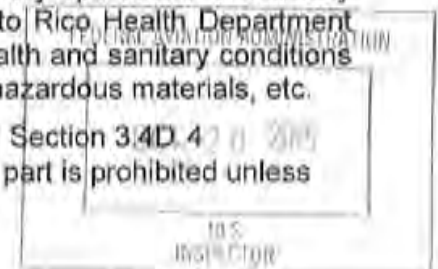
- 1. Maps detailing evacuation routes.
- 2. Designated relocation facilities.
- 3. Transportation resources needed for transient personnel, as well as for the relocation of vital resources, records, and supplies

Health and medical information related to flood response and recovery operations is normally the responsibility of appropriate state and local officials. The Puerto Rico Health Department will keep airport management and general public informed of the health and sanitary conditions created by flood waters that carry untreated sewage, dead animals, hazardous materials, etc.

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ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

Airport Traffic Control Tower

1. Inspect FAA owned, operated, and maintained facilities for damage and operability.
2. Restrict aircraft operations on the airport until the runway(s), taxiways, and ramps have been inspected by the airport owner/ operator.

Aerostar ARFF

1. Move equipment to higher ground, if necessary.
2. Assist in providing emergency medical assistance, as needed.
3. Check for petroleum leaks and other potential hazardous materials problems.
4. Survey ARFF property, to include:
 - a. Determine integrity of building.
 - b. Determine status of gas, electricity, water, and sanitation.
 - c. Test all telephones and notification systems.
 - d. Test apparatus mounted radios.
 - e. Test station and portable radios.
 - f. Test alerting system(s).
5. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.
6. Review personnel requirements and adjust accordingly.
7. To the degree communications systems will permit, coordinate activities with local community fire departments, if necessary.
8. Participate in Incident Command/ Unified Command System.



Law Enforcement/Aerostar Security

1. Move equipment to higher ground, if necessary.

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2. Provide for overall airport security as soon as possible.
3. Provide for overall traffic control, including coordination with mutual aid law enforcement agencies.
4. Provide continued law enforcement and security services on the airport, as needed, including those required by Airport Security, 49 C.F.R. 1542.
5. Survey law enforcement property, to:
 - a. Determine integrity of building.
 - b. Determine status of gas, electricity, water, and sanitation.
 - c. Test all telephones and notification systems.
 - d. Test apparatus mounted radios.
 - e. Test station and portable radios.
 - f. Test alerting system(s).
6. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.
7. Review personnel requirements and adjust accordingly.
8. To the degree communications systems will permit, coordinate activities with local community law enforcement agencies, if necessary.
9. Participate in Incident Command/ Unified Command System.

Emergency Medical Services

1. Move equipment to higher ground, if necessary.
2. Provide emergency medical assistance, as needed
3. Survey EMS property, to include:
 - a. Determine integrity of building.
 - b. Determine status of gas, electricity, water, and sanitation.
 - c. Test all telephones and notification systems.
 - d. Test apparatus mounted radios.



- e. Test station and portable radios.
- f. Test alerting system(s).
- 4. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.
- 5. Review personnel requirements and adjust accordingly.
- 6. To the degree communications systems will permit, coordinate activities with local community law enforcement agencies, if necessary.
- 7. Provide Post Traumatic Stress Disorder Support, as appropriate.
- 8. Participate in Incident Command/ Unified Command System.

Aerostar Airside Operations

- 1. Conduct airfield inspections, as needed.
- 2. Issue appropriate NOTAM(s), if conditions warrant and permit.
- 3. Activate the Airport Emergency Operations Center (EOC), as appropriate.
- 4. Provide emergency support services through the EOC.
- 5. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.
- 6. Review personnel requirements and adjust accordingly.
- 7. To the degree communications systems will permit, coordinate activities with local community emergency management agencies, if necessary.
- 8. Coordinate activities with the **ATCT**, as needed.
- 9. Interface with, coordinate, and utilize as needed, the resources made available by other airport tenants, including air carriers.
- 10. Participate in Incident Command/Unified Command System.



Aerostar Maintenance

- 1. Assist/provide critical services, including utility support (activation/cut-off), as needed.
- 2. Provide safety inspections, as needed.

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3. Assist in facility restoration, including debris removal.
4. Provide sanitation support services.
5. Assist in the provision of required resources.
6. Participate in EOC operations.
7. Participate in Incident Command/Unified Command System.

Aerostar Accounting

1. Provide procurement services.
2. Provide appropriate budgeting, payment, and cost recovery authorization and services.
3. Provide personnel services.
4. Participate in EOC operations.

Aerostar Public Relations

1. Interface with the media, as conditions warrant.
2. Provide news releases relative to the airport's operational capability.
3. Assist with the interface with other airport tenants.
4. Participate in EOC activities.

Aircraft Owners/Operators

1. Provide EOC representation, as needed.
2. Relocate aircraft, as needed.
3. Inspect facilities owned/operated and maintained by these tenants.



Airport Tenants

6. Provide assistance on a voluntary basis or in accordance with established agreements.

7. Participate in Incident Command/Unified Command System.
8. Inspect facilities owned/operated and maintained by these tenants.

ADMINISTRATION AND LOGISTICS

Direction and Control

The extent of the initial response will depend on warning time, which varies with the cause and the source of the flooding. Intense storms may produce a flood in a few hours or even minutes for upstream locations, while areas downstream may have from 12 hours to several weeks to prepare. Flash floods occur within six hours of the beginning of heavy rainfall.

In coordination with PREMA:

1. **Flood Control.** Preparation to control flooding should include:
 - a. Coordination with disaster threat situations to facilitate expeditious notifications and exchange of information.
 - b. Arrangements for a labor force to perform flood fighting tasks associated with building a levee (i.e. fill and place sand bags to prevent flooding).
2. **Continuity of Operations.** Address the relocation, as necessary, of key operations, resources, vital records, and equipment to assure continuation of services and to prevent damage and loss.
3. **Inspection and Condemnation.** Structures left standing may have been weakened by water pressure or debris flow. Building interiors may be filled with mud and filth. It will be necessary, therefore, to inspect facilities to determine if they are structurally safe to inhabit. There also may be associated health issues.

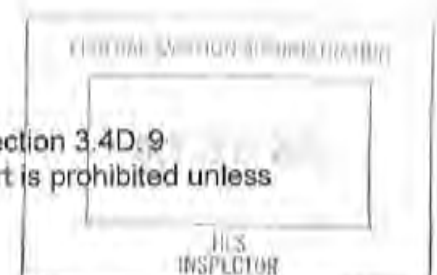
Alert Notification and Warning

The NWS is responsible for most flood warning efforts. The airport should be aware of how flood warnings are disseminated and ensure that the airport is on the alert and warning notification list of PREMA and NWS.

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Emergency Public Information

The main source of public information for flooding conditions should come from NWS and PREMA. The airport should provide information regarding the status of the airport.

Health and Medical

Health and medical information related to flood response and recovery operations is the responsibility of the PR Health Department and PREMA.

Resource Management

Purchasing, stockpiling, or otherwise obtaining essential flood fighting items such as sand bags, fill, polyethylene sheeting, and pumps (of the right sized and type, with necessary fuel, set-up personnel, operators, and tubing/pipes).

Resource lists that identify the quantity and location of the items mentioned above, as well as points of contact (day, night, and weekend) to obtain them.

AUTHORITY AND REFERENCES

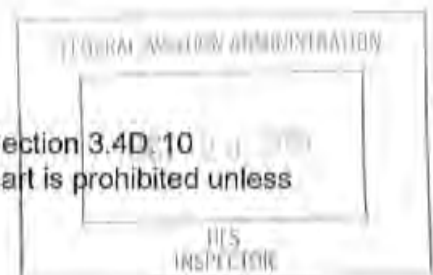
Federal Aviation Regulations require the airport certificate holders to adopt and carry out security, safety, and preparedness plans and programs which provide for the safety of persons and property traveling by air transportation. These authorities establish requirements for aircraft rescue and firefighting response, hazardous materials incident planning, medical assistance, structural fire plans, and programs which provide for safety against criminal acts.

References: ACM, ARFF Training Manual, AC.

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SECTION 3-5: HAZARDOUS MATERIAL INCIDENTS

INTRODUCTION

The types and quantities of hazardous materials produced, processed, used and stored in this country have increased the need for emergency preparedness at all points in the production, utilization, and distribution system. A hazardous material spill or release can pose a risk to life, health, or property. An incident can result in the evacuation of a few people, part of a building, or a whole neighborhood. Significant information is available concerning hazardous materials through the Department of Transportation's (DOT) Pipeline and Hazardous Materials Safety Administration web site at www.phmsa.dot.gov. Likewise, the DOT publishes the Emergency Response Guide (ERG) that is primarily a guide to aid first responders in:

1. quickly identifying the specific or generic classification of the material(s) involved in the incident, and
2. protecting themselves and the general public during this initial response phase of the incident.

The ERG is updated every three to four years to accommodate new products and technology.

Hazardous Material Emergency Preparedness Training that addresses response, planning and prevention is available from the US Fire Administration (www.usfa.dhs.gov). Additionally, OSHA provides online hazardous materials training.

Definition

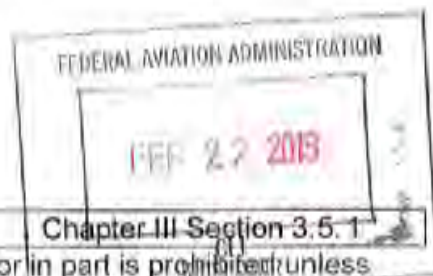
Hazardous Materials are defined as any substance or material that, when involved in an accident and released in sufficient quantities, poses a risk to people's health, safety, and/or property. These substances and materials include explosives, radioactive materials, flammable liquids or solids, combustible liquids or solids, poisons, oxidizers, toxins, and corrosive materials.

Detailed definitions as well as lists of hazardous materials can be obtained from the Environmental Protection Agency (EPA) and the Occupational Health and Safety Administration (OSHA) established requirements for hazardous material operations in 29 C.F.R. Part. 1910, Hazardous Waste Operations and Emergency Response (OSHA 1910.120 – HAZWOPER).

Risk Area

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The primary areas at risk for hazardous materials transportation incidents involve movement of products along port areas. Jurisdictions with facilities for the treatment, storage, transportation, or disposal of hazardous wastes are at risk. These risks are compounded by natural hazards (e.g. floods, earthquakes, etc.).

Further, many types of hazardous materials can be shipped by air. These include explosives, compressed or liquefied gases (which may be flammable or toxic), flammable liquids or solids, oxidizers, poisonous substances, infectious substances, radioactive material, or corrosives. Packages containing hazardous goods can be found in airport cargo buildings, fuel storage farms, on aircraft loading ramps, in aircraft cargo compartments, etc.

1. Risk Assessment

It is important to understand that the risk to the airport for a hazardous materials incident comes from many sources. Of concern is not only the threat from the materials that are being shipped by air to and from the airport but the threat from other sources as well. SJU is located near the one of the primary highways of the Puerto Rico Metropolitan Area; the Baldorioty the Castro.

Regulations

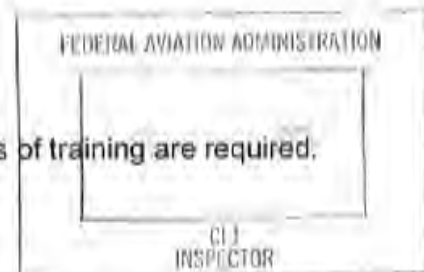
There are several regulations and standards which address emergency response to hazardous materials emergencies:

1. 29 C.F.R. Part 1910, Hazardous Waste Operations and Emergency Response (OSHA 1910.120 – HAZWOPER). This rule regulates the safety and health of employees involved in, among other things, any emergency response to incidents involving hazardous substances. These standards apply to all private employees, and to all Federal employees through Executive Order No. 12196 - Occupational Safety and Health Programs for Federal Employees.
2. 40 C.F.R. Part 311, Worker Protection. This rule applies the same substantive provisions of OSHA 1910.120 to state and local employees in States that do not have a Plan approved under the OSH Act. Further, EPA has defined the term "employee" of state and local governments to include both compensated and non-compensated workers.
3. Junta de Calidad Ambiental (JCA) promulgates its own regulations and standards that meet or exceed those of OSHA.

Training

Based upon the role of the emergency responder, certain levels of training are required.

1. **First responder awareness level**



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This covers individuals who are likely to witness or discover a hazardous substance release and who have been trained to initiate an emergency response sequence by notifying proper authorities of the release. These responses are mainly taken by Aerostar Operations Inspectors, Security Personnel, tenants and ARFF Personnel.

2. First responder operations level

Personnel who respond to releases or potential releases of hazardous substances as part of the initial response to the site for the purpose of protecting nearby persons, property, or the environment from the effects of the release. They are trained to respond in a defensive fashion without actually trying to stop the release. These responses are mainly taken by Aerostar Environmental and ARFF personnel. Aerostar Airside Operations will support them.

3. Hazardous Materials Technician/Specialist

This covers individuals who try to stop the release. This is usually accomplished by members of a local contract. Aerostar ARFF, Airside Operations, and Aerostar SMS Coordinator will support the contracted company.

PURPOSE

The information contained in this hazard-specific section defines responsibilities and describes actions to be taken in the event a hazardous materials incident occurs.

SITUATIONS AND ASSUMPTIONS

1. The airport has identified the aviation fuel farm, car rental fuel storages, and the air cargo hangars as facilities that process, use, store, and/or ship hazardous materials. From these areas, the airport's primary risk area comes from the aviation fuel farm.
2. A hazardous material incident may be concurrent with another emergency, in which case the operations of the PREMA Hazardous Material Response Plan will be integrated with the overall response.
3. EOC will be activated if the airport has to be closed or operations suspended as a result of the HAZMAT incident.
4. For the purposes of emergency response, each aircraft accident is considered a potential hazardous materials incident.
5. The recovery effort will be dependent upon the severity of the incident, the amount of damage, facilities/equipment/systems impacted, and the availability of resources. Recovery efforts should involve, as with other emergencies the formation of Situation Analysis Team consisting of representative from appropriate airport organizations, functional areas, tenants, etc.

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OPERATIONS

Alert and Notification

The call to the Aerostar ARFF, Security Control Room or Airside Operations Control would probably come from someone who is witnessing some sort of incident or accident that is releasing a hazardous substance. Security Control Room will notify 9-1-1 Emergency Call Center, which would in-turn will activate the PREMA and the Local and State Fire Departments. Our local Press and Communication officer will notify local News Medias, which in-turn would begin broadcasting the nature of the emergency to the public.

Our Environmental Manager will notify those Federal and State Agencies, like EPA, as required by various Federal Laws and Regulations on Hazardous Materials.

For small scale incidents on the airport, public notification may be made through public address systems, portable megaphones, telephone, two-way radio, or person-to-person.

First Responder

Aerostar SMS Coordinator and ARFF Personnel, with the support of Airside Operations personnel will respond in a defensive fashion without actually trying to stop the release. Their primary responsibility is to provide nearby persons, property, or the environment protection from the hazardous threat. Actions to be taken if a hazardous materials incident should occur at the airport:

- a. When EOC is activated, Aerostar will coordinate all HAZMAT incidents with PREMA regarding hazardous material response and recovery actions on the airport.
- b. ARFF will be in charge of coordination and monitoring of hazardous materials incident response and recovery actions.

Vulnerable Zones

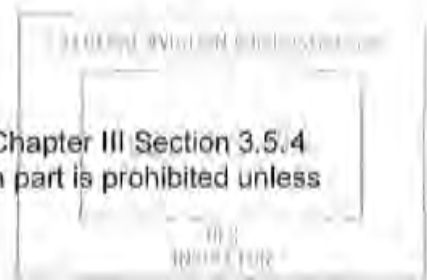
The widest area of vulnerability is from an airborne release. For airborne releases of acutely toxic substances, vulnerable zones would be plotted as circles around facilities-given uncertainty about wind directions-and as corridors along land transportation routes, these vulnerable zones, the size of which can vary widely, can then be looked at in terms of their potential impact on the airport.

Unnecessary personnel at the site or potentially in the path of wind carriage the site would be move away, in a crosswind direction, and denied entry. Qualified personnel only are involved in the response effort.

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Protective Action Zone

This is an area in which people can be assumed to be at risk of harmful exposure and in need of either in-place protective shelter or evacuation. Hazardous materials are contained. For liquids, it may be necessary to use ditches or dikes to contain spread, so that removal may take place later. It may also be necessary to cover some materials with tarps to prevent vapors from rising.

Radioactive Materials

Notification is typically made to the Puerto Rico Health Department and the Junta de Calidad Ambiental (JCA) so that detection and monitoring can take place. For incidents involving nuclear weapons, notification should be made to the nearest Military Base (Muniz Air National Guard) so the Joint Nuclear Accident Coordination Center (JNACC) at (703) 325-2102. Unless it is necessary to approach a nuclear weapon to rescue injured individuals, first-on-the-scene responders at such an accident should establish an exclusion zone with a radius of 2,500 feet from the weapon. To reemphasize, no attempt should be made to extinguish fires or otherwise approach a nuclear weapon involved in a transportation accident except to recover injured personnel. Information concerning the JNACC can be obtained on-line.

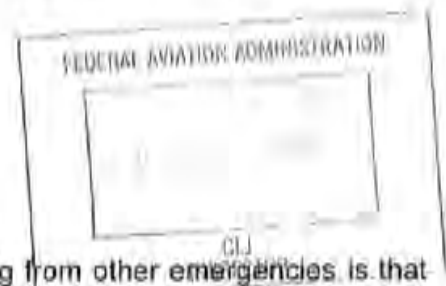
Infectious (Etiological) Agents

Officials in these departments have the responsibilities for notifying the Emergency Response Coordinator for the Center for Disease Control (CDC) through the PR Health Department. Information concerning support from the CDC is located on-line at www.emergency.cdc.gov

PROTECTIVE ACTIONS

Evacuation

The only difference in hazardous materials evacuation planning from other emergencies is that initial movements should be coordinated. These decisions are made by the IC based upon conditions for the specific incident.



In-place Sheltering

Evacuation may not always be advisable. In-place sheltering may be the preferred option. For some chemical hazards, using wet towels and shutting off air circulation systems may suffice; sometimes airborne releases may move more quickly than the evacuation can be effected. Also, if the hazardous materials accident results from another hazard event such as an

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earthquake, flood, etc., any protective action decision will have to factor in related additional concerns.

CHECKLISTS

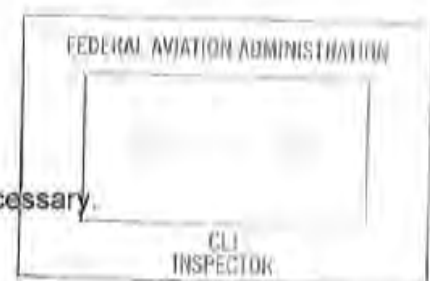
Before the Emergency

1. Routine inspection of airport facilities identified as being a potential threat.
2. Pre-fire plans for those on-airport facilities identified as being a potential threat.

After the Emergency (Recovery)

The recovery effort will be dependent upon the severity of the incident, the amount of damage, facilities/equipment/systems impacted, and the availability of resources. Recovery efforts should involve:

1. When safe to do so, ensures periodic damage assessments are conducted
2. Considerations for:
 - a. Final damage assessment (written, pictorial, including video).
 - b. Public information announcements.
 - c. Facility repair.
 - d. Supply inventory and restoration.
 - e. Cost documentation.
 - f. Economic impact.
 - g. Documentation of actions taken.
 - h. Personnel utilization by time on duty.
 - i. Critical Incident Stress Debriefing requirements, if necessary.
 - j. Equipment utilization documentation.
 - k. Overall cleanup activities.



- l. Air Operations Area (AOA) inspections, if appropriate.
- m. Issuance of appropriate NOTAMs

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

Airport Traffic Control Tower (ATCT)

- 1. Provide relevant information (fuel, persons-on-board, composite hazardous cargo) and directions to aircraft operators.
- 2. Provide necessary air and ground traffic control support for emergency response activities.

Aerostar ARFF

- 1. Respond to fuel spills and other hazardous materials incidents.
- 2. Provide response and recovery support.
- 3. Determine need for, coordinate as needed, local Hazardous Materials Response Team response.
- 4. Assist in Alert and Warning process in the event a Protective Action is required.

Law Enforcement/Security

- 1. Assist with scene security as requested by the Incident Commander.
- 2. Assist in Alert and Warning process in the event a Protective Action is required.
- 3. Provide for overall traffic control, including coordination with law enforcement agencies.
- 4. Assist with Air Operations Area escort services, as needed.
- 5. Provide crowd control, as needed.
- 6. Provide continued law enforcement and security services on the airport, including those required by 49 C.F.R. Part 1542, Airport Security.

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FEDERAL AVIATION ADMINISTRATION CLJ INSPECTOR		

Emergency Medical Services (EMS)

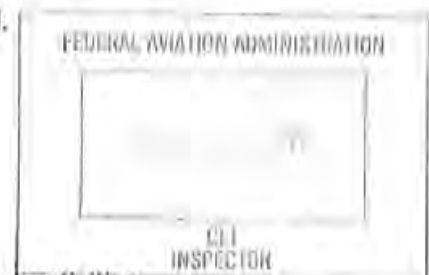
1. Provide on-scene emergency medical services:
 - a. Collect, triage, and treat casualties.
 - b. Transport to, and coordinate with, appropriate medical care facilities.
 - c. Provide for the deceased.
 - d. Restock of medical supplies, as needed.
 - e. Initiate Critical Incident Stress Management debriefing support, as needed.
 - f. Initiate and coordinate as needed, mutual aid EMS support.

General Director

1. Activate EOC, as needed.
2. Participate in response and recovery operations.
3. Provide emergency support services, as requested, through the EOC.
4. Prepare for, and accomplish, return to normal operations.

Airside Operations

1. Provide scene representation, to include participation in the Incident Command System.
2. Coordinate Protective Actions, as needed.
3. Make required notifications, including NOTAMs, as needed.
4. Conduct airfield inspections, as needed.
5. Participate in EOC operations.
6. Coordinate operations with the ATCT, as needed.
7. Monitor, and coordinate as required, other concurrent airport activities.
8. Interface with, coordinate, and utilize resources made available by airport tenants.



Aerostar Maintenance

1. Assist/provide critical services, including utility support (activation/cut-off), as needed.
2. Assist in the implementation of protective actions (e.g. shutting off air circulation systems for affected facilities if in-place sheltering is recommended).
3. Provide safety inspections, as needed.
4. Provide sanitation services for extended operations.
5. Assist in the provision of required resources.
6. Participate in EOC operations.
7. Assist in facility restoration.

Aerostar Accounting

1. Provide budgeting, payment, and cost recovery support.
2. Provide procurement services.
3. Provide personnel services.
4. Participate in EOC activities.
5. Form a Policy Group for the overall administration of the event, to include approval of airport media releases, when appropriate.

Aerostar Public Relations

1. Interface with the media, as well as any emergency response organization on-scene public relations personnel.
2. Provide news releases relative to the airport's responsibilities and activities.
3. Participate in EOC operations.

Aircraft Operator or designated representative

1. Provide on-scene support, as requested by the Incident Commander.



2. Participate in EOC operations.
3. Provide for timely news releases.

Health and Medical

1. Keeps people informed of the health risks created by a HazMat release.
2. Designates medical facilities that have the capability to:
 - a. Decontaminate and medically treat exposed persons
 - b. Dispose of contaminated items
 - c. Monitor water quality and sanitary conditions in the area affected by the hazardous materials release
 - d. Continue medical surveillance of personnel performing decontamination tasks

Airport Tenants

1. Airport tenants may provide assistance on a voluntary basis.

Aerostar HAZARDOUS MATERIAL HANDLING AND DISPOSAL PROCEDURE

Each tenant or cargo-handling agent shall notify the Aerostar Occupational Safety, Environmental Compliance, and Emergency Management Office about any hazardous material in their facility. Submit contingency plan in case of spill, with at least the following information:

1. Material Safety Data Sheet (MSDS)
2. Facility Address
3. Contact Person
4. Emergency Phones
5. Special Handling Instructions
6. Disposition Companies
7. Owners and Operators of Treatment, Storage or Disposal Facilities



If an accident (release or spill) occur inform immediately to the appropriate authorities and Aerostar Occupational Safety Environmental Compliance and Emergency Management Office. Please indicate the handling, disposal method, and present waste manifest.

Designated personnel in contact with any hazardous substances and materials shall be train in the management of that substance.

If the hazardous substance is managed by Aerostar, the procedure will be the following:

- Aerostar supervisor shall notify about any hazardous substance in their facility for the proper management and disposal if required.
- If the facility is handling fuel, each of the personnel responsible for the fueling will receive special personal protective equipment and appropriate training.

In case of spill or release, the designated Aerostar supervisor shall notify immediately the Occupational Safety, Environmental Compliance, and Emergency Management Office for the appropriate response.

HAZARDOUS MATERIAL SPILL CHECKLIST (GENERAL)



In the event of a fuel or hazardous material spill/accident, the Airport Fire Department will have overall command of the incident. The Fire Department has primary responsibility for identifying the spilled material and for determining its relative danger. In the event an aircraft is involved, it will be the responsibility of the aircraft owner/operator to effect the safe, expedient removal of the hazardous material and to repair physical damage as a result of the incident. In non-aircraft incidents, it is the responsibility of the organization of the spill to remove the material and to repair any damage. It is always the responsibility of the affected organization(s) to initiate the following notification sequence.

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1. Notify airport ARFF Division on Who, What, When, Where, Why, How much, How many, etc.
2. Fuel Spill: (clean up, removal and disposal notifications to be accomplished by the spill originator).
3. Hazardous Materials (radiology, corrosive, explosive, toxic, etiologic, etc.).
 - a. Does this airline transport hazardous material? Yes ___ No ___
 - b. Following a spill, isolate and secure the area pending arrival of emergency response units.
 - c. Owner/operator representative responsible for obtaining names and addresses of all persons involved including anyone who has been removed for medical attention.
 - d. Notification of agencies such as the FAA-Civil Aviation Field Safety Office, Center for Disease Control, Nuclear Regulatory Commission, Chemical Transportation Emergency Center, etc., to be accomplished.
 - e. Where applicable, preparation and submission of DOT Form 5800-01, Hazardous Incident Report to be submitted.
 - f. Clean up, decontamination, removal and disposal of hazardous materials to be accomplished by: (EPA approved agencies only).

HAZARDOUS MATERIAL SPILL CHECKLIST

ATC TOWER



_____ Report incident to Airport Operation and ARFF via direct line

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Aerostar OPERATIONS

- _____ Notify ARFF
- _____ Notify Aerostar SMS Coordinator
- _____ Notify Police
- _____ Notify Airport Security
- _____ Notify Tower if field side
- _____ Notify tenants downwind of hazardous material
- _____ Notify Legal
- _____ Notify General Director
- _____ Notify FAA Security Field Office
- _____ Provide, maintain and monitor incident communications
- _____ Provide incident documentation
- _____ Stay upwind
- _____ If contaminated, inform ARFF Incident Commander immediately
- _____ Report to ARFF Incident Commander
- _____ Isolate and secure affected area
- _____ Evacuate downwind areas
- _____ Report incident and safe route to incident site to Airport Security
- _____ Establish airfield perimeter



Aerostar ARFF

- _____ Respond to incident site
- _____ Assume Incident command duties
- _____ In coordination with Police and Security isolate incident and remain upwind
- _____ Assess situation
- _____ Utilize tenant's Hazardous Material Response Plan
- _____ Request Hazardous Material Team and mutual aid if required
- _____ Standby during cleanup until situation is stabilized
- _____ Upon conclusion of the incident, return control to the department of tenant routinely responsible for the area

PR POLICE DEPARTMENT (PRPD)

- _____ Isolate and secure affected area
- _____ Stay upwind
- _____ Evacuate downwind areas
- _____ If contaminated inform Incident Commander immediately
- _____ Establish Landside perimeter (no flares)
- _____ Report incident and safe route to incident site to Police Station



AIRLINE/TENANT

_____ Notify ARFF as soon as possible

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- _____ Notify appropriate regulatory authorities. Inform ARFF.
- _____ Supply Hazardous Material spill plan to ARFF
- _____ Provide cargo manifest or other information which may assist in identifying substance

- _____ Clean-up, removal will be accomplished by spill originator.
- _____ Supply a scrubber for all spills
- _____ Representative to supply any names of employees involved
- _____ Preparation of DOT 5800-01

MISCELLANEOUS

- _____ Medical Personnel Standby

Aerostar MAINTENANCE

- _____ Heavy equipment operator's standby
- _____ Transport light units to incident site

ADMINISTRATION AND LOGISTICS

General



The primary role of the airport will be to coordinate the response, and recovery efforts. Facilities and transportation corridors on and in the vicinity of the airport which present a hazardous materials threat should also need to be identified.

Command and Control

For this hazard, OSHA's Hazardous Waste Operations and Emergency Response Standard (29 C.F.R. Part 1910) requires that an ICS be used for on-scene management of response activities.

1. Identify of the hazardous material involved and the severity (degree of threat to people, property, environment, etc.) of the accident before exposing response personnel to possible health hazards.
2. For transportation accidents, information sources include placards, container labels, cargo manifests, and shipping papers. These items can be checked against the Emergency Response Guide and shipping papers should also include an emergency contact number. If the above information is not visible or available, an interview with the vehicle driver or aircraft pilot could provide the information needed. For general transportation accidents, the Emergency Response Guide recommends contacting the Chemical Manufacturer's Association's Chemical Transportation Emergency Center (CHEMTREC) with initial requests for assistance. For immediate 24-hour assistance, they may be contacted by toll free telephone at 1-800-262-8200. Web access to CHEMTREC is at www.chemtrec.com/Chemtrec.
3. For fixed facility incidents, HAZMAT information should be readily available from the responsible party.
4. ICS to be used at hazardous materials accidents on the airport to include:
 - a. The IC is identified and the EOC is notified of the identity of the IC and the location of the ICP.
 - b. Response personnel have and wear the appropriate protective gear (Proximity clothing and Self Contained Breathing Apparatus (SCBA).
5. For general transportation accidents, the Emergency Response Guide recommends contacting the Chemical Manufacturer's Association's Chemical Transportation Emergency Center (CHEMTREC) at with initial requests for assistance.
 - a. **Emergency Public Information (EPI).**

The flow of accurate and timely preparation and dissemination of notifications, updates, and instructional messages as a follow-up to the initial warning emergency information is critical to the protection of lives and property immediately following a hazardous materials incident.

FEDERAL AVIATION ADMINISTRATION		
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(CJ) INSPECTOR		

- (1) Personal protective actions instructions, include:
- (a) Instructions for in-place protection (when to stay, where to stay, and what to do) when that option is chosen.
 - (b) Event-specific evacuation instructions and information (routes, road closures, available transportation) when that option is chosen.

AUTHORITY AND REFERENCES

Federal Aviation Regulations require the airport certificate holders to adopt and carry out security, safety, and preparedness plans and programs which provide for the safety of persons and property traveling by air transportation. These authorities establish requirements for aircraft rescue and firefighting response, hazardous materials incident planning, medical assistance, structural fire plans, and programs which provide for safety against criminal acts.

References: ACM, ARFF Training Manual, AC



SECTION 3-6: SABOTAGE, HIJACKING AND THE UNLAWFUL INTERFERENCE WITH OPERATION

PURPOSE

The information contained in this hazard-specific section is intended to supplement the Basic Plan and Functional Section of the AEP. It defines responsibilities and describes actions to be taken in the event a Hijack, Sabotage, or other unlawful interference with the airport operations.

SITUATION AND ASSUMPTIONS

As incidents of hijacking, sabotage and other unlawful interference involve so many different organizations, as each situation will be unique, the Airport Management conducts periodic planning sessions that involve all of the potential players to further define roles and responsibilities.

OPERATIONS

Airports regulated under 49 C.F.R. Part 1542, *Airport Security*, (www.tsa.gov), will have procedures for responding to Hijack, sabotage, or other unlawful interference with the airport operations. Those procedures are already specified in the Airport Security Program (ASP).

ORGANIZATION AND RESPONSIBILITIES

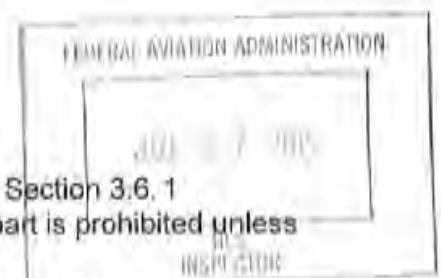
Airside Operations Manager/Supervisor

1. If able, have the aircraft move to the designated Isolation Area between H6 & H7.
2. Establish with ATC a safe route to/from the isolation area/aircraft and the apron to maximize the response time and access to the responding personnel/agencies.
3. Notify the Aerostar Security Control Room
4. Notify the FAA and TSA

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Aerostar Security Control Room

1. Notifies the PR Police, TSA, FBI
2. Notifies Aerostar ARFF, and Operations

Local Law Enforcement

1. Establish a Command Post in an appropriate location
2. Establishes a security zone around the site and prohibit entrance into or out of the zone except by authorized personnel.
3. Stabilizes the situation until the arrival of the authorized FAA/FBI personnel.



SECTION 3-7: FAILURE OF POWER FOR MOVEMENT AREA LIGHTING

INTRODUCTION

It is the intent of this Section to provide guidance to the airport for any situation which involves the failure of power for movement area lighting that may potentially impact that airport. Airfield lighting criteria are contained in the Advisory Circular series 150-5345.

PURPOSE

The information contained in this hazard-specific section defines responsibilities and describes actions to be taken in the event a failure of power for movement area lighting.

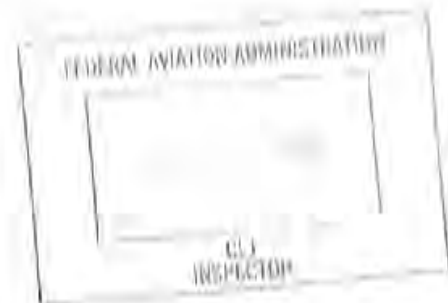
ORGANIZATIONAL AND ASSIGNMENT OF RESPONSIBILITIES

Airport Traffic Control Tower

1. Notify appropriate Aerostar Airside Operations personnel.
2. Keep aviation users informed of the situation, as necessary.

Airport Maintenance

1. Respond to urgent/emergency requests
2. Conduct routine/preventive maintenance.
3. Conduct/document regular tests.
4. Operate generator, as necessary.
5. After the emergency, determine cause and take corrective action.
6. Ensure that power generator and circuit resistance tests are being conducted.



Airside Operations

1. Inspect airport lighting facilities in accordance with established procedures in ACM.

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2. Notify Aerostar Maintenance for corrective action.
3. Issue required NOTAMs.

LIGHTING EMERGENCIES CHECKLISTS

Before the Emergency

1. Aerostar Maintenance: Conduct routine/ preventive maintenance on the generator(s), including checking and servicing fuel supplies and documenting corrective actions, as necessary.
2. Aerostar Operations: conduct Airport Daily Safety Self-Inspection

During the Emergency (Response)

1. Aerostar Maintenance personnel are notified of an outage in a timely manner, including repair personnel.
2. NOTAM issuance in a timely manner, if required.
3. Generator(s) start-up in a timely manner.

After the Emergency (Recovery)

1. A change to the airport inspection checklist, as deemed necessary, based on the cause of the emergency.

LUIS MUNOZ MARIN INTERNATIONAL AIRPORT SYSTEMS:

1. **The name of the primary power source supplier for movement area lighting:**
 Puerto Rico Electrical Power Authority (PREPA)
2. **The name of any/all secondary or alternate power provider(s):**
 There are no secondary or alternate power provider(s)
3. **A description of any back-up power generator(s), to include:**



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a. Location:

It is near regulator vault next to the new Terminal A and the new water cistern.

b. Size: 3,000 gallons fuel tank

c. Fuel type: Diesel # 2

d. Capacity: Two (2) generators of 565 KVA each at 4,160 volts

4. Area served: Movement area lighting

5. Special features (automatic/manual start): Automatic

6. Testing schedule: Weekly

7. Preventive maintenance schedule:

Maintenance is scheduled according to service hours.

5. Include contact information for approach lighting maintenance

Federal Aviation Administration
Atlantic Operations Command Center (AOCC)
770-210-7800

FAA Airway Facilities: 787-253-4544/4545

RESCUE BUILDING AT SJU

1. The name of the primary power source supplier for movement area lighting:

Puerto Rico Electrical Power Authority (PREPA)

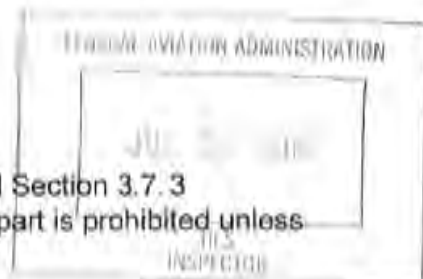
2. The name of any/all secondary or alternate power provider(s):

There are no secondary or alternate power provider(s)

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3. **A description of any back-up power generator(s), to include:**
 - a. **Location:** Rescue Building
 - b. **Size:** 100 gallons fuel tank
 - c. **Fuel type:** Diesel # 2
 - d. **Capacity:** 150 KVA at 208 volts
4. **Area served:** Rescue Building
5. **Special features (automatic/manual start):** Automatic
6. **Testing schedule:** Weekly
7. **Preventive maintenance schedule:** Maintenance is scheduled according to service hours.

AUTHORITY AND REFERENCES

Federal Aviation Regulations require the airport certificate holders to adopt and carry out security, safety, and preparedness plans and programs which provide for the safety of persons and property traveling by air transportation. These authorities establish requirements for aircraft rescue and firefighting response, hazardous materials incident planning, medical assistance, structural fire plans, and programs which provide for safety against criminal acts.

References: ACM, ARFF Training Manual, AC



SECTION 3-8: WATER RESCUE SITUATIONS

INTRODUCTION

This section prescribes procedures for the rescue of aircraft accident victims from significant bodies of water or marsh lands adjacent to the airport that are crossed by the approach and departure flight paths of air carriers. A body of water or marsh land is significant if the area exceeds one-quarter square mile and cannot be traversed by conventional land rescue vehicles.

Risk Area

Significant body of water as defined above located within at least 2 miles of the end of an airport runway should be included in the emergency plan area of response.

PURPOSE

The information contained in this hazard-specific section defines responsibilities and describes actions to be taken in the event of an aircraft accident occurs in a body of water in the vicinity of the airport as described above.

SITUATION AND ASSUMPTIONS

This section should include specific information about the airport's vulnerability to a water rescue situation.

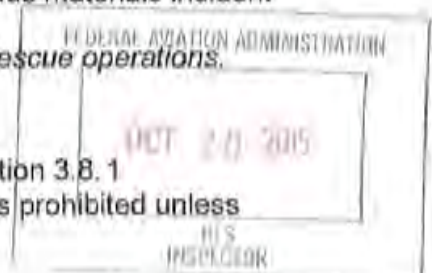
1. Bodies of water involved
 - a. Atlantic Ocean to the North-Northeast of the airport with an average depth from 60' along the shore line to a rapid drop of 500'+ after one nautical mile away Northbound.
 - b. San Jose Lagoon to the West of the Airport with an approximate size of 2.6 miles long (North-South) x 1.1 miles wide (East-West) and an average depth of 7 to 15 ft.
 - c. Torrecilla Lagoon to the East of the Airport with an approximate size of 1.0 miles long (North-South) x 0.5 miles wide (East-West) and an average depth of 7 to 15 ft.
 - d. Those bodies of water do not suffer from extreme seasonal weather or climatic variations. The average water temperature is between 75-85F and the prevailing winds are from the east-northeast of the airport.
2. Agencies responsible for conducting water rescue operations in the significant body of water include: US Coast Guard, PR Police (Maritime Division) and PREMA.
3. Each aircraft accident should be approached as a potential hazardous materials incident

NOTE: *The airport will not be the primary response agency for water rescue operations.*

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OPERATIONS

The following actions will be taken if an aircraft incident / accident should occur in the water on or adjacent to the airport.

1. Primary jurisdiction

The US Coast Guard is the primary local jurisdiction(s) regarding water aircraft emergencies, since the airport is not the primary response agency.

2. Disposition of survivors

The primary response agency will establish specific docking/landing areas (primary and alternate) onshore, where survivors can be brought for triage and transportation to health care facilities. In selecting the docking/landing areas, it should be kept in mind that routes through the airport proper may not provide the most direct access to the hospital with facilities appropriate for treating survivors.

3. Describe the incident response and recovery actions and procedures of airport personnel, including Firefighting and Rescue, Law Enforcement/Security, Operations, and Emergency Public Information.

ORGANIZATIONAL AND ASSIGNMENT OF RESPONSIBILITIES

Airport Traffic Control Tower

1. Notify US Coast Guard
2. Activate emergency alarm system
3. Control airspace in the vicinity of the incident/accident to ensure other aircraft do not interfere with emergency response activities.
4. Make appropriate FAA notifications.



Local and State Firefighting and Rescue Unit

1. Respond to aircraft incident/ accident location.
2. Ensure appropriate mutual aid emergency response organizations have been notified and are taking appropriate action.

PR Police Department

1. Initiate and maintain appropriate Traffic and Access Control

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2. Provide scene support and security
3. Ensure appropriate mutual aid organizations have been notified and are taking appropriate action.
4. Provide necessary investigative support.

PR Emergency Medical Services

1. Provide necessary triage and on-scene initial treatment of casualties.
2. Ensure appropriate mutual aid organizations have been notified and are taking appropriate action.
3. Provide for the movement (land, water, air) of casualties to appropriate treatment facilities.
4. Maintain an accurate list of casualties and their respective destination treatment facility.
5. Coordinate with the involved air carrier the transportation of the uninjured to the designated holding area.
6. Arrange for restocking of medical supplies, if necessary.

Airport Operator

1. Ensure all appropriate notifications have been made, including:
 - a. National Transportation Safety Board (NTSB).
 - b. FAA.
 - c. Airport response personnel.
 - d. US Coast Guard
 - e. Provide emergency support services, as requested, through the EOC.



NOTE: *Public Law 104-264, Title VII - Aviation Disaster Family Assistance Act (ADFAA)* of 1996 requires each air carrier to have a plan in place to deal with the families of victims involved in an aircraft accident.

Aircraft Owner/Operator or Designated Representative

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1. Provide pertinent information to PREMA, to include:
 - a. Number of persons on board.
 - b. Presence and location of any dangerous goods.
 - c. Make necessary notifications, to include the FAA and NTSB.
 - d. Arrange for appropriate passenger services, to include:
 - i. Transportation of uninjured passengers/ crew members.
 - ii. Adequate holding facilities for uninjured passengers/crew members
 - iii. Commissary items, telephone facilities, clothing, and additional medical services, as needed.
 - iv. Facilities for friends and families.
 - v. Passenger/crew accountability/ tracking.
 - vi. Hotel and/or other alternative travel arrangements for passengers.
 - vii. Critical Incident Stress Management support.
 - viii. Coordinate news releases with Aerostar Public Relations personnel.
 - ix. Provide for the timely removal of the wrecked or disabled aircraft as soon as authorized by the appropriate authority.

ADMINISTRATION AND LOGISTICS

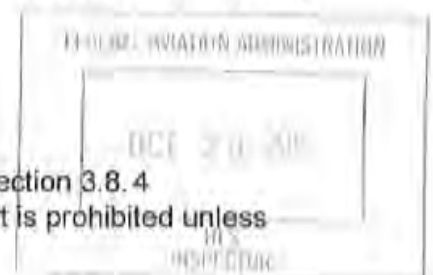
This section covers general support considerations that may need to be addressed during an emergency or disaster in the water. These functions will fall under the Incident Commander or the General Director.

1. Aerostar will provide available administrative and logistical support. The aircraft owner/operator or designated representative involved and its handling agent(s) and/or airport tenant(s) will be expected to provide resources, facilities, and services necessary to support the operation.

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2. Personnel - Unless otherwise authorized, access to the incident area will be restricted to personnel representing the following:
- a. Aircraft Owner/Operator or Tenant
 - b. Airside Operations
 - c. General Director/Duty
 - d. Aviation Director
 - e. PRPA Executive Director
 - f. Commonwealth of Puerto Rico State Emergency Management Agency and Disaster Administration (PREMA)
 - g. Fire Department
 - h. General Director and Management Staff Aerostar
 - i. Airport Police
 - j. Aerostar Security and TSA
 - k. FAA
 - l. Facility, Warehouse or Shipper Handler
 - m. Hazardous Materials Team
 - n. NTSB
 - o. FBI
 - p. Any other agency as needed and authorized by the General Director.
3. Logistics - The following equipment will be either committed or placed on immediate standby for commitment:

EQUIPMENT

Fire Apparatus

Operation Vehicles

COORDINATING AGENCY

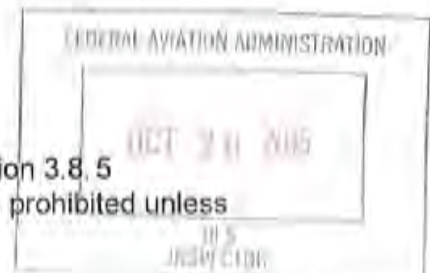
ARFF

Operations Division

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Police Vehicles	Airport Security
Portable Flood Lights	Maintenance & Security
Passenger Transportation	Affected Airline & Car Rentals
Portable Toilets - Responders	Maintenance
Accident Perimeter Area Tape	Airport Warehouse
Tents (Triage; Press, etc.)	Airport Operations
Transportation Vehicles	Airport Operations
Water/Food for Responders	Aerostar Acquisition
Communication Devices	Aerostar Acquisition
Safety Equipment	Safety Officer



4. Medical:

- a. ARFF Unit is responsible for alerting and coordinating emergency medical services and appropriate burn center.
- b. Emergency Phone Line 9-1-1 tracks, on a 24-hour basis, emergency medical vehicles and coordinates immediate availability of medical resources. This information includes the name, location, telephone number, and emergency capability of each hospital and other medical facilities, including the business address and telephone numbers of medical personnel in the surrounding communities available to provide medical assistance and/or transportation. It also includes rescue ambulance service, and an inventory of surface vehicles, and aircraft that may provide transportation of injured/deceased persons to locations on the airport and in the surrounding communities.
- c. The first medical authority arriving at the scene of a major medical emergency will commence triage of victims. Generally, this authority will be from ARFF personnel.
- d. During a major multi-casualty incident, ambulance rendezvous point(s) will be established.
- e. Upon arrival of the first ambulance, the senior member of the paramedic team will establish contact with the Chief ARFF, assume the duties of the Medical Division Supervisor and manage the medical component at the emergency site to include supervising triage, treatment, loading, and transporting victims. The Medical Division

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Supervisor will also be the Coordinator for any requests of additional ambulance/medical services.

- f. An area will be designated as Airport Holding Area to accommodate uninjured and treat minor injuries.
 - g. Upon the arrival of the paramedics, ARFF personnel can be released from triage duties and may assist in the care of the injured. Conditions permitting, medical personnel may then accompany minor/non-injured passengers to a designated Airport Holding Area for follow-up examination and treatment.
 - h. Utilizing established burn and trauma guidelines, patients will be assigned to hospitals throughout the area.
 - i. Any airport hangar or designated facility may be used as a morgue holding area for identification and processing deceased persons. Former ToAir Hangar will be used for this purpose until further instructions.
5. Public Affairs:
- a. Press personnel authorized to cover an airport emergency will be directed to a designated press staging area.
 - b. Admission of the press to a non-interfering vantage point can only be authorized by Aerostar Communications and Press Division personnel, or designated representative at the airport.
 - c. Admittance to the airport's press briefing and the emergency scene will be strictly limited to credentialed members of the press and photographers.
 - d. Freelance reporters will not be transported to the emergency scene unless specifically authorized and handled by the Aviation Director or designated representative.
 - e. Press/Media Liaison – News releases will be the responsibility of:
 - i. Federal agencies for cases that fall under their jurisdiction.
 - ii. The airline representative for an accident involving an air carrier. The airline involved will serve as a media liaison in conjunction with an airport representative.
 - iii. The senior military officer present, of the service involved, for an accident involving a military aircraft.

iv. The Aerostar Communications and Press Division, the Aviation Director or designated representative for emergencies not covered above. However, the

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airport will not issue information unless public property is involved or the tenant or owner is not readily available. Further, all airport communications relating to the management or operations of the airport which are originated by an Aerostar employee for dissemination to the public must first be submitted to the Aerostar Communications and Press Division for the approval and formal release to the press and other media.

6. Incident Access:

- a. When the situation has been controlled and initial emergency actions have been completed, conditions permitting, the General Director may allow news media personnel access to the scene. However, under no conditions will the media be authorized inside the security perimeter. When required, escorts shall be provided and if available, a bus can be utilized.
- b. Operations Division will escort the press to/from the scene. No TV, mini-cam or news media cars will be permitted on the airfield. No other access to the airfield will be available. Access to major Landside incidents will be granted by the General Director.
- c. Under no circumstances will the press or any other personnel not involved in lifesaving or firefighting operations be permitted inside security lines until all rescue operations have been completed.
- d. News media personnel must obey any lawful orders of federal and/or Commonwealth of Puerto Rico law enforcement officers.
- e. News media personnel will be advised that no smoking will be allowed at the scene of the emergency.
- f. News media personnel will be advised not to move or touch anything involved with the scene.
- g. Under no circumstances, unless authorized by competent authority, will any member of the Aviation Bureau give any information to the news media.
- h. All questions concerning passengers, crews, or technical matters shall be referred to the airline involved, or other appropriate authority.
- i. Incidents occurring at the airport, which are likely to receive press coverage, shall be brought to the attention of airport management.

General Policies for Managing Resources

- 1. All resources will be managed under (NIMS) Incident Command System, in conjunction to departmental policies and procedures.

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2. All resources will be order through the SJU EOC by the General Director or Incident Commander
3. Resources will be requested by type, work task needed, expected time frame of task.
4. All in coming agency will have a representative assigned to an incident from an assisting or cooperating agency who has been delegated full authority to make decisions on all matters affecting that agency's participation at the incident. Agency representatives report to Incident Liaison Officer.

AUTHORITY AND REFERENCES

Federal Aviation Regulations require the airport certificate holders to adopt and carry out security, safety, and preparedness plans and programs which provide for the safety of persons and property traveling by air transportation. These authorities establish requirements for aircraft rescue and firefighting response, hazardous materials incident planning, medical assistance, structural fire plans, and programs which provide for safety against criminal acts.

References: ACM, ARFF Training Manual, AC



SECTION 3-9: CROWD CONTROL

INTRODUCTION

Crowds of people may assemble at the airport for many reasons, including civil unrest, peaceful assembly or the result of an accident or natural disaster. In either event, a crowd could inadvertently or deliberately disrupt airport operations.

PURPOSE

The information contained in this hazard-specific section defines responsibilities and describes actions to be taken in the event a crowd control incident or problem occurs.

SITUATION AND ASSUMPTIONS

Nature of assembly

The purpose and mental attitude of the assembly may vary considerably. The arrival or departure of popular public figures may attract crowds who will, in most cases, be good-natured and easily controlled. The arrival or departure of more controversial persons may draw groups that are hostile and prone to disorderly conduct.

Peaceful assembly at the airport

Peaceful assemblies often are impromptu, particularly if a VIP is suddenly recognized. The following are a partially listing of peaceful assemblies that may happen at an airport:

1. Arrival or departure of VIPs, celebrities, athletes, or other public or elected figures
2. A welcoming reception given by a new carrier to the terminal
3. Community air shows and static displays of aircraft for public viewing
4. Aircraft incidents and accidents



Disruption for Hostile Reasons

There are circumstances that bring people to the airport to protest, voice dissatisfaction, or vent their anger. Such circumstances may stimulate deliberate attempts to interfere with operations or to commit sabotage – for instance:

1. Arrival of a controversial person or group
2. A period of civil unrest nationally, regionally, or locally
3. A period of serious international tension
4. Labor/union supported strikes

OPERATIONS

For these types of situations, law enforcement will assume the lead. It is recommended that an Incident Control Center be used for on-scene management of response activities.

Friendly Crowds

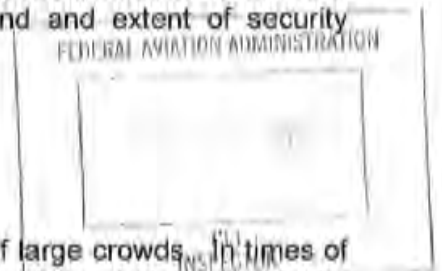
In some situations, airport operators know in advance that a situation is likely to bring friendly crowds to the airport. Through proper planning and experience, appropriate steps may be taken to minimize the effort required to control a friendly crowd.

Hostile Assemblies

For hostile situation, it is difficult to determine in advance the degree of disturbance that may result at the airport. Therefore, before any specific steps are taken to increase security, intelligence information, which has been received from all reliable sources, must be evaluated. With that input, operators can make decisions concerning the kind and extent of security measures to take.

Intelligence

Typically, there is advance warning or lead time with the assembly of large crowds. In times of civil disorder or international tension, airport operators will be especially alert to dissidents. While trained saboteurs will operate with great secrecy, untrained dissidents usually talk, threaten, or boast, and their plans either become known in detail or can be predicted.



Briefings

If appropriate, airport operators will brief air carrier representatives and other tenants on the actions law enforcement will take to deal with the anticipated demonstration. The briefing will specify the actions that the airport operator, other agencies, and tenants will take to ensure both the safety of public and continued operations of the airport.

VULNERABLE ACTIONS

Apron Entrances and Exits

SJU has established several emergency exits at the airport. They are located as follows:

1. Emergency Exit # 1 – Located at Apron 1
2. Emergency Exit # 2 – Located in front of Apron 3
3. Emergency Exit # 3 – Located at Apron 4
4. Emergency Exit # 4 – Located North of Runway 8/26 abeam November Taxiway.
5. Emergency Exit # 13 – Located on the Baldorioty de Castro Marginal, South of Juliet Taxiway and East of Juliet 3.
6. Emergency Exit # 11 – Located North of the approach end of Runway 10 / Airport main entrance from Carolina to San Juan before the "Aeropuerto Internacional Luis Muñoz Marín" name.

All apron entrances and exits will be closed except Emergency exit #1 and #2 depending upon the degree of security required. A LEO with radio communication will be stationed at those exits and other critical areas for surveillance such as the electrical substations, the entrance to the Navigational systems, and the automobile parking lots.

Lighting

Lighting will be provided around buildings that house critical facilities. At entrance gates, the lighting will be bright enough to permit guards to identify persons and inspect identification cards. Airport Security personnel will increase the patrol fences in times of disorder. Portable floodlights may be used to provide positive surveillance capability at those areas used on an infrequent or temporary basis. Authorized personnel will regularly check that field, ramp, taxiway, terminal, and roadway lighting is functioning properly. Portable floodlights may be used to provide positive surveillance capability at those areas used on an infrequent or temporary basis.



Fuel Farms

If an assembly is anticipated to be hostile, fuel farms will be secured until the period of expected violence and the potential for fire hazard has passed.

BUILDING AND APRON SECURITY

Emergency entrances

All apron emergency entrances will be secured.

Gates

Gates will be locked except during actual enplaning and deplaning operations. In critical areas, guards will be posted. Only properly identified and authorized persons such as air carrier personnel, owners or pilots of general aviation aircraft on the field, airport staff, security, emergency response personnel, and passengers will be permitted to pass through check points.

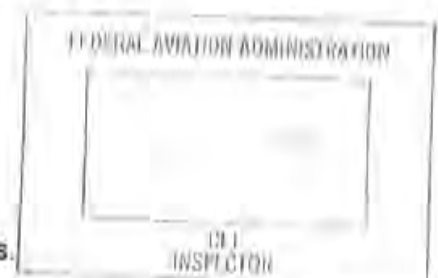
Alarm systems

Alarm system specifications have been developed by various manufacturers. Information on any installed alarm system will be closely controlled.

ORGANIZATIONS AND ASSIGNMENT OF RESPONSIBILITIES

Airport Traffic Control Tower (ATCT)

1. Provide relevant information and directions to aircraft operators.
2. Provide necessary air and ground traffic control support for emergency response activities.



Airport Management

1. Alerts Law Enforcement of the pending situation. Secure the airport as soon as practical.

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Aerostar ARFF

Observe law enforcement problems closely for possible development into fire problems; the time interval between law enforcement and fire problems may be a matter of an hour or days.

Law Enforcement/Security

1. Assume primary responsibility for crowd control actions.
2. Give due consideration to the rights of individuals and the protection of private property.
3. Coordinate with mutual aid organizations, as necessary.
4. Augment security forces if intelligence reports and type of demonstration warrant.

Emergency Medical Services

1. Monitor the situation and provide services as required. For anticipated large crowds, an airport will set up extra first aid, medical booths, and have ambulances standing by.

Airport Tenants

1. Tenant security will be increased commensurate with the anticipated problem. All office doors will be closed and, if practical, locked when tenant employees are working inside. During off-duty hours, all doors will be locked.

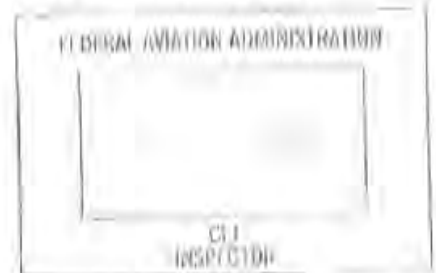
ADMINISTRATION AND LOGISTICS

General

For the most part, the primary planning role of the airport will be to coordinate the planning, response, and recovery efforts with local law enforcement agencies.

Command and Control

For this hazard, law enforcement will assume the lead. It is recommended that an ICS be used for on-scene management of response activities. Finally, the validity of the threat must be identified.



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Emergency Public Information

Educate airport personnel about potential crowd control incidents

Aerostar ARFF

Fire Department apparatus will be deployed to pre-identified dispersal locations throughout the airport and will be readily available to respond as required.

Resource Management

At the onset of any given airport emergency, important support personnel and equipment, including key airport employees, may be located off the airport.

Airport access roads may be closed and/or traffic/access control established to prevent entry by unauthorized personnel. Procedures will be developed that will provide for the timely access to the airport by response personnel, including designated airport employees who may be off the airport at the time of the incident.

Response to emergencies, particularly those involving aircraft, often attract emergency responders from a wide geographic area. Many of these responders, while well-intentioned, do not have an official role in the planned response effort and can create a significant resource management problem.

Provide:

1. Official emergency responder identification pass/badge/card to be distributed to airport response personnel.
2. Designate a remote staging area for those emergency response personnel who do not have a designated role in the AEP.
3. Coordination of actions with AEMEAD

AUTHORITY AND REFERENCES

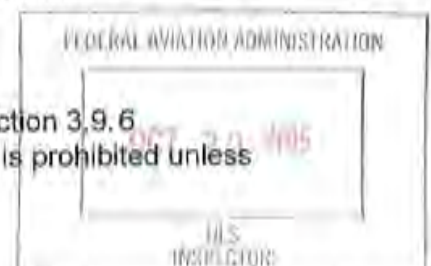
Federal Aviation Regulations require the airport certificate holders to adopt and carry out security, safety, and preparedness plans and programs which provide for the safety of persons and property traveling by air transportation. These authorities establish requirements for aircraft rescue and firefighting response, hazardous materials incident planning, medical assistance, structural fire plans, and programs which provide for safety against criminal acts.

References: ACM, ARFF Training Manual, AC

February 11, 2013

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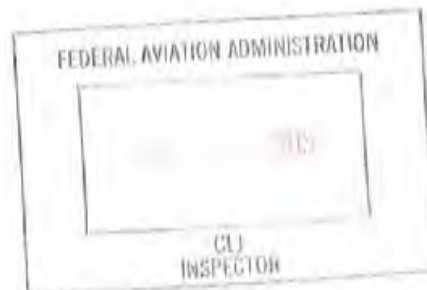
References: ACM, ARFF Training Manual, AC



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APPENDICES



APPENDIX 4-1

Definitions



DEFINITIONS

There are many different terms which may be specific to emergencies, particularly airport emergencies. The following is intended to provide information relative to the terminology used in the AEP. In addition, the ACM and AEP provide definitions of terms used throughout these documents. To the extent of a conflict between the definitions below and those in the ACM or Part 139, those in the ACM or Part 139, as applicable, govern.

Aircraft Accident – Any occurrence associated with the operation of an aircraft that takes place between the time people board the aircraft with the intention of flight and the time such person has disembarked, in which a person suffers death or serious injury as a result of the occurrence or in which the aircraft receives substantial damage.

Aircraft Incident – Any occurrence, other than an accident, associated with the operation of an aircraft that affects or could affect continued safe operation if not corrected. An incident does not result in serious injury to persons or substantial damage to aircraft.

Aircraft Operator – A person, organization, or enterprise engaged in or offering to engage in, aircraft operations.

Airport Operations Area (AOA) – The area of an airport, including adjacent terrain and facilities and their accesses, where movement takes place and access is controlled

Airport Emergency Plan (AEP) – A concise planning document developed by the airport operator that establishes airport operational procedures and responsibilities during various contingencies.

Airside – The movement area of an airport, adjacent terrain, and buildings or portions thereof, access to which is controlled.

Alert I (Local Standby) – An aircraft that is known or suspected to have an operational defect that should not normally cause serious difficulty in achieving a safe landing. This is notification only. No response is required. All units involved will be manned and will standby in quarters.

Alert II (Full Emergency) – An aircraft that is known or is suspected to have an operational defect that affects normal flight operations to the extent that there is danger of an accident. All units respond to pre-designated positions.

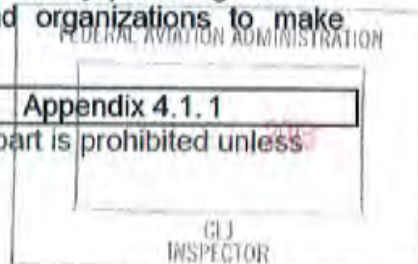
Alert III (Aircraft Accident) – An aircraft incident/accident has occurred on or in the vicinity of the airport. All designated emergency response units' proceed to the scene in accordance with established plans and procedures.

American Red Cross (ARC) – A humanitarian organization led by volunteers that provides relief to victims of disasters and helps people prevent, prepare for, and respond to emergencies. It does this through services that are consistent with its Congressional Charter and the Principles of the International Red Cross Movement.

Common Operating Picture – Offers an overview of an incident thereby providing incident information enabling the IC/UC and any supporting agencies and organizations to make effective, consistent, and timely decisions.

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Common Terminology – Normally used words and phrases—avoids the use of different words/phrases for same concepts, consistency, to allow diverse incident management and support organizations to work together across a wide variety of incident management functions and hazard scenarios.

Community – A political entity which has the authority to adopt and enforce laws and ordinances for the area under its jurisdiction. In most cases, the community is an incorporated town, city, township, village, or unincorporated area of a county. However, each state defines its own political subdivisions and forms of government.

Command Post (CP) – A point where responding agencies are briefed on the situation as they arrive to report and assume control of the individual aspects of the operation.

Contamination – The undesirable deposition of a chemical, biological, or radiological material on the surface of structures, areas, objects, or people.

Damage Assessment – The process used to appraise or determine the number of injuries and deaths, damage to public and private property, and the status of key facilities and services such as runways, taxiways, navigational aids, control tower, water and sanitation systems, communications networks, utilities, and other infrastructure networks resulting from a man-made or natural disaster.

Decontamination – The reduction or removal of a chemical, biological, or radiological material from the surface of structure, area, object, or person.

Disaster – An occurrence of a natural catastrophe, technological accident, or human-caused event that has resulted in severe property damage, deaths, and/or multiple injuries. As used in this Advisory Circular, a “large-scale disaster” is one that exceeds the capability of the airport and local communities and requires state, and potentially, federal involvement.

Earthquake – A sudden slipping or movement of a portion of the earth’s crust, accompanied and followed by a series of vibrations.

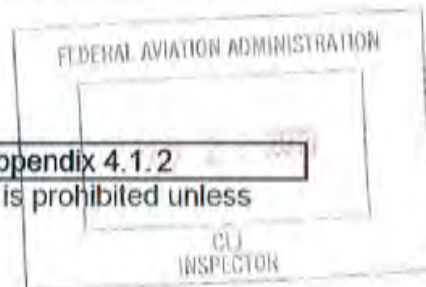
Ground Motion: Vibration and shaking of the ground during an earthquake causes the most damage to buildings, structures, infrastructure, etc.

Ground Surface Fault Rupture: The ground shaking is the result of a rupture of a fault beneath the surface which may result in a surface opening of up to 20 feet.

Liquefaction: The ground temporarily loses its strength and behaves as a viscous fluid (similar to quicksand) rather than a solid.

Tsunamis: Tsunamis are ocean waves produced by an underwater earthquake. These waves can reach 80 feet and can devastate coastal cities and low-lying areas.

Aftershock: An earthquake of similar or lesser intensity that follows the main earthquake.



Epicenter: The place on the earth's surface directly above the point on the fault where the earthquakes rupture began. Once fault slippage begins, it expands along the fault during the earthquake and can extend hundreds of miles before stopping.

Fault: The fracture across which displacement has occurred during an earthquake. The slippage may range from less than an inch to more than 10 yards in a severe earthquake.

Magnitude: The amount of energy released during an earthquake, which is computed from the amplitude of the seismic waves. A magnitude of 7.0 on the Richter Scale indicates an extremely strong earthquake. Each whole number on the scale represents an increase of about 30 times more energy released than the previous whole number represents. Therefore, an earthquake measuring 6.0 is about 30 times more powerful than one measuring 5.0.

Seismic Waves: Vibrations that travel outward from the earthquake fault at speeds of several miles per second. Although fault slippage directly under a structure can cause considerable damage, the vibrations of seismic waves cause most of the destruction during earthquakes.

Emergency – Any occasion or instance—such as a hurricane, tornado, storm, flood, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, fire, nuclear accident, or any other natural or man-made catastrophe—that warrants action to save lives and to protect property, public health, and safety.

Emergency Alert System (EAS) – A digital technology (voice/text) communications system consisting of broadcasting stations and interconnecting facilities authorized by the Federal Communication Commission. The system provides the President and other national, state, and local officials the means to broadcast emergency information to the public before, during, and after disasters.

Emergency Medical Services (EMS) – Medical services provided by emergency personnel trained in the administration of medical protocols.

Emergency Operations Center – Protected sites from which emergency officials coordinate, monitor, and direct emergency response activities during an emergency.

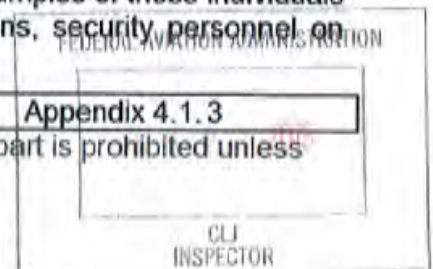
Emergency Plan – A document that: describes how people and property will be protected in disaster and disaster threat situations; details who is responsible for carrying out specific actions; identifies the personnel, equipment, facilities, supplies, and other resources available for use in the disaster; and outlines how all actions will be coordinated.

Evacuation – Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

First Responder Awareness Level – This covers individuals who are likely to witness or discover a hazardous substance release and who have been trained to initiate an emergency response sequence by notifying proper authorities of the release. Examples of these individuals on the airport might be Operations personnel conducting inspections, security personnel on patrol, air cargo employees.

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First Responder Operations Level – This covers individuals who respond to releases or potential releases of hazardous substances as part of the initial response to the site for the purpose of protecting nearby persons, property, or the environment from the effects of the release. They are trained to respond in a defensive fashion without actually trying to stop the release. Many ARFF personnel have received this level of training.

Flood - A general and temporary condition of partial or complete inundation of normally dry land areas from overflow of inland or tidal water, unusual or rapid accumulation or runoff of surface waters, or mudslides, mudflows caused by accumulation of water.

Floodplain: Any land area susceptible to inundation by floodwaters from any source.

100-Year Flood: The flood having a one percent chance of being equaled or exceeded in magnitude in any given year. Contrary to popular belief, it is not a flood occurring once every 100 years.

100-Year Floodplain: The area adjoining a river, stream, or watercourse covered by water in the event of a 100-year flood.

Floodway: The channel of a river or watercourse and the adjacent areas that must be reserved in order to discharge the 100-year flood without cumulatively increasing the water surface elevation more than one foot.

Flood Fringe: That portion of the floodplain outside the floodway that is inundated by flood waters in which encroachment is permissible.

Encroachment: Any man-made obstruction in the floodplain which displaces the natural passage of flood waters.

Surcharge: An increase in flood elevation due to destruction of the floodplain that reduces its conveyance capacity.

Function – Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence/Investigations, may be established, if required, to meet incident management needs.

General Staff – A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

Grid Map – A plan view of an area with a system of squares (numbered and lettered) superimposed to provide a fixed reference to any point in the area.

Group – Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between Branches and resources in the Operations Section.

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CLJ
INSPECTOR

Hazard – Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Hazard Mitigation – Any action taken to reduce or eliminate the long-term risk to human life and property from hazards. The term is sometimes used in a stricter sense to mean cost-effective measures to reduce the potential for damage to a facility or facilities from a disaster event.

Hazardous Material – Any substance or material that when involved in an accident and released in sufficient quantities, poses a risk to people's health, safety, and/or property. These substances and materials include explosives, radioactive materials, flammable liquids or solids, combustible liquids or solids, poisons, oxidizers, toxins, and corrosive materials.

Hazardous Materials Technician/Specialist – This covers individuals who try to stop the release. This is usually accomplished by members of a local or State-certified Hazardous Materials Response Team.

Hurricane – A tropical cyclone, formed in the atmosphere over warm ocean areas, in which wind speeds reach 74 miles per hour or more and blow in a large spiral around a relatively calm center or "eye". Circulation is counter-clockwise in the Northern Hemisphere and clockwise in the Southern Hemisphere.

Watch: Indication by the National Weather Service that, in a defined area, conditions is favorable for the specified type of severe weather (e.g. flash flood watch, severe thunderstorm watch, tornado watch, tropical storm watch).

Advisory: Hurricane and storm information is disseminated to the public every six hours.

Special Advisory: Information is disseminated when there is significant change in storm-related weather conditions.

Gale Warning: Sustained winds of 35-54 mph and strong wave action are expected.

Storm Warning: Sustained winds of 55-73 mph are expected.

Hurricane Watch: There is a threat of hurricane conditions within 24-36 hours.

Hurricane Warning: A hurricane is expected to strike within 24 hours or less, with sustained winds of 74 mph or more and dangerously high water.

Tropical Disturbance: A moving area of thunderstorms is in the tropics.

Tropical Depression: An area of low pressure, rotary circulation of clouds and winds up to 38 mph is identified.

Tropical Storm: A storm characterized by counterclockwise circulation of clouds and winds 39-73 is brewing.

Tropical Storm Watch: Issued when tropical storm conditions may threaten a specific coastal area within 36 hours, and when the storm is not predicted to intensify to hurricane strength.

Tropical Storm Warning: Winds in the range of 39 to 73 mph can be expected to affect specific areas of a coastline within the next 24 hours.

Identification and Authentication – Individuals and organizations that access the NIMS information management system and, in particular, those that contribute information to the system (e.g., situation reports), must be properly authenticated and certified for security purposes.

Incident – An occurrence or event, natural or manmade, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Command System (ICS) – A standardized organizational structure used to command, control, and coordinate the use of resources and personnel that have responded to the scene of an emergency. The concepts and principles for ICS include common terminology, modular organization, integrated communication, unified command structure, consolidated action plan, manageable span of control, designated incident facilities, and comprehensive resource management.

Interoperability – The capability to communicate within and across agencies and jurisdictions via voice, data or video on demand, in real time. **Joint Information Center (JIC)** – A central point of contact for all news media near the scene of a large-scale disaster. News media representatives are kept informed of activities and events by public information officials who represent all participating agencies that are collected at the JIC.

Logistics Officer (LO) – The person responsible to provide oversight of logistical support activities.

Mass Care – The actions that are taken to protect evacuees and other disaster victims from the effects of the disaster. Activities include providing temporary shelter, food, medical care, clothing, and other essential life support needs to those people that have been displaced from their homes because of a disaster or threatened disaster.

Memorandum of Agreement (MOA) – A written agreement between parties.

Mutual Aid – Reciprocal assistance by emergency services under a predetermined plan.

National Incident Management System (NIMS) – Provides a systematic, proactive approach guiding government agencies at all levels, the private sector, and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

National Response Framework – A comprehensive, national, all-hazards approach to domestic incident response.

Notice to Airmen (NOTAM) – A notice or advisory distributed by means of telecommunication containing information concerning the establishment, conditions or change in any aeronautical facility, service, procedure or hazard, the timely knowledge of which is essential to personnel and systems concerned with flight operations.

Recovery – The long-term activities beyond the initial crisis period and emergency response phase of disaster operations that focus on returning all systems at the airport to a normal status or to reconstitute these systems to a new condition that is less vulnerable.

Resource Management – Those actions taken by an organization to: identify sources and obtain resources needed to support disaster response activities; coordinate the supply, allocation, distribution, and delivery of resources so that they arrive where and when most needed; and maintain accountability for the resources used.

Significant Body of Water – A body of water or marsh land is significant if the area exceeds one-quarter square mile and cannot be traversed by conventional land rescue vehicles.

Staging Area – A pre-arranged, strategically placed area where support response personnel, vehicles and other equipment can be held in readiness for use during an emergency.

Standard Operating Procedure (SOP) – A set of instructions constituting a directive, covering those features of operations which lend themselves to a definite, step-by-step process of accomplishment. SOPs supplement AEPs by detailing and specifying how tasks assigned in the AEP are to be carried out.

Terrorism – The use of or threatened use of criminal violence against civilians or civilian infrastructure to achieve political ends through fear and intimidation, rather than direct confrontation. Emergency management is typically concerned with the consequences of terrorist acts directed against large numbers of people (as opposed to political assassination or hijacking, which may also be considered "terrorism").

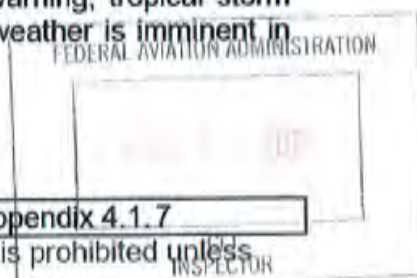
Tornado – A local atmospheric storm, generally of short duration, formed by winds rotating at very high speeds, usually in a counter-clockwise direction. The vortex, up to several hundred yards wide, is visible to the observer as a whirlpool-like column of winds rotating about a hollow cavity or funnel. Winds may reach 300 miles per hour or higher.

Triage – Sorting and classification of casualties to determine the order of priority for treatment and transportation.

Warning – The alerting of emergency response personnel and the public to the threat of extraordinary danger and the related effects that specific hazards may cause. A warning issued by the National Weather Service (e.g. severe storm warning, tornado warning, tropical storm warning) for a defined area indicates that the particular type of severe weather is imminent in that area.

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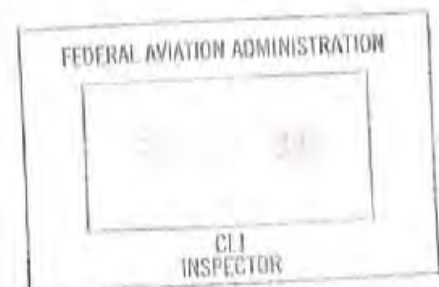


Watch – Indication by the National Weather Service that, in a defined area, conditions are favorable for the specified type of severe weather (e.g. flash flood watch, severe thunderstorm watch, tornado watch, tropical storm watch).



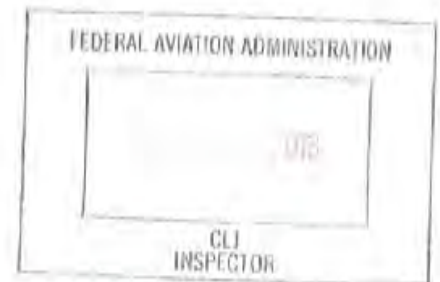
APPENDIX 4-2

Acronyms



ACRONYMS

- ACP Access Control Point
- ADA Americans with Disabilities Act
- ADFAA..... Aviation Disaster Family Assistance Act of 1996
- AOA..... Air Operations Area
- ALS..... Advanced Life Support
- ANG..... Army/Air National Guard
- AC..... Advisory Circular
- ACM..... Airport Compliance Manual
- AEP Airport Emergency Plan
- ALF..... Airport Law Enforcement
- ALERT Automated Local Evaluation in Real Time
- ALPA Air Line Pilots Association
- AOA..... Air Operations Area
- AOC..... Air Operations Coordinator
- AMC..... Aircraft Maintenance Coordinator
- AEMEAD.....Commonwealth of Puerto Rico State Emergency Management Agency and Disaster Administration
- ARC..... American Red Cross
- ARFF Aircraft Rescue and Fire Fighting
- ARU..... Aircraft Rescue Unit
- ARRL..... American Radio Relay League
- ASP Airport Security Program
- ATCT Airport Traffic Control Tower
- ATIS..... Automatic Traffic Information Service



- BLS..... Basic Life Support
- CAP Civil Air Patrol
- CBRNE Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives
- CDC.....Center for Disease Control
- CHEMTREC.....Chemical Transportation Emergency Center
- CFR Code of Federal Regulations
- CERCLA Comprehensive Environmental Response, Compensation and Liability Act
- CISM..... Critical Incident Stress Management
- DHS..... Department of Homeland Security
- DMATs.....Disaster Medical Assistance Teams
- DOD..... Department of Defense
- DOE..... Department of Energy
- DOT..... Department of Transportation
- EAS Emergency Alert System
- EHO..... Environmental Health Officer
- EMI Emergency Management Institute
- EMS..... Emergency Medical Services
- EOC..... Emergency Operating Center
- EOD..... Explosive Ordnance Team
- EOP Emergency Operations Plan
- EPA Environmental Protection Agency
- EPCRA Emergency Planning and Community Right-to Know Act
- EPI Emergency Public Information
- ERM..... Emergency Response Manager
- FAA Federal Aviation Administration



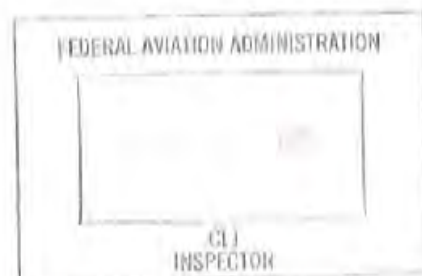
- FAR.....Federal Aviation Regulations
- FBI.....Federal Bureau of Investigation
- FBO.....Fixed Base Operator
- FEMA.....Federal Emergency Management Agency
- FRC.....Fire Rescue Coordinator
- GIS.....Geographic Information System
- HAZMAT.....Hazardous Material
- HMC.....Health and Medical Coordinator
- IAP.....Incident Action Plan
- IATA.....International Air Transport Association
- IC.....Incident Commander
- ICP.....Incident Command Post
- ICS.....Incident Command System
- ICAO.....International Civil Aviation Organization
- IFSTA.....International Fire Safety Training Association
- IAW.....In Accordance With
- JIC.....Joint Information Center
- JNACC.....Joint Nuclear Accident Coordinating Center
- LEC.....Law Enforcement Coordinator
- LEPC.....Local Emergency Planning Commission
- LOA.....Letters of Agreements
- MEOC.....Mobile Emergency Operations Center
- MICP.....Mobile Incident Command Post
- MNS.....Mass Notification System
- MAA.....Mutual Assistance Agreement
- MOU.....Memorandum of Understanding



- MSDS Material Safety Data Sheet
- NDMS National Disaster Medical System
- NFPA National Fire Protection Association
- NIMS National Incident Management System
- NOAA National Oceanic and Atmospheric Administration
- NFIP National Flood Insurance Program
- NOTAM Notice to Airman
- NRF National Response Framework
- NRP National Response Plan
- NRT National Response Team
- NTSB National Transportation Safety Board
- NWS National Weather Service
- OSHA Occupational Safety and Health Administration
- PIO Public Information Officer
- PREPA Puerto Rico Electrical Power Authority
- PRPD Puerto Rico Police Department
- PRANG Puerto Rico Air National Guard
- PRSMADA Puerto Rico State Management Agency and Disaster Administration
- RACES Radio Amateur Civil Emergency Service
- REACT Radio Emergency Associated Communications Team
- SAFETY ACT Supporting Anti-Terrorism by Fostering Effective Technologies Act of 2002
- SARA Superfund Amendments and Reauthorization Act
- SERC State Emergency Response Commission
- SOP Standard Operating Procedure
- SSC Service Support Contracts
- SSI Sensitive Security Information



- TSA.....Transportation Security Administration
- TCPTraffic Control Point
- UC.....Unified Command
- UPSUninterruptible Power Supply
- USCGUnited States Coast Guard
- USDAUnited States Department of Agriculture
- USGSUnited States Geological Survey
- VIP.....Very Important Persons



APPENDIX 4-3

State Emergency Management Agency & Disaster Administration



**STATE EMERGENCY MANAGEMENT AGENCY AND DISASTER ADMINISTRATION
(AEMEAD)**

Eleanor Roosevelt Ave. # 115 - San Juan, Puerto Rico 00906-6597
Telephone: 787-724-0124 - Fax: 787-725-4244
www.manejodeemergencias.gobierno.pr

AEMEAD integrates all of the Government of the Commonwealth of Puerto Rico, federal and state agencies, along with private sector assets and available resources to provide expeditious and effective emergency response for emergency incidents and/or emergencies throughout all of the island's municipalities prior to, during and after an emergency for the protection of life and property.

PR Public Law 211 of August 2, 1999, better known as the "AEMEAD Law of Puerto Rico" establishes public policy in regards to emergency response in Puerto Rico; creation of AEMEAD with the Public Protection and Security Commission; grants extraordinary powers to the Governor of Puerto Rico to allocate resources during situations of emergencies or disasters; fixes penalties; superseding PR Public Law 22, June 23, 1976, better known as the "Civil Defense Law of Puerto Rico"

PR Governor's Executive Order OE-2001-26 establishes the coordination of all executive functions for disaster management or emergencies.

PR Governor's Executive Order OE-2005-36 establishes the Puerto Rico National Incident Management System.

Aerostar AEMEAD Representative The General Director has selected and appointed a highly qualified Aerostar AEMEAD Representative to serve at the AEMEAD Command Post to support and coordinate all emergency & incident response operations of all airports under the jurisdiction of Aerostar.



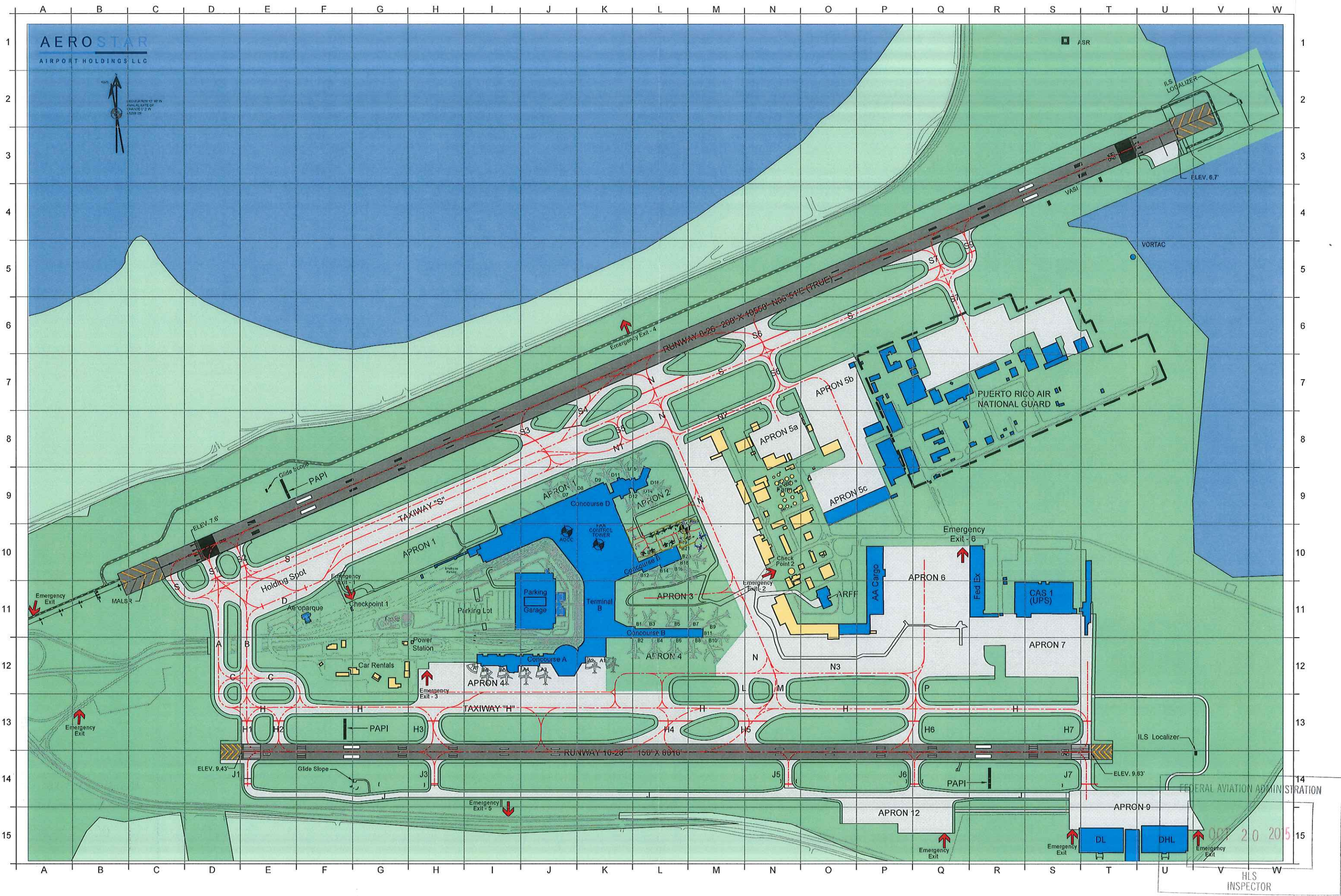
APPENDIX 4-4

Grid Map
UNDER SEPARATE COVER



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AEROSTAR
AIRPORT HOLDINGS LLC



FEDERAL AVIATION ADMINISTRATION
001 20 2015
HLS INSPECTOR

APPENDIX 4-5

Primary & Secondary Notification System



PRIMARY & SECONDARY NOTIFICATION SYSTEM

The Primary Notification System (Crash Phone) is activated by FAA ATCT and consists of the following Key Divisions/Agencies:

- ARFF
- Aerostar Air Side Operations
- Aerostar Security
- PR POLICE
- PRANG

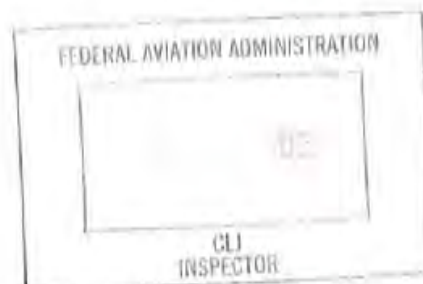
The Secondary Notification System is activated by the Operations Department and consists of the following Key Personnel, Division, and/or Agencies:

Area	Phone Office
General Director	939-630-8802, 787-720-9797, 787-791-1789 cell: 787-216-1313
Chief Operations Officer	787-791-5157 & 787-791-1789 cell: 787-791-1818
Air Side Operations Manager	939-630-8862 & 787-791-1789
Security	787-253-2500 & 787-1786
Landside Operations	787-791-1789
Maintenance	787-791-1789
Municipal & State Fire Dept.	787-769-4848/2330
American Red Cross	787-763-8717
Airport Police (PRPD)	787-791-0098
Emerg. Management Agency	787-724-0124
Coast Guard (Water Accidents)	787-729-6770
FAA Flight Standards	787-764-2538/404-305-5180
US Customs (Int'l Flights)	787-253-4520
FURA (Water Accidents)	787-273-5338
PREMA Coordinator	939-630-8807
NTSB	202-314-6000
TSA OPS Center	787-253-4591

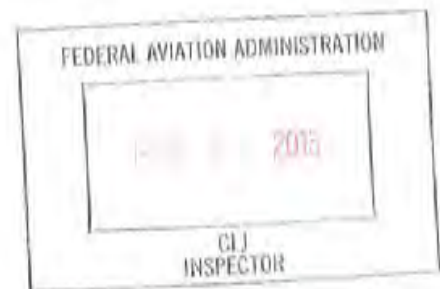
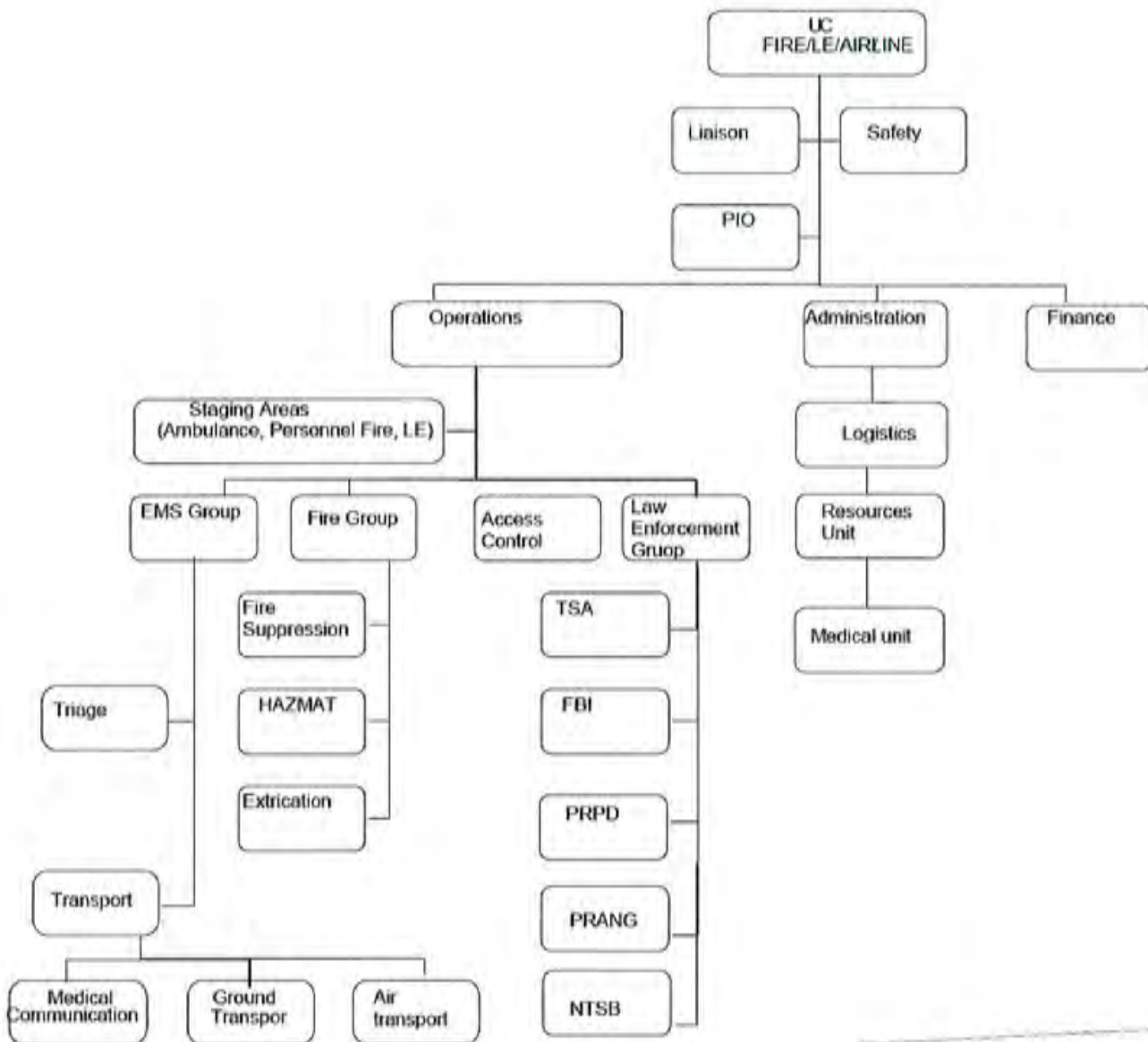


APPENDIX 4-6

SJU Incident Command System

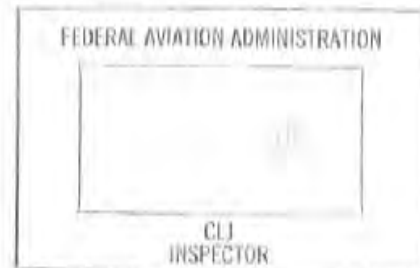


LUIS MUNOZ MARIN INCIDENT COMMAND SYSTEM

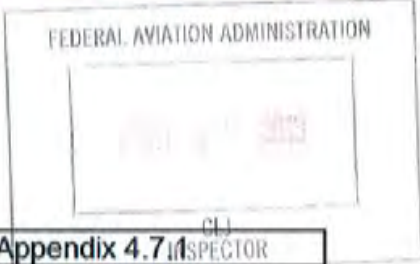
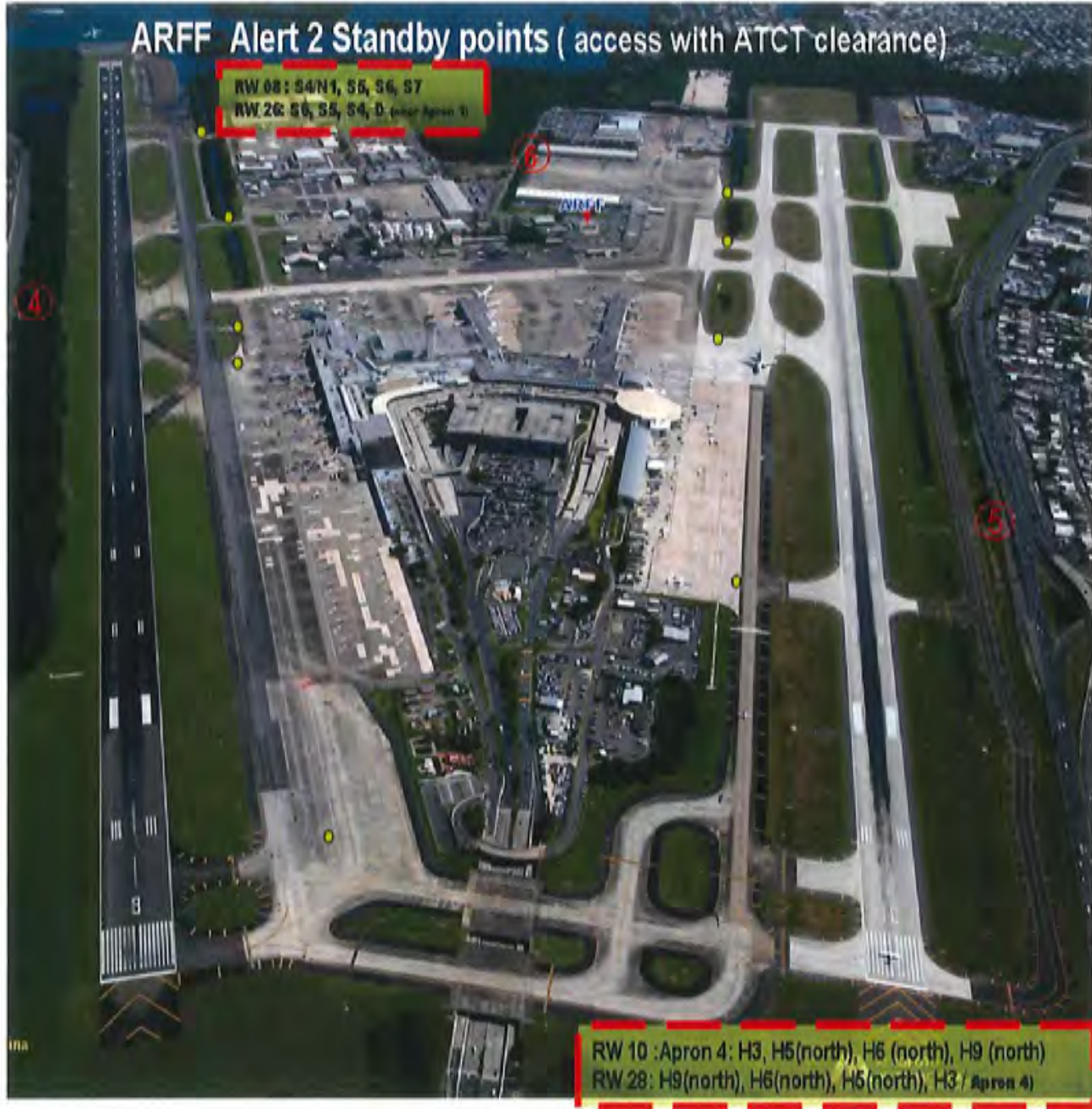


APPENDIX 4-7

ARFF Stand-By Positions



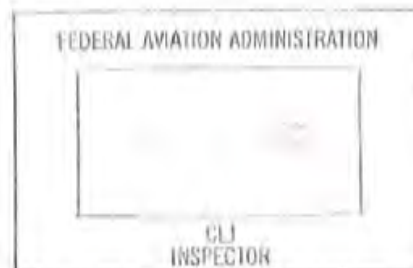
ARFF STAND BY POSITIONS



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APPENDIX 4-8

ARFF Equipment and Agents



AIRCRAFT RESCUE AND FIRE FIGHTING: Equipment and Agents 139.317

SJU is classified as Index D, which is determined by a combination of the length of the longest aircraft using SJU (767) and the average daily departures. Primary Fire Extinguishing Agent AFFF 6% MIL-F-24385F, Aqueous Film Forming Foam Liquid Concentrate. UL 162, Standard for Safety for Foam Equipment and Liquid Concentrate, dated March 30, 1994. In the event of a conflict between this Appendix and the requirements set forth in the AEP, the requirements of the AEP govern. Turret discharge rates and the type of dry chemical used (sodium potassium based) is as follows:

1. All Aircraft Rescue Fire Fighting (ARFF) vehicles are stationed at the airport. It is housed at the Airport Fire Station building. This ARFF facility is centrally located on the airport and has direct access to the ramp areas, taxiways, and runways. These units are maintained in a quick response readiness status 24 hours.
2. The Aircraft Rescue and Firefighting (ARFF) vehicles are:

A. RESCUE 9 - Model - Titan 1500 4x4 Year 2001

- Capacity: 1500 gals of water and 180 gals. AFFF, 500 LB Dry Chemical Agent-PKP Potassium Based.

Turret Capacity: 22-270 Straight feet discharge

ROOF TURRET- Flow rates 600/1200 GPM @ 200 PSI

BUMPER TURRET - Flow rates 300 GPM @ 190 PSI, 1 each- 30 pound Dry Chemical Class D fire extinguisher for metal fires, 20 pound Dry Chemical Class BC PKP, 20 pounds CO2 Class BC extinguisher.

B. RESCUE 4 - Model – ARFF KME 1500 4x4 – 2002

- Capacity: 1500 gals of water and 200 gals. AFFF, 500 LB Dry Chemical Agent-PKP Potassium Based.

- Turret Capacity: 22-270 Feet Straight Stream Range

- Roof Turret: Flow rates 600/1200 GPM @ 200 PSI

- Bumper Turret: Flow rates 300 GPM @ 190 PSI, 1 each- 30 pound Dry Chemical Class D fire extinguisher for metal fires, 20 pound Dry Chemical Class BC PKP, 20 pounds CO2 Class BC extinguisher.

C. RESCUE 3 - Model – SNOZZLE ARFF Panther 3000 6x6 - 2004

- Capacity: 3000 gals of water and 400 gals. AFFF, 500 LB Dry Chemical Agent- PKP Potassium Based.

- Boom Capacity: 22-270 Feet Straight Stream Range.

- Roof Turret: Flow rates 750/1350 GPM @ 200 PSI

- Piercing Nozzle 36" to 44" 150 GPM (Water, AFFF)

- Bumper Turret: Flow rates 263 GPM @ 190 PSI 1 each - 30 pound Dry Chemical Class D fire extinguisher for metal fires, 20 pound Dry Chemical Class BC PKP, 20 pounds CO2 Class BC extinguisher.

D. RESCUE 2 - MODEL- F-550 XL SUPER DUTY QUICK DASH – 2001

- Capacity: AFFF premixed 500 LB Dry Chemical Agent-PKP Potassium



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Based/100 gals. 1 each - 30 pound Dry Chemical Class D fire extinguisher for metal fires, 20 pound Dry Chemical Class BC PKP, 20 pounds CO2 Class BC extinguisher.

E. RESCUE 12- FREIGHTLINER FIRE ELLIPTICAL TANKER - 2007-

- **Capacity:** Support with 3,700 gallons of water, structural pre connected hoses, AFFF and tools.

Reserve and or Back up Equipment:

F. RESCUE 7 - MODEL- F-550 XL SUPER DUTY QUICK DASH-2001

- **Capacity:** AFFF premixed 500 LB Dry Chemical Agent-PKP Potassium Based/100 gals.

G. RESCUE 52 - MODEL- F-350 CREW CAB - QUICK DASH-1994

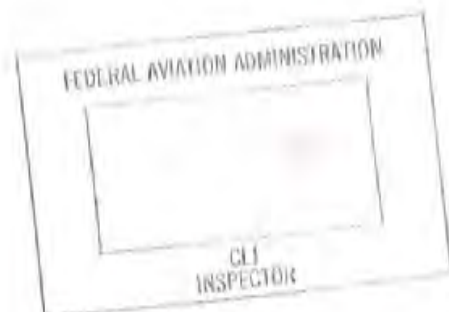
- **Capacity:** AFFF premixed 500 lb Dry Chemical Agent-PKP Potassium Based/100 gals.

H. RESCUE 20 - Pierce MFG 1000 - Structural Fire Truck -1983-

- **Capacity:** 750 gals of water and 50 gals AFFF. 1,000 GPM Monitor
- **Discharge Capacity:** 22-150 Feet.

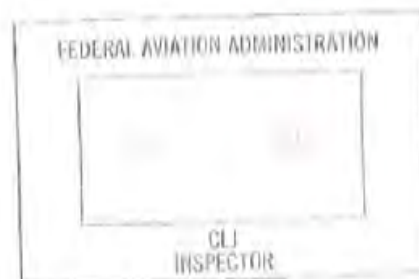
NOTE:

1. Current copy of the North American Emergency Response Guidebook and Airport Diagrams are kept in all vehicles at all times.
2. All medical first responder equipment is carried in Rescue 2.

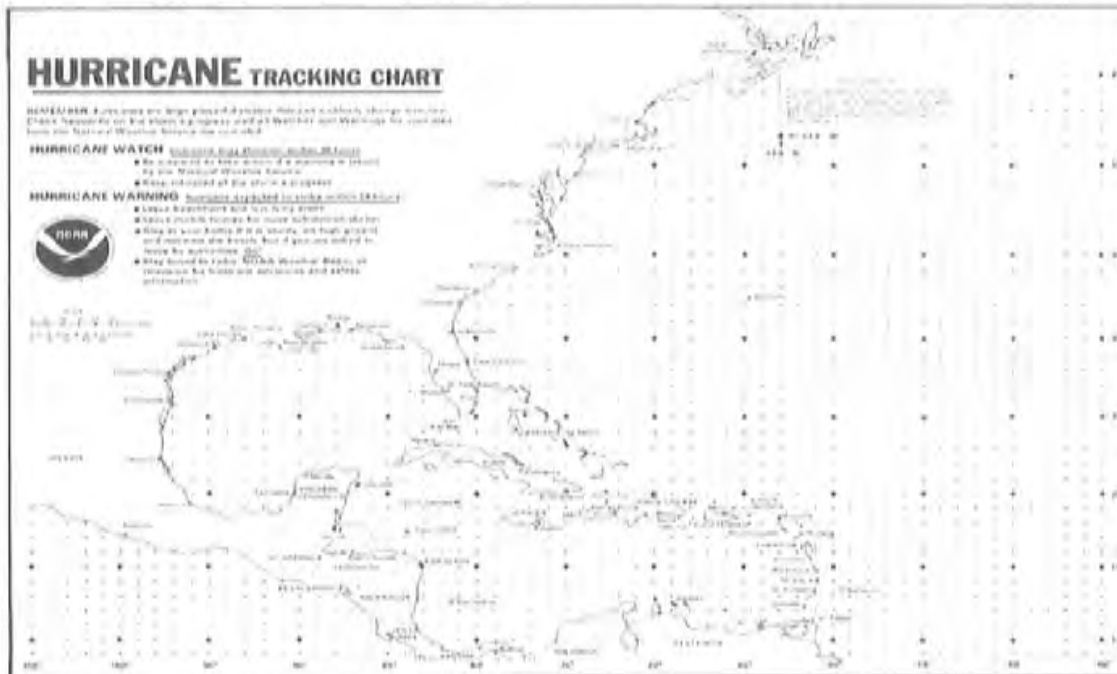


APPENDIX 4-9

Hurricane Tracking Chart



HURRICANE TRACKING CHART



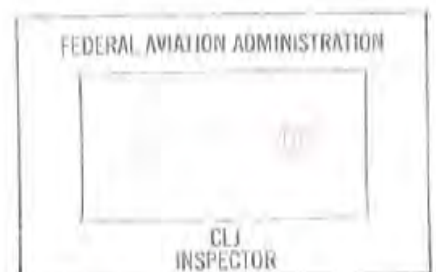
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APPENDIX 4-10

Hurricane Field Status Report



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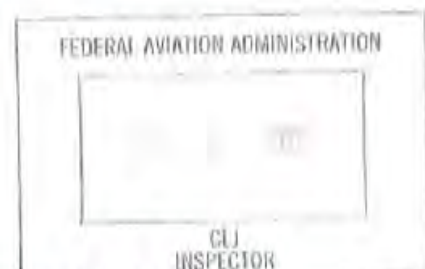
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HURRICANE FIELD STATUS REPORT

Airport Name: Luis Muñoz Marín International Airport - SJU

Date & Time of this information:

1. Is the **AIRPORT** OPEN or CLOSED? If closed, when do you expect to reopen?
2. What **RUNWAY(s)** are OPEN /CLOSED? (Summarize runway status, including basic open/closed information, as well as damage (e.g., flooding or debris). Also include any available information on ramps and taxiways. Include projected return to full operations if available).
3. What **DAMAGE** occurred at your airport?
4. Estimated **DAMAGE COSTS** - per element (for example, terminal roof \$25K, runway lights \$5K). (Summarize damage or lack thereof, as applicable, to the physical plant of (if in separate building): terminal, and support buildings).
5. Status of your **ARFF** vehicle & staffing. (Summarize Aircraft Rescue & Fire Fighting (ARFF) capabilities; include information on ARFF crew availability, equipment, supplies, etc.)
6. How many **DAYS** of fuel are on hand? (Rough estimate is okay)
7. What is the status of **power and airfield lighting**?
8. What is the status of your **ENGINE GENERATORS**?
 - Airfield (all runways?)
 - Fuel farms / FBOs
 - Terminal Bldg.
9. What are your **AIRPORT** Staffing levels, operations & maintenance (% of Normal Level)
10. **NOTAMS**? Please update your NOTAMS - Coordinate with ATCT and Tech Ops.
11. What is the status of air carrier operations?

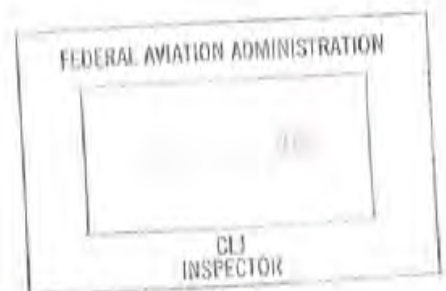


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APPENDIX 4-11

Emergency Phone Numbers



EMERGENCY PHONE NUMBERS

Airport Contact Information:

General Director: 787-253-5157/ 253-8171/ 787-791-1789 cell: 787-216-1313
 Chief Operations Officer: 787-791-5157 & 787-791-1789 cell: 787-216-1818
 ARFF: 787-791-7020 / 787-791-1787
 Operations: 787-253-0979 / 787-1789
 Maintenance: 787-791-1026 / 787-1789
 Security: 787-253-2500 / 787-791-1786
 Policía de Puerto Rico: 787-791-0098/ 2230/ 3375
 Aerostar Public Relations: 939-630-8838 / 787-791-1789
 Paramedics: 939-325-4185

American Red Cross
 787-763-8717
 787-758-8150
 787-306-4089

Customs and Border Protection (CBP)

Duty Chief: (787) 253-4540 / 4541 / 4615 / 7812
 Main Office: (787) 253-7805 / 7807

FURA (Water Rescue) 787-273-5338

San Juan: 787-791-6161
 Isla Grande: 787-723-8950
 Fajardo: 787-863-5000
 Humacao: 787-852-7238
 Aguadilla: 787-891-5400
 Ponce: 787-836-4963
 Arecibo: 787-878-5295
 Mayagüez-Añasco: 787-826-6060
 Ceiba-Fajardo: 787-863-5000
 Vieques: 787-741-2020
 Culebra: 787-742-3501

FAA – SJU ATCT: 787-253-8774/ 4654
 Administrative: 787-253-4602 Operations: 787-253-8777/ 8775

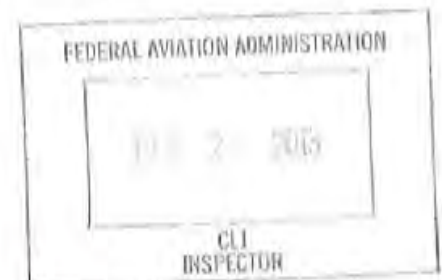
Tower Manager, Sam Mestre: Work phone: 787 253-4602/ 4605
 Cell phone: 787-378-8954

Tower Supervisor, Jacinto Matias Work phone: 787-253-4602

FAA – CERAP Control Room: 787-253-8664 / 8665

CERAP Watch Desk (24/7): 787-253-8664

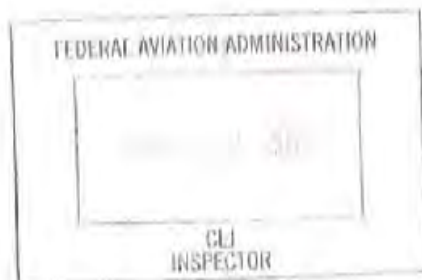
FAA - Flight Service District Office (FSDO): 787-764-253



FAA - Regional Duty Officer (24 hrs): 1-404-305-5180
FAA: Flight Standard District Office (San Juan): 787-764-2538
FAA: Flight Standards Regional Office (Miami: 24/7): 1-404-305-5188
FBI: 787-754-6000 & 787-759-1500
National Response Center: 1-800-424-8802
NOAA: 787-253-0615 & 787-253-4501
PRANG Operations: 787-253-7917
Aerostar ARFF: 787-791-0224 & 787-791-0233
PRPA Maritime - Torre del Vigia: 787-729-8769 / 8710
Aerostar Security:
Control Room: 787-253-2500 / 791-4725 / 791-1786
USCG (Water Rescue): 787-289-2041 / 2042 / 2043

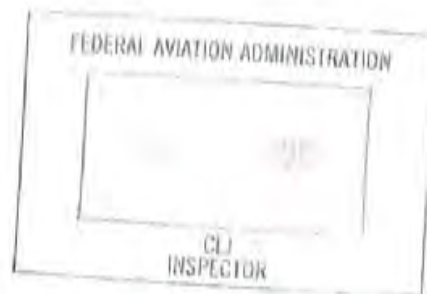
Weather Forecast Office:

General: 787-253-4586 – Follow instructions or select menu
For Official Use only: 787-253-4501
Media Only: 787-253-0615



APPENDIX 4-12

Telephone Directory



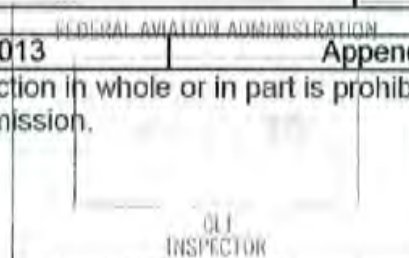
TELEPHONE DIRECTORY

**Administration, States and Federal Agencies,
Hospitals in the Metropolitan Area**

COMPANIA	TELEFONO	FAX
Adm. de Servicios Médicos de PR	787-777-3535	787-777-3408
Adm. Manejo Desperdicios Sólidos	787-765-7575	787-753-2220
Aduana AILMM	787-253-4615/4541/4540	787-253-7811
Aduana (Oficina Central) 24 horas	787-729-6999	787-929-6810
AEE Centro Médico y Emergencias	787-289-3434	
AERO MED	787-756-3480/3481/3424/3482	787-756-3507
AEMEAD	787-724-0124	787-281-9108
Agricultura	787-253-4651/4610	
Agricultura Federal	787-253-7850/4651/4652	787-253-4646
Airport Catering Services	787-791-2805	787-253-0128/2200
Airport limousine	787-791-4745 787-768-2264	787-791-1644
Autoridad Energía Eléctrica	787-289-3434	787-289-4665
Autoridad de los Puertos	787-723-2260	787-722-7867
Autoridad de los Puertos/ Gerente AILMM	787-253-8171/939-630-8802	787-253-3185
Autoridad de los Puertos /Marítimo	787-729-8724	787-724-8564
Autoridad Metropolitana de Autobuses (AMA)	787-294-0500	787-751-0527
Base Aérea Muñoz – Seguridad	787-253-5177/5204 787-791-0210	787-253-7520
Bomberos Municipal de Carolina	787-769-2330	787-275-8225
COT Operaciones Tácticas	787-757-3210-3205	
CDT Carolina	787-257-2700	
Centro Cardiovascular	787-754-8500	
Centro Médico	787-777-3535	
Ck Point – Terminal B	787-587-4958	787-791-7320
Ck Point – Terminal C	787-587-4872	787-253-5407
Ck Point 1- Terminal D	787-298-0014	787-253-3259
Ck Point 2- Terminal D, Gate 5	787-587-2755	787-253-3259
Ck Point 3	787-298-0300	
Ck Point 4	787-298-8621	
Comisión Seguridad para el Tránsito	787-721-4142	787-723-8040
Comisión de Servicio Público/ Oficina Central	787-756-1919	787-758-3418
Compañía de Turismo, Oficina Director Ejecutivo	787-721-2400	787-722-6238
Corporación de PR para la Difusión Pública (WIPR)	787-766-0505	787-753-9846

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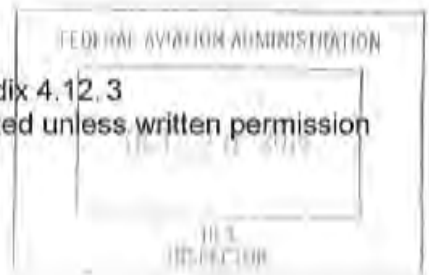
Correo AILMM	787-791-5580/1022	
Correo Sector Base Muñiz	787-641-4801	
Cuadros Telefónicos/ Arreglos de Averías	787-729-6565 787-792-8484	
Cuerpo de Bomberos de PR	787-725-3444	787-726-2614
Cuerpo de Emergencias Médicas	787-754-2550	787-775-1202
DACO	787-722-7555	
Policia Municipal de Carolina	787-257-7040	787-750-4022
Departamento de Educación	787-759-2000	787-282-6017
Departamento de Estado	787-722-2121	787-725-7303
Departamento de Justicia	787-721-2900	787-724-4770
Departamento de Justicia Federal	787-729-6780	
Departamento de Salud	787-274-7676	787-250-6547
Departamento de Transportación y Obras Públicas	787-722-2929	787-725-1620
Doctor's Hospital	787-723-2950	
EMERGENCIA 911	787-792-2056	
Emergencias Médicas /HESS AILMM	787-767-8758 787-721-7313	787-250-9265
TOTAL	787-791-0057	787-791-0430
FAA –Airports Division – Atlanta	1-404-305-6717	
FAA – CERAP	787-253-8664	787-253-8685
FAA – Flight Standards (Plaza Las Américas)	787-764-2538	
TSA	787-253-4591/92/93	787-253-4688
FAA – SJU AIFSS	787-253-8707	
Fortaleza	787-721-7000	
Policia Municipal de Carolina	787-257-7260	787-750-4022
Guardia Nacional de Puerto Rico/Oficina Central	787-289-1400	787-723-6360
Instituto de Ciencias Forenses	787-765-0661/0624	787-749-8908
Junta de Calidad Ambiental	787-767-8181	787-754-8294
National Weather Service	787-253-4586/4501	
Parking AILMM (American Parking)	787-253-1950/2305	
Policia Aeropuerto/Precinto 216	787-791-3375/0098/2230	
Policia de PR (Cuartel General)	787-793-1234	787-253-4015
Policia de PR / Protección a Testigos	787-785-7610 787-785-7676 Ext. 242	
Policia de PR /Tránsito de Carolina	787-256-2020	
Policia de PR/Unidad de Explosivos	787-253-2023	
Policia MunicipalTurística	787-726-7020 787-449-9320	
Policia Municipal de Carolina	787-257-7040	787-750-4022
Puertos, Gerente General AILMM	787-253-8171/939-630-8802	
Puertos Ayudante Ejecutivo	939-630-8837/787-791-1011	
Puertos (Aeropuerto Aguadilla)	787-890-6115/8845 939-630-8844/Gerente	787-890-5277

Puertos (Seguridad)	Aeropuerto	Aguadilla	787-725-5700 787-891-2286 939-630-8845	
Puertos,	Aeropuerto de Ceiba		787-534-4100	787-534-4102
Puertos	Aeropuerto Culebra		787-742-0022	
Puertos,	Aeropuerto Humacao		787-852-8188	
Puertos,	Aeropuerto Isla Grande		787-729-8790/8731	787-724-6644
Puertos,	Aeropuerto Mayaguez		787-833-0148 787-832-3390 939-630-8846 /939-630-8849/Gerente	787-834-5770
Puertos,	Aeropuerto Ponce		787-848-4715/2822 787-848-8850 939-630-8850	787-841-3190
Puertos,	Aeropuerto de Vieques		787-741-0515	
Puertos	Almacén AILMM		787-791-0760/ 253-5642	
Puertos,	Centro de Manejo de Emergencias		787-723-8152	
Salud Mental			787-723-2575	
San Juan Medical Plaza			787-725-0202	
Search & Rescue Emergency Line			787-729-6770	
Servicio Secreto			787-766-5539 787-729-6977	
Servicios Sociales – Emergencias 24 hrs			787-776-7088	
Telefónica de Puerto Rico, Teléfonos Públicos			787-792-7200	
Turismo, Oficina Internacional	Aeropuerto		787-791-1014 / 2551	
TSA – K9			787-791-0330	
US Customs			787-253-4651 / 610	
US Immigration			787-253-4520 / 4516	
HOSPITALS				
Hospital Auxilio Mutuo			787-758-2000	
Hospital de Niños San Jorge			787-727-1000	
Hospital de Veteranos			787-758-7575	
Hospital Hermanos Meléndez			787-620-8181 / 787-622-8471	
Hospital Doctor Center /Bayamon			787-622-5420	
Hospital Pavia			787-727-6060	
Hospital Regional de Carolina			787-757-1800	
Hospital San Francisco			787-767-5100	
Hospital San Pablo			787-740-4747	
AMSCA			787-763-7575	

February 11, 2013

Appendix 4.12.3

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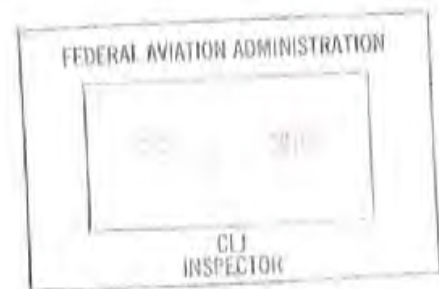


HOSPITALS		
Hospital Auxilio Mutuo	787-758-2000	
Hospital de Niños San Jorge	787-727-1000	
Hospital de Veteranos	787-758-7575	
Hospital Hermanos Meléndez	787-620-8181 / 787-622-8471	
Hospital Doctor Center /Bayamon	787-622-5420	
Hospital Pavia	787-727-6060	
Hospital Regional de Carolina	787-757-1800	
Hospital San Francisco	787-767-5100	
Hospital San Pablo	787-740-4747	
AMSCA	787-763-7575	
LINEAS TTY APPR		
APPR Oficinas Centrales	787-721-8196	
Aeropuerto Aguadilla	787-890-3411	
Aeropuerto Ponce	787-848-1236	
Aeropuerto Internacional Luis Muñoz Marín	787-791-7964	



APPENDIX 4-13

American Red Cross



Version 1.0	February 13, 2013	Appendix 4.13
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AMERICAN RED CROSS

American Red Cross (Puerto Rico)
PO Box 9021067
San Juan, PR 00902-1067
24/7 Telephone: 787-306-4089
Telephone Switchboard: 787-763-8717 or 787-758-8150

Critical Response Team (CRT)

History

- The Air Team established in 1996 to response to Commercial Aircraft crashes.
- Chartered by the Congress in the National Transportation Act to be the support agency.

Management of CRT

- Relationship Management
 - NTSB
 - FBI OVA
 - Amtrak
 - Airlines
 - Spiritual Care Partners
 - Church of the Brethern

Why the American Red Cross?

- The Aviation Act includes the designation of an independent nonprofit organization with the experience in disasters and post-trauma communication with families.
- ARC has responsibility for coordinating the emotional well-being of the families of passengers involved in the accident.
- The NTSB and Red Cross have entered into a statement of Understanding which defines the roles responsibilities and authorities relative to the act being invoked.

Purpose of the Aviation Plan

- Federal government's role is coordinate and provides additional resources to airline and local government.
- Interagency cooperation
- Local responsibility and jurisdiction preserved.
- Create a core group of personnel experienced in aviation disaster management.
- Coordinate and proved additional resources to the airline and local to help victims and their families.

Critical Concerns

- Initial notification
- Recovery and identification of remains.

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FEDERAL AVIATION ADMINISTRATION

FEB 22 2013

- Return of personal effects
- Providing information
- Helping victims and their families.

Victim Support Task - Airline Tasking

- Notify NTSB and provides reliable toll free number and staff to answer inquiries from the public.
- Provide timely notification and logistical support to family members and support staff.
- Provide public with continuous update of process of notification.
- Secure a facility to establish a Family Assistance Center (FAC) in which family member can be protected from the media and solicitors.
- Make provisions for a Joint Family Support Operation Center (JFSOC) to include communication and logistical support.
- Provide contact person to meet family members as they arrive and while at incident site.
- Maintain contact with family member that do not travel to incident site.
- Coordinate with Red Cross to provide mental health services to family members.
- Establish joint liaison with Red Cross at each supporting medical treatment facility.

Family Care and Mental Health - Red Cross Responsibility

- Assess the needs and available resources of other agencies.
- Coordinate emotional support for worker during the operation.
- Establish a joint liaison with the airline at each supporting medical treatment facility to track the status of injured victims and to provide assistance to their families.
- Coordinate with the airlines to establish areas for families to grieve privately
- Arrange a suitable multi-faith memorial services following the crash and a memorial services for any future burial of unidentified remains.
- Provide family members, at their request, with referrals to mental health professionals and support groups that are in the family members' local areas.
- Coordinate with airline for the delivery of mental health support to family members, to include those who do not travel to incident site.

Department of Justice/FBI – ARC Responsibility

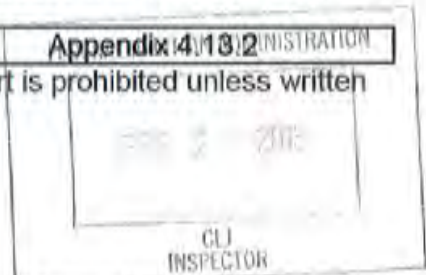
- Provide, upon request of the NTSB, the FBI Disaster Squad for fingerprint identification.
- Provide Evidence Response Teams (ERT's) to assist NTSB.
- If event is determined to be a criminal act, provide information about the FBI Office of Victims of Assistance (OVA) programs to victims.

Public Affairs

- Red Cross will not conduct fund raising activities during a transportation disaster response.
- NTSB has authority over all public information releases related to the incident.
- Public Affairs staff must work closely with the NTSB and airline to clarify what information may be released and what activities should be discussed.
- Appropriate information to be discussed by ARC PA staff includes the memorial services and other services provided by the Red Cross.

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- Client confidentiality and insulation from media furor is on the highest priority for public affairs staff.
- Under NO circumstances will client confidentiality be breached.

Unique ARC Positions

- Event manager
 - The ARC is tasked with being responsible for the Memorial Service after the event.
 - Respecting all faiths
 - Dealing with location difficulties
 - Coordinating multiple groups in the midst of grief
 - High Profile!
 - Family Assistance Center Manager
 - Spiritual Response Team
 - Childcare

Role of the ARC Director

- What are you going to do the first 24 hours?
- Hold the Fort Workshop
- Coordination & Direction of a disaster with multiple high profile implications.
- Terrorism
- Media Spotlight
- The major link to NHQ & Staff on the Operation through the National Consultant.
- Role Model for Staff
- Fiscally Responsible
- Security
- Demonstrate Emotional Stability
- Bringing Order to the Chaos
- Deal with the Grief, your and others

ARC Staff Responsibility

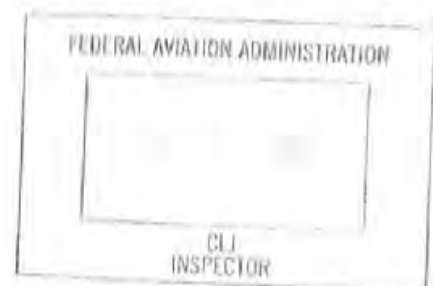
- Performance that are:
 - Appropriate
 - Reliable
 - Within Red Cross Parameters
 - Deployment is a joint decision NHQ and Regional Chapters



American Red Cross Responsibilities:

1. Coordinate and provide support services to victims, their families, and to emergency responders.
2. Provide food for emergency medical responders and patients, if needed.

3. Maintain a record keeping system in coordination with hospitals, aid stations, and field triage/transportation units to collect, receive, and report information about the status of victims.
4. Assist in the notification of next of kin of the injured and deceased.
5. Assist with the reunification of the injured with their families.
6. Provide first aid and other related medical support at temporary treatment centers, as requested, and within capability.
7. Provide supplementary medical, nursing aid, and other health services upon request, and within capability.
8. Provide assistance for the special needs of the people with sight, hearing, or mobility impairments, elderly, and those children separated from their parents, within capability.



APPENDIX 4-14

Maintenance Personnel



KEY PERSONNEL

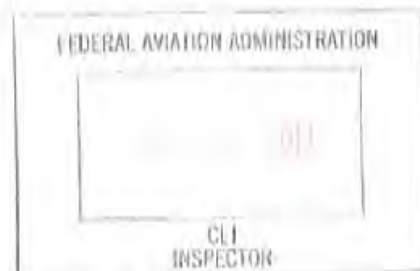
Maintenance Manager: Eng. Ruth N. Prado

787-791-1026 & 787-791-1789
Cell: 939-630-8858

CMM Emergency Maintenance

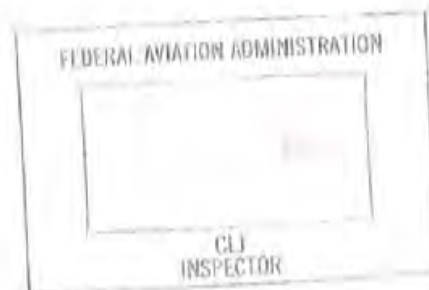
787-791-1026 / 787-1789

NOTE: It is the responsibility of the manager and supervisors to activate all necessary personnel deemed necessary to deal with any emergency situation.



APPENDIX 4-15

San Juan Air Traffic Control Tower (SJU ATCT) and Aerostar Letters of Agreement
UNDER SEPARATE COVER





U.S. DEPARTMENT OF TRANSPORTATION
FEDERAL AVIATION ADMINISTRATION
LETTER OF AGREEMENT

No. 0193 P. 5
1077
1103

Effective Date:
June 11, 2009

SUBJ: AIRPORT EMERGENCY PROCEDURES

1. **PURPOSE.** This agreement between the San Juan Air Traffic Control Tower (SJU) and the Puerto Rico Ports Authority (PRPA) prescribes the responsibilities and procedures to be utilized to the fullest extent possible in the event of an accident, emergency, or potential emergency on or near the vicinity of the Luis Munoz Marin International Airport.
2. **CANCELLATION.** This agreement cancels the SJU/PRPA Letter of Agreement on this same subject dated September 2, 2003.
3. **BACKGROUND.** FAA Order 7210.3, Chapter 4, Section 3, paragraph 4-3-1 (g) (2) states that an LOA shall be prepared when it is necessary to establish procedures for providing emergency services.
4. **RESPONSIBILITIES AND PROCEDURES.**
 - A. Alert Authority: In the event of an aircraft accident, emergency, or potential emergency on or near the vicinity of Luis Munoz Marin International Airport, the following agencies or individuals may initiate a request for an alert notification when in their opinion a potential or actual emergency exists involving aircraft, airport facilities, or threats to airport safety or security:
 1. FAA control tower specialist.
 2. The operator of an aircraft or his/her representative.
 3. The Operations supervisor in charge or Controller in Charge.
 4. The owner of the aircraft or his/her representative.
 5. The Airport Manager or his representative.

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B. Alert Notification:

1. SJU ATCT shall:

- (a) Advise Air Rescue Fire Fighting (ARFF) (telephony shall be "Rescue") immediately after being notified of an aircraft in distress or after identifying a possible problem that may require crash/rescue equipment present, by one of the following:

Distribution: All Personnel, Master Binder, Supervisor/Training Binder Tower Binder Initiated By: SJU-1

- (1) The "CRASH" button on the Small Tower Voice Switch (STVS), by this means PRP A, the police department and Puerto Rico Air National Guard are also notified.
- (2) The commercial telephone number 787-791-0224.
- (3) The ground control frequency 121.9.

Note: When commercial telephone or ground control frequency are utilized SJU ATCT shall only notify Rescue. Rescue shall be responsible for notifying PRPA, the Police department and Puerto Rico Air National Guard.

- (b) Consider the runway assigned to the alert aircraft closed behind the alert aircraft until notified by PRPA Operations that the runway is open.
- (c) Provide maximum assistance to the rescue vehicles.

2. PRPA shall:

- (a) Be responsible for the amount of ARFF equipment and number of personnel responding to the emergency.
- (b) Determine the placement of ARFF equipment.
- (c) Contact ground control on frequency 121.9, prior to leaving the rescue base in response to the alert notification.
- (d) Advise SJU ATCT when the runway assigned to the alert aircraft is open.

C. Aircraft Alert information: In the event of an aircraft alert notification, SJU ATCT shall Provide the following information to Rescue:

1. Alert Classification
2. Type aircraft
3. Nature of the emergency
4. Landing runway and estimated touchdown time. Estimated touch down time shall be updated continuously.
5. Number of people on board, if known.
6. Amount of fuel on board, if known.
7. Other special conditions, i.e., hazardous materials on board.



FEDERAL AVIATION ADMINISTRATION

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June 11, 2009

Note: If not all of the alert information is available at the time of the initial alert notification, SJU ATCT shall relay the additional information to Rescue via the best communications method available.

D. Alert Classification:

1. ALERT 1: An aircraft is experiencing minor difficulty, such as an over-heated engine on a multi-engine aircraft, oil leaks, or anytime SJU ATCT personnel deem it necessary even if the pilot has not required the emergency equipment to stand by.

(a) SJU ATCT shall notify Rescue and provide the nature of the Alert.

(b) Rescue equipment and personnel shall standby either at the fire station or in the ramp immediately in front of the base, and contact Ground Control on frequency 121.9, and await further instructions.

2. ALERT 2: An aircraft is experiencing major difficulty such as an engine fire, faulty landing gear, low hydraulic pressure, engine out on a multi-engine aircraft, or any time the pilot request the emergency equipment to standby near the runway. Disabled aircraft on the movement area also apply to this classification. The Alert 2 classification will be augmented with the suffix "B" indicating an aircraft threatened by a bomb; or "H" indicating an aircraft is experiencing a HIACK attempt.

(a) SJU ATCT shall:

(1) Notify Rescue and provide the initial notification data identified in Paragraph 4c above.

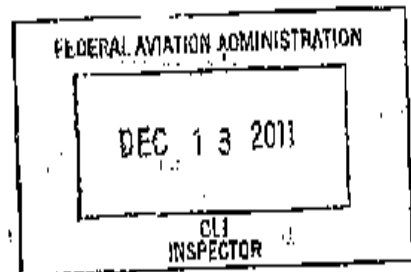
(2) Ensure that all aircraft movement is discontinued between the ARFF and the staging area.

(3) Ensure that alert aircraft information is current and correct.

(4) When alert aircraft is not number one to the field advise Rescue of the sequence that the aircraft is following.

(b) Rescue shall:

(1) Upon receipt of initial emergency notification, dispatch the necessary emergency and support equipment. No equipment responding to an alert will proceed on or cross any runway or taxiway without authorization from SJU ATCT unless it is responding to an Alert 3.



- (2). Proceed direct to the standby positions of the disabled aircraft; abeam gate 17 is the designated staging area for runway 8/26 and abeam gate 34 is the designated staging area for runway 10/28.
- (3). Monitor ground control frequency at all times.
- (4). Be responsible for movement around aircraft.
- (5). Once the aircraft has landed, Rescue shall have the authority to enter the runway, follow the aircraft and provide the necessary support.

(c) PRPA shall:

- (1). Ensure that PRANG, Police Department and all other mutual aid agencies are notified as required, based on the nature of the alert and need for assistance.
- (2). Obtain authorization from SJU ATCT prior to entering any movement area.
- (3). Exercise caution when escorting vehicles to ensure that ATC clearances are understood and complied with.
- (4). Advise SJU ATCT when the runway is open.
- (5). Execute Alert 3 procedures immediately if a crash occurs.

3. ALERT 3: Indicates that an accident has occurred on or near the airport.

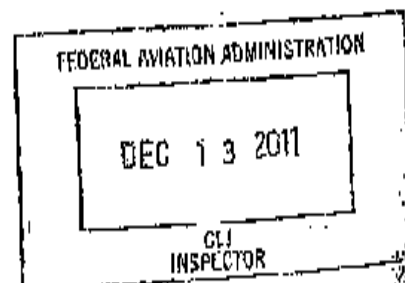
(a) SJU shall:

- (1). Notify Rescue and advise "Alert 3" and provide specific directions to the scene of the accident.
- (2). If the accident is not at the airport, provide guidance referring to specific landmarks, see Attachment 2, Grid.
- (3). Ensure that all aircraft and vehicles are clear of the route from the ARFF base to the scene of the accident immediately, in the event Rescue is unable to contact ground control.

(b) Rescue shall:

- (1). Proceed directly to the crash site.

FEDERAL AVIATION ADMINISTRATION



LOA #08

June 11, 2009

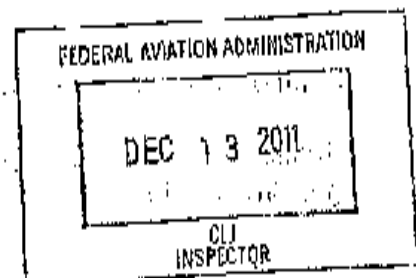
Note: Rescue shall not be required to establish two-way communication prior to exiting the ARFF base.

- (2). Ensure that any vehicle leaving the closed runway/taxiway emergency area shall re-establish contact with SJU ATCT before entering the movement area.
- (3). Coordinate with SJU ATCT additional taxiway closures to ensure expeditious handling of the emergency.

E. General Procedures:

1. SJU ATCT shall:

- (a). Issue the necessary clearances to the emergency vehicles to respond to the emergency site, or their standby locations,
 - (b). Instruct HIJACK/bomb threat aircraft arriving or returning to the apron to park in the isolation area or as designated by PRPA. The current isolation area is located on Hotel taxiway between H-9 and H-11 taxiways,
 - (c). Coordinate with PRPA operations to close, as quickly as possible, the parallel taxiway adjacent to the runway being utilized by an aircraft experiencing emergency conditions. Upon touchdown of the aircraft, the runway being used will be closed to air operations.
 - (d). SJU ATCT shall refer press and news agency inquiries to the airport manager.
2. SJU ATCT shall initiate a crash phone circuit line check daily at 0800 local time.
 3. Any vehicle leaving the closed runway/taxiway emergency area shall re-establish contact with SJU on frequency 121.9 or other assigned frequency before entering the movement area.
 4. PRPA shall be responsible for liaison with the aircraft operator/owner, FAA Flight Standards District Office, NTSB, and other agencies concerning aircraft removal.
 5. In the event of radio failure or frequency outage the following light signals will be used:
 - (a). STEADY GREEN - proceed to the scene of accident or disabled aircraft.
 - (b). STEADY RED - hold position.
 - (c). FLASHING RED - clear runway.



June 11, 2009



(d). FLASHING WHITE - return to emergency station.

F. Bomb threats to the Airport Terminal and/or SJU ATCT Facility.

1. PRPA shall advise SJU ATCT as soon as practical of bomb threats to the terminal to include the following:

(a). Location of threat.

(b). Impact to air traffic operations, i.e., gates closed, apron areas closed, taxiways or runways.

(c). If threat poses a danger to air traffic personnel/facilities.

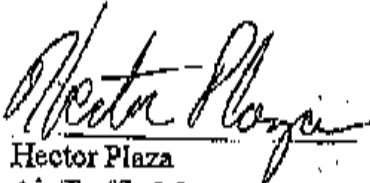
(d). When threat is cancelled.

2. SJU ATCT shall advise PRPA when:

(a) Evacuating the ATC control tower.

(b) When again occupying the control tower and resuming ATC services.

G. No deviations from these procedures shall be made unless prior coordination is effected which completely defines the responsibilities in each case.


Hector Plaza
Air Traffic Manager
FAA/San Juan ATCT


Arnaldo Deleo
Luis Muñoz Marín Airport Manager
Puerto Rico Ports Authority

FEDERAL AVIATION ADMINISTRATION
DEC 13 2011
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FEDERAL BUREAU OF INVESTIGATION

U. S. DEPARTMENT OF JUSTICE



Federal Aviation Administration

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DEC 13 2011	
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SAN JUAN AIR TRAFFIC CONTROL TOWER (SJUT)
PUERTO RICO PORTS AUTHORITY (PRPA)

LETTER OF AGREEMENT

EFFECTIVE: May 12, 2009

SUBJECT: Jurisdictional Responsibilities - Luis Muñoz Marín International Airport

1. **PURPOSE.** This letter of agreement delineates the movement and non-movement areas on the Luis Muñoz Marín International Airport and defines the jurisdictional responsibilities for the control of aircraft and/or vehicles in each area.

2. **CANCELLATION:** This agreement cancels the San Juan Air Traffic Control Tower/Puerto Rico Ports Authority Letter of Agreement, Subject: Jurisdictional Responsibilities- Luis Muñoz Marín International Airport, dated August 8, 2006.

3. **DEFINITIONS.**

A. Movement areas shall be defined as all runways, taxiways and that area north of the access road from gates 2-9, 11.

B. Non-movement areas shall be defined as all ramps, aprons, access roads, and gate areas.

4. **SCOPE.** The movement and non-movement areas are depicted in Annex 1 of this letter.

5. **PROCEDURES AND RESPONSIBILITIES.**

A. PRPA shall require, by agreement or regulation;

(1) All vehicle/equipment operators to obtain SJUT authorization to enter the airport movement area, and comply with control instructions issued to them. The only exception is for vehicle/equipment operations along the access road between check point #2 and the access road point abeam gate #39, which will be under the full responsibility of PRPA. The airport owner/operator covenants and expressly agrees that with regard to any liability which may arise from the operation within this area, that party shall be solely and exclusively liable for the negligence of its own agents, servants, and/or employees, in accordance with applicable law, and that neither party looks to the other to save or hold it harmless for the consequences of any negligence on the part of one of its own agents, servants, and/or employees.

(2) All drivers and/or personnel that will operate on or along an active taxiway, for purposes other than crossing, shall be in direct communications with the SJUT Local Controller.

(3) All aircraft operating in a non-movement area should be in direct communication with SJUT for advisories, prior to entering the movement area.

(4) All drivers requesting from SJUT to proceed to a check point or an emergency gate shall state their name and number as follows: "(Vehicle ID), (position), request to proceed to emergency gate (state number) or check point

(state number) via (state requested route including all runway and taxiway crossings). This procedure is to avoid confusion with airport terminal gates and to reduce surface incidents.

- (5) For runway closures of an extended duration, ensure that a yellow "X" is placed at the approach end as soon as the runway is closed.
- (6) Ensure that two (2) radios are available when numerous groups of personnel are operating on a closed runway, i.e. maintenance and operations.
- (7) For runway inspections, ensure that drivers completing runway inspections are driving towards the approach end of said runway.
- (8) For runway closures due to iguanas, ensure that personnel are standing by when iguanas go on the runway. This person will be known as an "Iguana chaser".
- (9) Ensure that only personnel that have been trained on operations on movement areas shall be allowed to operate on the movement areas.
- (10) Ensure that only PRPA operations personnel required to operate on a runway shall be permitted to enter the runway after contacting SJUT. Other personnel requiring access to the movement area shall contact PRPA operations supervisor for approval from SJUT to enter the movement area. No other PRPA and/or PR Police Department personnel, unless it is an emergency, shall be permitted to enter a runway. Dogs, iguanas, and emergency vehicles will be excluded (objective is to avoid non-coordinated crossing runways).
- (11) Procedures for entering runways-- PRPA personnel shall meet at one point (Runway 8/26 meet at gate 19, Runway 10/28 meet at Apron 4). All personnel will enter the runway at the same time, and exit via the same procedure.
- (12) For debris removal--PRPA personnel will go past the reported position of debris, then proceed in the opposite direction of landing/departing aircraft and follow ATC instructions towards the debris for removal of same.
- (13) Mark the lines of demarcation on the airport as annotated in Annex 1.

B. SJUT shall not exercise control over aircraft or vehicles in the non-movement areas. Any information issued by San Juan ATCT relative to aircraft/vehicle movement on the non-movement areas is advisory in nature and does not imply control responsibility.

C. SJUT control responsibility will be limited to the movement areas including the ingress and egress thereof.

D. When any movement area or portion thereof, is closed to air traffic and is used for parking aircraft or vehicles, it shall be considered a non-movement area.

No deviation from these procedures shall be made unless prior coordination is effected which clearly defines the responsibilities in each case.

Hector Plaza

 Hector Plaza, Air Traffic Manager, San Juan ATCT, Federal Aviation Administration

Arnaldo Delezo, Luis Muñoz Marín Airport Manager, Puerto Rico Ports Authority

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APPENDIX 4-16

Agreement for Mutual Aid in Fire Protection and Hazardous Materials Incident Response (US)
UNDER SEPARATE COVER



AGREEMENT FOR MUTUAL AID IN FIRE PROTECTION AND HAZARDOUS MATERIALS INCIDENT RESPONSE (US)

This agreement, entered into this 21st day of September, 2007, between the Secretary of the Air Force acting pursuant to the authority of 42 U.S.C. 1856(e) and the Aircraft Rescue Fire Fighting Unit (ARFFU) of the Luis Muñoz Marín International Airport is securing to each the benefits of mutual aid in fire prevention and hazardous materials incident response, in the protection of life and property from fire, hazardous materials incident and in fire fighting. It is agreed that:

a. On request to a representative of the Maffiz Air National Guard Base (MANGB) fire department by a representative of the ARFFU, fire fighting equipment and personnel of the MANGB fire department will be dispatched to any point within the area for which the ARFFU normally provides fire protection or hazardous materials incident response as designated by the representatives of the ARFFU.

b. On request to a representative of the ARFFU by a representative of the MANGB fire department, fire fighting equipment or hazardous materials incident response and personnel of the ARFFU will be dispatched to any point within the fire fighting or hazardous materials incident response jurisdiction of the MANGB fire department as designated by the representative of the MANGB fire department.

c. Any dispatch of equipment and personnel pursuant to this agreement is subject to the following conditions:

(1) Any request for aid hereunder shall include a statement of the amount and type of equipment and personnel requested and shall specify the location to which the equipment and personnel are to be dispatched, but the amount and type of equipment and the number of personnel to be furnished shall be determined by a representative of the responding organization.

(2) The responding organization shall report to the officer in charge of the requesting organization at the location to which the equipment is dispatched, and shall be subject to the orders of that official.

(3) A responding organization shall be released by the requesting organization when the services of the responding organization are no longer required or when the responding organization is needed within the area for which it normally provides fire protection.

(4) In the event of a crash of an aircraft owned or operated by the United States or military aircraft of any foreign nation within the area for which the ARFFU normally provides fire protection, the chief of the MANGB fire department or his or her representative may assume full command on arrival at the scene of the crash.

d. ARFFU may claim reimbursement for the direct expenses and losses that are additional fire fighting or hazardous materials incident costs above the normal operating costs incurred while fighting a

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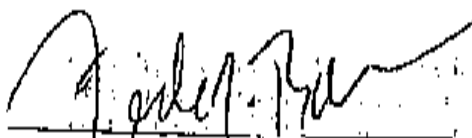
fire or hazardous materials incident response under this agreement as provided in 44 CFR Part 151, *Reimbursement for Costs of Firefighting on Federal Property.*

e. Each party waives all claims against every other party for compensation for any loss, damage, personal injury, or death occurring as a consequence of the performance of this agreement. This provision does not waive any right of reimbursement pursuant to paragraph d above.

f. All equipment used by ARFFPU in carrying out this agreement will, at the time of action hereunder, be owned by it; and all personnel acting for ARFFPU under this agreement will, at the time of such action, be an employee or volunteer member of ARFFPU.

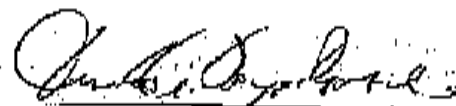
This agreement supersedes and invalidates any previous agreement or understanding heretofore made between the parties hereto and these agreements shall remain in full force and effect until terminated by thirty days written notice from one of the parties hereto to the parties.

PUERTO RICO PORTS AUTHORITY



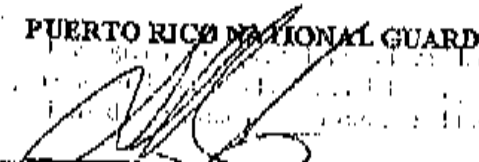
Executive Director
Name & Title

FOR THE SECRETARY OF THE AIR FORCE



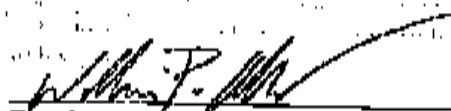
USP&FO for the Commonwealth of PR
Name & Rank

PUERTO RICO NATIONAL GUARD



The Adjutant General of Puerto Rico
Name & Rank

NATIONAL GUARD BUREAU



The Civil Engineer for Chief National Guard Bureau
Name & Rank

FEDERAL AVIATION ADMINISTRATION

FEDERAL AVIATION ADMINISTRATION

DEC 13 2011

CLJ INSPECTOR

LUÍS MUÑOZ MARÍN INTERNATIONAL AIRPORT (SJU) WILDLIFE HAZARD MANAGEMENT PLAN

CFR Title 14 FAR Part 139.337

Developed by:

AEROSTAR AIRPORT HOLDINGS, LLC
for the
LUÍS MUÑOZ MARÍN INTERNATIONAL AIRPORT
Carolina, 00979, Puerto Rico

In Cooperation with:

**U.S. Department of Agriculture
Animal and Plant Health Inspection Service
Wildlife Services
School of Forestry and Wildlife Sciences
602 Duncan Drive
Auburn University, AL 36849**

2013

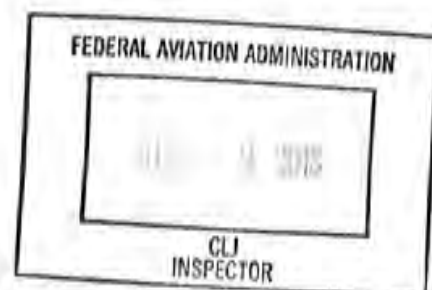


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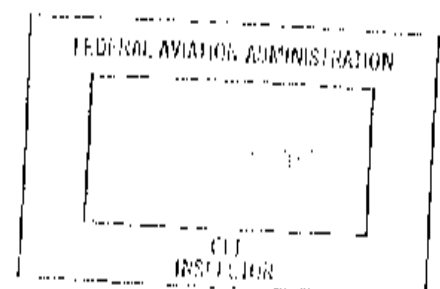
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A	Code of Federal Regulations (CFR) Title 14 FAR Part 139.337
B	FAA Certalert 97-09 Wildlife Hazard Management Plan Outline
C	Advisory Circular No. 150/5200-33 Hazardous Wildlife Attractants on or Near Airports
D	MOU between USDOJ, FAA, USDA-APHIS-WS
E	The New Wildlife Law (211 of August 15, 1999)
F	Federal Code Related to Migratory Birds and Permitting
G	Threatened and Endangered Species of Puerto Rico
H	Puerto Rico Regulations 6765 and 6766
I	Advisory Circular No. 150/5200-36A Qualifications for Wildlife Biologist Conducting Wildlife Hazard Assessments and Training Curriculums for Airport Personnel Involved in Controlling Wildlife Hazards on Airports
J	FAA Wildlife Strike Report Form 5200-7



EXECUTIVE SUMMARY

Pursuant to Code of Federal Regulations (CFR) Title 14 Federal Aviation Regulations (FAR) Part 139.3SJU37(e), the Luis Muñoz Marín International Airport (SJU) developed this Wildlife Hazard Management Plan (WHMP) in cooperation with the U.S. Department of Agriculture Wildlife Services (WS) Program. This plan will be reviewed periodically by SJU's Wildlife Hazard Group (WHG) and will be updated as changing circumstances merit. All changes made to the WHMP will be sent to the Federal Aviation Administration (FAA) for approval and shall be documented in the Table of Revisions of this document.

SJU will take immediate measures to identify and mitigate wildlife hazards whenever they are detected or whenever airport operations personnel have been advised that hazardous conditions exist. The WHMP outlines steps for monitoring, documenting, and reporting potential wildlife hazards and strikes at SJU. Protocols for responding to hazardous wildlife situations are presented, including roles and responsibilities of airport personnel. Wildlife control procedures for birds and mammals are also included.

Habitat on and around the airfield will be managed in a manner that reduces or eliminates the area's attractiveness to wildlife. The Plan outlines priorities for habitat management, including target dates for completion. The legal status of wildlife is described, including laws and regulations pertaining to permits needed for control actions such as harassment and take of animals. Monitoring and management of wildlife hazards requires application of control techniques conducted in a coordinated and accountable manner. Supplies and equipment for these activities will be obtained and maintained responsibly within SJU Operations storage sites. These materials include, but are not limited to, frightening devices (e.g., pyrotechnics, propane exploders, Mylar tape), wildlife restraint equipment (e.g., traps), and firearms. SJU personnel will be trained to properly identify wildlife and apply wildlife control techniques in a safe, effective, and efficient manner, as outlined in this document.

Identification, management, and monitoring of wildlife-related hazards at SJU will be coordinated by Aerostar Airport Holdings, LLC. For ease of planning and communication, Aerostar will be identified as SJU Operations. SJU's WHG, chaired by the Chief Operations Officer, will meet semi-annually and will evaluate the need to update and modify the WHMP at least once annually. Subgroups of the WHG may meet more often as necessary. Modifications will be documented and communicated to the FAA, the various Aerostar Divisions, and to Federal/Territory agencies.



SIGNATORIES

The following Wildlife Hazard Management Plan for SJU has been reviewed and accepted by the FAA. It will become effective with the following signatures:

 _____ COO, Aerostar Airport Holdings, LLC	 _____ (General Counsel for COO)	<u>July 30, 2013</u> _____ Date
_____ FAA Airport Certification Inspector		_____ Date

PREFACE

This Wildlife Hazard Management Plan was written to fulfill the requirements of CFR Title 14 FAR part 139.337(e) for SJU. This plan is intended specifically for the airport's use to monitor and reduce wildlife hazards.



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LIST OF ACRONYMS

AC	Advisory Circular
ACOE	United States Army Corps of Engineers
ADO	Airports District Office
AFSAS	Air Force Safety Automated System
AOA	Aircraft Operations Area
APHIS	Animal and Plant Health Inspection Service
ATC	Air Traffic Control Tower
BASH	Bird Air Strike Hazard
CFR	Code of Federal Regulations
DNER	Puerto Rico Department of Natural and Environmental Resources
EPA	Environmental Protection Agency
FAA	Federal Aviation Administration
FAR	Federal Aviation Regulations
FIFRA	Federal Insecticide Fungicide Rodenticide Act
FOD	Foreign Object Debris
SJU	Luis Muñoz Marín International Airport
MBTA	Migratory Bird Treaty Act
MOU	Memorandum of Understanding
NEPA	National Environmental Policy Act
NOTAM	Notice to Airmen
NOV	Notice of Violation
PRANG	Puerto Rico Air National Guard
PRDA	Puerto Rico Department of Agriculture
T&E	Threatened and Endangered
TRD	Terrestrial Resources Division
TSA	Transportation Security Administration
USDA	United States Department of Agriculture
USFWS	United States Fish and Wildlife Service
WHA	Wildlife Hazard Assessment
WHMP	Wildlife Hazard Management Plan
WHG	Wildlife Hazard Group
WS	Wildlife Services



INTRODUCTION

Wildlife hazard management plans address the responsibilities, policies, and procedures necessary to reduce wildlife hazards at airports. Recognizing the potential hazards wildlife pose to aircraft and human lives, the Federal Aviation Administration (FAA) can require airports that incur bird-aircraft strikes to develop and implement a WHMP according to CFR Title 14 FAR Part 139.337 (**Appendix A**). The WHMP must include seven components, each of which is a separate chapter in this document. These requirements are as follows (and labeled according to 14 CFR 139.337):

Chapter 1. 14 CFR 139.337 (f)(1). Provide a list of individuals having authority and responsibility for implementing each aspect of the plan.

Chapter 2. 14 CFR 139.337 (f)(2). Provide a prioritized list for direct wildlife population management, habitat modification and changes in land use to reduce wildlife hazards identified in the ecological study (Wildlife Hazard Assessment (WHA)), with target dates for initiation and completion.

Chapter 3. 14 CFR 139.337 (f)(3). Describe requirements for and, where applicable, provide copies of local, territory, and federal wildlife control permits.

Chapter 4. 14 CFR 139.337 (f)(4). Identify resources to be provided by the certificate holder for implementation of the plan.

Chapter 5. 14 CFR 139.337 (f)(5). Identify procedures to be followed during air carrier operations, including at least:

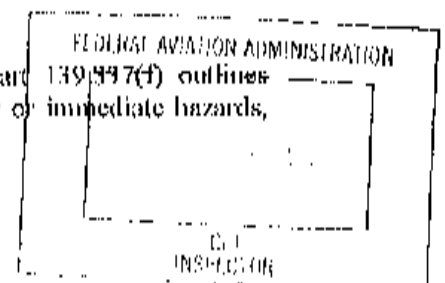
- (i) Assignment of personnel responsibilities for implementing the procedures;
- (ii) Conduct of physical inspections of the movement area and other areas critical to wildlife hazard management sufficiently in advance of air carrier operations to allow time for wildlife controls to be effective;
- (iii) Wildlife control measures; and
- (iv) Communication between the wildlife control personnel and any air traffic control tower in operation at the airport.

Chapter 6. 14 CFR 149.337 (f)(6). Describe protocol for periodic evaluation and review of wildlife hazard management plan for:

- (i) Effectiveness in dealing with the wildlife hazard; and
- (ii) Indications that the existence of the wildlife hazard, as previously described in the ecological study, should be reevaluated (Chapter 7, Evaluation).

Chapter 7. 14 CFR 149.337 (f)(6). Outline a training program to provide airport personnel with the knowledge and skills needed to carry out the wildlife hazard management plan required by CFR Title 14 FAR Part 139.337.

In addition to the requirements stated above, CFR Title 14 FAR Part 139.337(f) outlines procedures and personnel responsibilities for notification regarding new or immediate hazards,



and describes the rapid response procedures for addressing new or immediate wildlife hazards. Section (f) is extremely important because it allows the WHMP to be promptly modified and updated to address new situations or changing circumstances.

To augment compliance with CFR Title 14 FAR part 139.337, the FAA issued a Certalert (No. 97-09, **Appendix B**) to provide guidance to airports in developing their plans. This Certalert contains a sample outline that was followed in the development of this plan.

Problem Species

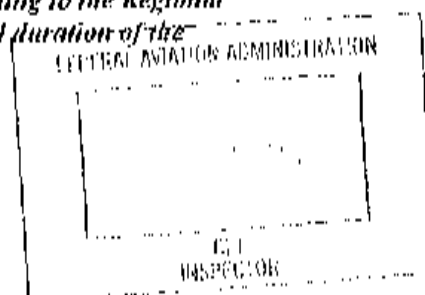
The wildlife species generally considered to present the greatest threats to aviation are birds with flocking tendencies or birds of relatively large size. The SJU Wildlife Hazard Assessment (WHA) completed in 2012 identified the relative risk of bird and reptile groups in the "Risk Analysis" sections of each animal guild based upon a 12-month study period. According to the document and the recorded strike history at SJU, wading birds (cattle egret and great egret), seabirds (brown pelican and magnificent frigatebird), gulls, grackles and doves, iguanas, and occasionally, raptors posed the greatest safety threat at SJU.

Purpose and Scope

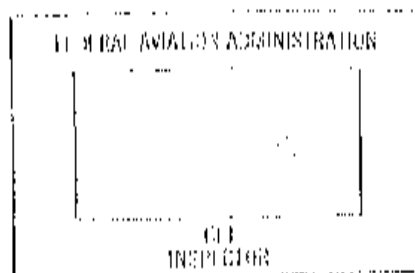
Enhancing safe air carrier operations is a primary objective of SJU. Accomplishing this objective entails careful monitoring of all aspects of arriving and departing aircraft in the vicinity of SJU, including potential wildlife hazards on and around the airport. As part of its safety efforts, SJU will implement and maintain a WHMP according to CFR Title 14 FAR Part 139.337(e) to address potential wildlife hazards at SJU. In addition to addressing general wildlife hazards, this plan will present specific protocols for monitoring and responding to unforeseen wildlife hazards that may arise.

It is important to note that Part 139.337(f) underscores the need for a flexible plan that can be quickly adapted to changing circumstances. In some rare cases, however, immediate actions may be necessary that are not addressed in this plan to ensure the safety of airport patrons. This plan provides SJU with the discretion and capability to respond to these situations, while providing guidance for compliance with applicable Federal, state, and municipal laws and regulations. The latitude afforded SJU management when administering this plan is discussed in CFR 14 - Part 139.113, which states that:

"In emergency conditions requiring immediate action for the protection of life or property, involving the transportation of persons by air carriers, the certificate holder may deviate from any requirement of Subpart D of this part to the extent required to meet that emergency. Each certificate holder who deviates from a requirement under this paragraph shall, as soon as practicable, but no later than 14 days after the emergency, report in writing to the Regional Airports Division Manager stating the nature, extent, and duration of the deviation."



This plan will be valid until SJU management or FAA determines that the plan should be updated due to changed conditions or new needs for action. The plan will be reviewed at least annually to ensure it still pertains to conditions at the time of review, but it may also be revisited more often if situations arise or hazards are identified that merit evaluation.



1 – AUTHORITIES AND RESPONSIBILITIES

1.1 OVERVIEW

The Aerostar Chief Operations Officer has the authority and responsibility of designating a SJU Wildlife Coordinator to implement the WHMP. Each department at SJU has responsibilities outlined in the WHMP and will incorporate them into their programs. Clear communication and prompt response among airport personnel is essential for the WHMP to succeed. Personnel working at the airport will communicate resource needs, recommendations, and progress to the designated SJU Wildlife Coordinator. The Chief Operations Officer will ensure that the WHMP is approved by the FAA and that the WHMP and amendments comply with Federal, State and local laws and regulations.

1.2 PERSONS WITH AUTHORITY AND RESPONSIBILITY FOR PLAN IMPLEMENTATION

1.2.1 Chief Operations Officer

The Chief Operations Officer (or a designee) will:

- Ensure that the WHMP, and its amendments, adhere to Federal, Territory and local laws and regulations, and is approved by the FAA.
- Designate a SJU Wildlife Coordinator to monitor all wildlife related activities and implement all management activities that occur at SJU as described in the WHMP.
- Establish a WHG that will oversee, monitor and/or implement the WHMP.
- Conduct semi-annual meetings of the WHG to review all management activities and coordinate a review of the WHMP.
- Retain the services of a wildlife biologist/specialist through WS to work with the SJU Wildlife Coordinator on reducing and preventing wildlife hazards at and around SJU.
- Chair the WHG meetings.
- Disclose responsibilities related to wildlife hazard management to all airfield tenants.
- Advise tenants of NOVs associated with wildlife hazard infractions.
- Review proposals involving landscaping, airside developments, security, landside developments, mowing, insect management, building construction, maintenance, and other activities to ensure that wildlife attractants are not created or request that they be reviewed by WS wildlife biologist/specialist.



- Review proposals involving land-use changes within the 10,000 ft. and 5 mile critical zones of SJU to the extent that they are known to Aerostar.
- Attend the annual Bird Strike Committee USA (and Canada) Meeting when possible.

1.2.2 SJU Environmental Manager

The SJU Environmental Manager will be an integral part of the team in providing guidance to the Chief Operations Officer and SJU Wildlife Coordinator regarding environmental laws and regulations. Often serving as designee, such a position will:

- Ensure that the WHMP, and its amendments, adhere to Federal, Territory and local laws and regulations, and is approved by the FAA.
- Attend semi-annual meetings of the WHG to review all management activities and coordinate a review of the WHMP.
- Chair, whenever the Chief Operations Officer is not available, the WHG meetings.
- Assist in disclosing responsibilities related to wildlife hazard management to all airfield tenants.
- Review proposals involving landscaping, airside developments, security, landside developments, mowing, insect management, building construction, maintenance, and other activities to ensure that wildlife attractants are not created or request that they be reviewed by WS wildlife biologist/specialist.
- Review proposals involving land-use changes within the 10,000 ft. and 5-mile critical zones of SJU to the extent that they are known to Aerostar.
- Attend the annual Bird Strike Committee USA (and Canada) Meeting when possible.

1.2.3 SJU Wildlife Coordinator

The SJU Wildlife Coordinator, in conjunction with the WS Wildlife Biologist/Specialist, will perform or coordinate much of the wildlife management program at SJU. The duties and responsibilities of the SJU Wildlife Coordinator are, therefore, all-encompassing. At a minimum, the SJU Wildlife Coordinator will:

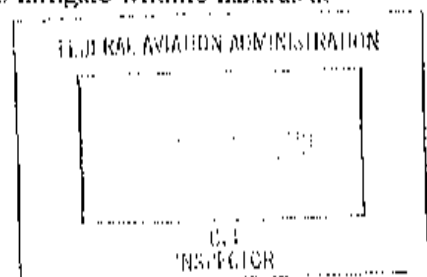
- Coordinate all wildlife control activities with the WS Wildlife Biologist/Specialist. Ensure communication between the ATC and wildlife control personnel.
- Conduct WHG meetings semi-annually, and update and revise the WHMP as appropriate.
- Oversee the implementation and monitoring of activities described in the WHMP.
- Disseminate information and assignments through the WHG, the Chief Operations Officer and Environmental Manager.



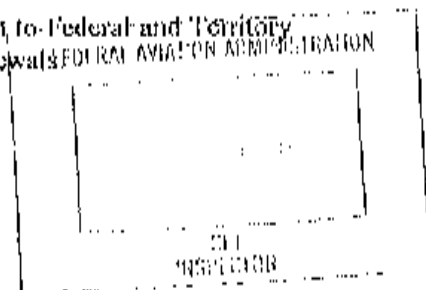
- Designate personnel within the Airport Operations who will be trained and equipped to respond to wildlife hazards on the airfield.
- Maintain records of animals taken pursuant to federal and territory permits, and include this information in annual permit renewals.
- Ensure the availability of supplies necessary for conducting wildlife control activities.
- Maintain safety and efficiency of wildlife management equipment and supplies through regular maintenance and cleaning, proper storage, and limitation of access to other persons.
- Oversee coordination and communication with off-airport entities if/when wildlife hazards are identified at these locations.
- Require Maintenance and Operations staff to document wildlife activity of significance.
- Require SJU personnel to properly report all types of wildlife strikes.
- Require SJU personnel to retrieve unidentifiable wildlife carcasses or remains from runways for species identification.
- Work with WS Wildlife Biologist/Specialist and the SJU terminal grounds crew to retrieve wildlife remains from aircraft reporting bird strikes at SJU.
- Identify areas on the airfield where grass is being managed below 8 inches, where woody vegetation is being allowed to grow, and where water is not quickly draining off of the airfield. Report these areas to Maintenance so they may be allowed to grow taller (in the case of grass), be cut (in the case of thick, woody vegetation), or modified in some way to make them less attractive.
- Coordinate the issuance of NOTAMs concerning eminent wildlife hazards on the airport.
- Complete wildlife hazard management training courses, such as the one available through WS, regarding bird and wildlife identification, wildlife hazard management techniques, reporting, etc.
- Coordinate with the Public Relations Manager to provide public relations support for wildlife control activities as necessary.
- Attend the annual Bird Strike Committee USA (and Canada) Meeting when possible.
- Serve as a liaison between WS and the Aerostar Chief Operations Officer.

1.2.4 Airport Operations

- Work closely with the SJU Wildlife Coordinator and WS to mitigate wildlife hazards at SJU.



- As a part of the airfield inspections to meet FAR part 139 requirements, airside operations personnel will inspect runways and taxiways for wildlife activity and strikes.
- Collect bird and other animal remains found during airfield inspections for identification by the SJU Wildlife Coordinator or the WS Wildlife Biologist/Specialist.
- Complete a Wildlife Strike Report Form (FAA 5200-7) each time a collision between aircraft and wildlife is reported or the remains of a dead bird or other animal are found on the airfield. Forward the report along with any remains to the SJU Wildlife Coordinator or WS Wildlife Biologist/Specialist.
- Communicate the nature and location of any known wildlife attractants or hazards to the SJU Wildlife Coordinator in a timely manner.
- Communicate wildlife-related emergency situations and the hazardous presence of wildlife to the SJU Wildlife Coordinator, ATC tower personnel, airport tenants, airlines, and others, as appropriate. Be prepared and trained in wildlife hazard emergency response in the event that the WS Wildlife Biologist/Specialist is not available to respond.
- Inform the SJU Wildlife Coordinator if/when airfield grass is cut below 8 inches. Assist airfield maintenance personnel with identifying areas that are overgrown or that are too short, and with the removal of any weeds and annual grasses attractive to wildlife on the airfield.
- Assist the SJU Wildlife Coordinator or WS Wildlife Biologist/Specialist with wildlife control activities, including, but not necessarily limited to, harassment (pyrotechnic, vehicles, lasers, propane cannons), wildlife reproduction control (destruction of bird nests in buildings, etc.), population reduction (shooting, trapping, use of toxicants), exclusion (installation of netting, fencing, and other barriers), and monitoring of wildlife attractants.
- Enforce a "No Feeding" and "No Uncovered Trash" policy for airport and airline employees and taxi drivers found feeding wildlife on airport property. Issue a Safety Citation if necessary.
- When wildlife attractants, such as refuse associated with dumpsters, airport tenants (food services, caterers, etc.), trash containers, construction sites, and taxicab staging areas are identified or mismanaged, firmly communicate wildlife hazard management needs to the source of the problem (i.e., Airport tenant) and issue a Safety Citation if necessary.
- Complete wildlife hazard management training courses, such as the one available through WS, regarding bird and wildlife identification, wildlife hazard management techniques, reporting, etc.
- Report wildlife activity or hazards on the airfield and around parking lots, roadways, and landside structures to the SJU Wildlife Coordinator.
- Inform the SJU Wildlife Coordinator of animals taken pursuant to Federal and Territory permits so the information can be included in annual permit renewals.



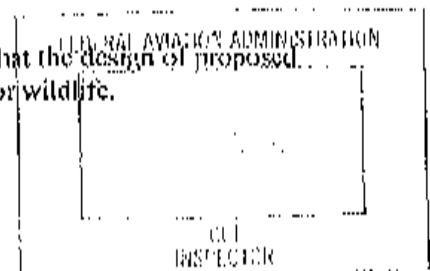
- Participate in WHG meetings, upon request.
- Route all wildlife related inquiries (telephone calls, letters, etc.) to the SJU Wildlife Coordinator or the WS Wildlife Biologist/Specialist.

1.2.5 Airport Facilities

- Communicate known wildlife hazards, attractants, and presence to the SJU Wildlife Coordinator and WS Wildlife Biologist/Specialist. This includes observations of wildlife entering the airport through gates, the perimeter fence, and culverts.
- Conduct landscaping operations, such as mowing, weed-eating, and herbicide application in a timely manner. These areas will be identified by the SJU Wildlife Coordinator or the WS Wildlife Biologist/Specialist.
- Assist with habitat modification, such as pruning or removing trees and brush, mowing, weed-eating, and chemical application of herbicides and plant growth regulators.
- Inform the SJU Wildlife Coordinator of rodents and other wildlife found in and around buildings to facilitate the necessary control/abatement measures.
- Inform the SJU Wildlife Coordinator and WS Wildlife Biologist/Specialist of the presence of birds or other wildlife within the terminal. Remain with the animal if possible until the SJU Wildlife Coordinator and/or WS Wildlife Biologist/Specialist arrives and captures the animal.
- Maintain the perimeter fence in an attempt to exclude mammals and reptiles such as iguanas, feral dogs, and mongooses. Make fence repairs where necessary and backfill holes along the bottom of the fence.
- Coordinate landscaping changes with the SJU Wildlife Coordinator and WS Wildlife Biologist/Specialist to ensure attractive wildlife habitat is minimized.
- Assist the SJU Wildlife Coordinator and/or the WS Wildlife Biologist/Specialist with wildlife control activities when necessary.
- Inform operations staff of any violations of the SJU "No Feeding" and "No Uncovered Trash" policy by individuals in and around the SJU.
- Participate in WHG meetings, upon request.

1.2.6 Engineering and Development

- Strictly ensure airport construction contractors complete all projects without generating wildlife attractants, including leaving bare ground, creating depressions or ruts that hold water, leaving dirt piles, planting ground cover that attracts wildlife, or utilizing erosion control matting or mulch that contains seeds.
- Coordinate with WS and SJU Wildlife Coordinator to ensure that the design of proposed buildings on SJU does not provide roosting or nesting habitat for wildlife.



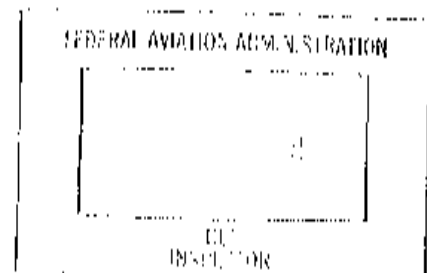
- Coordinate with WS and SJU Wildlife Coordinator to ensure that the design of proposed airfield features/improvements/changes does not create mowing or maintenance obstacles. This includes creating features that do not drain water properly or that increase soil moisture.
- Distribute approved plant lists as appropriate, and ensure that the landscaping palette selected for proposed buildings or airfield projects on SJU complies with WS-recommended plant lists.
- Coordinate requests for landscaping changes with SJU Wildlife Coordinator and the WS Wildlife Biologist/Specialist.
- Inform operations staff of any violations of the SJU "No Feeding" and "No Uncovered Trash" policy by individuals in and around SJU.
- Participate in WHG meetings, upon request.

1.2.7 FAA - Airport Certification Safety Inspector

- Review and provide recommendations during periodic reviews of the SJU WHMP.
- Assist SJU in reviewing proposed land use changes, construction plans and mitigation projects for potential wildlife hazards to aircraft.
- Participate in WHG meetings, upon request.

1.2.8 FAA – Air Traffic Control Tower

- Warn pilots of observed or reported wildlife hazards on frequency. If available, relay radar indication of bird activity when it presents a hazard to approaching or departing aircraft.
- Delay aircraft movements, if necessary, to avoid wildlife strikes.
- Allow SJU Operations WS expedient access to movement areas if/when harassment of wildlife is necessary to protect aircraft.
- Record strikes on the Wildlife Strike Report Form, FAA 5200-7, and forward the completed form to the SJU Operations Supervisor on duty.
- Participate in WHG meetings, upon request.



1.2.9 Puerto Rico Air National Guard 156th Airlift Wing and 198th Airlift Squadron

The Puerto Rico Air National Guard (PRANG) is a military installation co-located at SJU to which SJU personnel do not have direct, unlimited access to conduct wildlife hazard management activities. PRANG will:

- Notify SJU ATC of all wildlife activity observed on approach, departure, or while on the airfield.
- As part of its Bird Air Strike Hazard (BASH) plan, declare Bird Watch Conditions and notify SJU Operations of any changes to Bird Watch Conditions.
- Record military strikes and subsequent species identification (if species is later identified from remains) following BASH protocols into the Air Force Safety Automated System (AFSAS) and forward those records to the WS Wildlife Biologist/Specialist or the SJU Wildlife Coordinator.
- Ensure refuse does not accumulate on the PRANG property.
- Notify the WS Wildlife Biologist/Specialist and SJU Wildlife Coordinator of wildlife hazard management activities, and when possible, coordinate those activities with SJU wildlife hazard management activities.
- Assist the WS Wildlife Biologist/Specialist with wildlife control activities on PRANG lease holdings.
- Complete wildlife hazard management training courses, such as the one available through WS, regarding bird and wildlife identification, wildlife hazard management techniques, reporting, etc.
- Communicate the presence of wildlife in and around PRANG buildings and structures to the WS Wildlife Biologist/Specialist. Assist with the elimination of bird nesting in eaves and overhangs, bird roosting on rooftops, poles, and other structures, and wildlife presence in/on airport equipment and vehicles.
- Enforce a "No Feeding" and "No Uncovered Trash" policy among PRANG personnel.
- Participate in WHIG meetings, upon request.

1.2.10 USDA APHIS Wildlife Services

A WS Wildlife Biologist/Specialist is contracted to assist SJU by providing technical assistance (advice, recommendations, training, etc.) and direct wildlife management assistance (conduct of operational wildlife management activities) pursuant to funded cooperative agreements between WS and Aerostar Airport Holdings, LLC. The nature of WS involvement will depend on the airport's needs and resources, but may consist of the following:



- Computerize and consolidate all Wildlife Strike Reports Forms from any and all SJU personnel.
- Identify remains from runways and aircraft or submit remains for species identification to the Smithsonian Institution.
- Work with the SJU Wildlife Coordinator to create "strike kits" which facilitate the identification of bird remains collected from aircraft. WS will keep kits fully stocked with necessary supplies so that aircraft gate personnel, pilots or maintenance contractors can easily retrieve remains from aircraft and return the kits to WS. These kits will be made available to PRANG personnel as well.
- Teach SJU staff, airline representatives, PRANG, and aircraft maintenance contractors how to recover feather remains from aircraft for species identification.
- Follow-up each wildlife strike report submitted by pilots or other lay people to attempt to identify species involved in strike and modify records in the FAA database accordingly.
- Participate in WHC meetings.
- Provide advice, recommendations, and training regarding identification and management of wildlife hazards at SJU.
- Cooperate with the SJU Wildlife Coordinator to conduct wildlife hazard management activities at SJU and to implement recommendations of the WHA and the WHMP. WS will implement specialized wildlife management approaches and activities, such as use of toxicants, firearms, habitat modification, and trapping, as well as conduct activities related to the SJU Wildlife Hazard Management Program.
- Obtain federal, territory and local permits that authorize control of wildlife pursuant to the WHMP.
- Respond to calls for assistance with wildlife concerns throughout the airport (i.e., bats/birds in terminals, injured wildlife, etc.).
- Identify current or newly-emerging wildlife hazard issues to the Acrostar Chief Operations Officer, SJU Environmental Manager, and SJU Wildlife Coordinator and respond to the hazard immediately, if necessary.
- Report any WS take to the USFWS and/or the Puerto Rico Department of Natural and Environmental Resources (DNER) pursuant to permits and regulations.
- Identify areas on the airfield growing hazardous plant species that produce food or roosting/nesting for wildlife and request mowing, removal, or application of growth regulators to reduce available seed, fruit, or cover for wildlife.
- Coordinate with the SJU Wildlife Coordinator to review documents, plans, and programs to identify potential wildlife attractants or other circumstances which could create or exacerbate wildlife hazards within the critical areas of SJU.



- Facilitate the implementation of the WIIMP outside of SJU by attending cooperator meetings and providing recommendations to eliminate wildlife hazards associated with proposed projects.
- Produce a quarterly report to the SJU Wildlife Coordinator of wildlife numbers observed, wildlife dispersed or removed, and overall activities accomplished within the preceding quarter. The report will be submitted to the SJU Wildlife Coordinator on the 10th day following the end of the quarter.
- Conduct regular surveys of SJU airfield and surroundings to monitor wildlife populations seasonally.
- Collect biological data from wildlife specimens that would help gain knowledge of the wildlife problem at SJU.
- Maintain necessary permits from the Puerto Rico Department of Agriculture Agrological Laboratory and the Environmental Protection Agency (EPA) to allow for the use of pesticides in wildlife hazard management at SJU.
- Provide recommendations for inclusion in the updates to the WIIMP.

1.2.11 Wildlife Hazard Group (WHG)

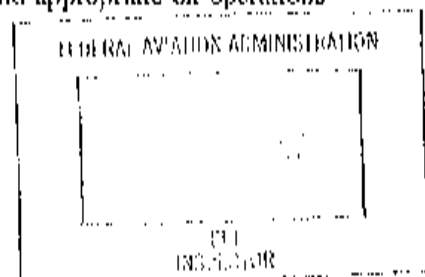
The Wildlife Hazard Group will meet every six months, or more frequently as needs arise. The WHG will review the WIIMP as it relates to each member's respective departmental at least annually. In addition, the group will monitor activities and make recommendations to the SJU Wildlife Coordinator.

The WHG will include at least one individual from each of the following:

SJU Wildlife Coordinator	TSA
WS Wildlife Biologist/Specialist	FAA-ATC
SJU Airport Operations	Air Carriers
SJU Environmental	Air Cargo Carriers
SJU Facilities	Airport Tenants and Fixed Base Operators
SJU Engineering & Development	156 th Airlift Wing of PRANG
	198 th Airlift Squadron of PRANG

The WHG is responsible for:

- Explaining and clarifying individual wildlife related responsibilities and monitoring progress of mitigation
- Reviewing wildlife strike records and significant wildlife activity from the previous year
- Ascertaining status of wildlife control procedures
- Evaluating the impact of off-airport projects as necessary and appropriate on operations at SJU



- Discussing future airport projects, expansions plans, and nearby land-use changes that may affect wildlife-use patterns around SJU
- Recommending changes to the WHMP

The SJU Wildlife Coordinator will submit a report regarding work accomplished from the previous six months and any recommendations for change to the Chief Operations Officer for review and approval. This report will be prepared cooperatively by the SJU Wildlife Coordinator and the WS Wildlife Biologist/Specialist.



2 - HABITAT MANAGEMENT, WILDLIFE POPULATION MANAGEMENT, AND LAND USE

2.1 OVERVIEW

Habitat management provides the most effective, long-term remedial measure for reducing wildlife hazards on, or near, airports. Habitat management includes the physical removal, exclusion, or manipulation of areas that are attractive to wildlife. The ultimate goal is to make the environment fairly uniform and unattractive to the species that are considered the greatest hazard to aviation. Habitat modifications will be monitored carefully to ensure that they reduce wildlife hazards and do not create new attractions for different wildlife species. SJU will take guidance from FAA Advisory Circular (AC) No. 150/5200-33, "Hazardous Wildlife Attractants on or Near Airports" (Appendix C). A timeline for habitat management projects is presented in Table 1 below.

There are times when wildlife hazard scenarios require more short-term measures to reduce the wildlife-strike threat than habitat modification can immediately provide. In addition, habitat modification can sometimes produce temporarily attractive areas for wildlife. During those times, direct wildlife control in the form of harassment or lethal removal may be necessary. Short-term wildlife population management methods are outlined in Table 2 below.

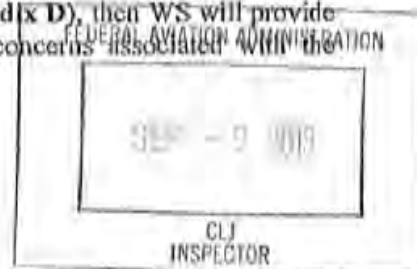
2.2 WILDLIFE ATTRACTANTS AND THE AIRPORT ENVIRONMENT

Wildlife attractants within the airport's Expanded Critical Zone (area within 5 miles along the approach/departure patterns) could potentially impact air traffic safety operating out of SJU. The objective of this WHMP is to actively reduce attractive wildlife habitat on property under the control of SJU while working cooperatively with adjacent property owners to discourage land-use practices that might increase wildlife hazards.

The SJU Wildlife Coordinator and WS Wildlife Biologist/Specialist will participate in all land use planning and mitigation efforts sited for SJU property. The coordinator and biologist/specialist will also be involved in the initial phases of airport building projects, such as new structures or landscaping changes, to provide input on designs that discourage use by wildlife. Efforts will be made to revise plans that create attractive wildlife habitat whenever possible.

2.2.1 Non-airport/Adjacent Land-use Projects

The FAA's Airports Division in the Southern Region will provide technical guidance to SJU in addressing land-use compatibility issues. If SJU or the FAA requests assistance from WS (as per the Memorandum of Understanding between FAA and WS, Appendix D), then WS will provide technical and/or operational assistance in addressing issues or concerns associated with the



proposed project or land-use change. Proposed projects that will likely increase bird numbers within flight zones will be identified, and the recommendation will be to not support the development or to pursue mitigation. Incompatible land uses near the airport may include developments such as water reservoirs, parks with artificial ponds, wetlands, waste handling facilities, and wildlife refuges/sanctuaries. Projects already under development that have the potential to attract hazardous species of wildlife will be closely monitored. Wildlife hazards created by land use changes will be discussed with local planning authorities for collaboration with wildlife control activities.

2.3 WATER MANAGEMENT

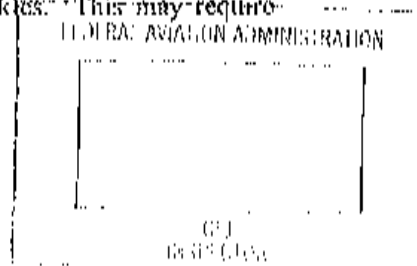
SJU is surrounded by open water on three sides. It is bordered to the east by Laguna La Torrecilla, to the north by the Atlantic Ocean (100 meters from the shoreline), to the west by Laguna San Jose, and to the southeast by Suarez Canal. The lagoons are connected by a series of canals, ponds, and drainage ditches through airport property. The lagoons, ponds, and canals are lined with mangrove trees and other thick vegetation and hold water year-round. Additionally, the large lagoons are located in the approach zones of Runway 26, Runway 8, and Runway 10. Other water sources on SJU property include an unnamed canal to the west of the runways that drains into Laguna San Jose and is mostly open water (but diverted underground in the Runway 8 and Runway 10 safety areas) and marshy areas 200-300 meters west of Runway 8 and 200 meters south of Runway 10-28. During the wet season, there are several areas on the airfield that hold water. Even the smallest water sources at SJU are capable of attracting wildlife. Bird movement among these lagoons, shorelines, ponds, canals, marsh areas, and ditches poses the greatest threat to aircraft utilizing SJU.

Temporary open water areas on the airport will be monitored by the SJU Wildlife Coordinator and/or the WS Wildlife Biologist/Specialist and covered or removed as appropriate. Chronic problem areas will be identified and graded or drained whenever possible.

Year-round water sources will be monitored for bird activity by the SJU Wildlife Coordinator and/or WS Wildlife Biologist/Specialist. Flight patterns of birds between these water sources will also be noted. If a pattern in bird movement is established control measures will be activated. Lethal control will be implemented if necessary.

2.4 VEGETATION MANAGEMENT

The SJU Wildlife Coordinator will limit or exclude all new plantings on SJU property that may include those species that produce edible fruits, seeds, nuts or berries as well as any other plants that create an attraction to hazardous wildlife. It will be particularly important to remove existing mangroves and other thick vegetation with proper permits, and to not allow new mangroves to grow. The SJU Wildlife Coordinator will attempt to verify that new turf being established will not contain hazardous grasses or weeds that can attract doves or grackles. This may require inspection of seed prior to use by a qualified seed expert.



New plantings and current vegetation will be managed or eliminated if they create roosting habitat for birds and nesting/loafing habitat for iguanas. Trees that produce dense roosting cover will be pruned or eliminated and replaced with an alternative species in landscaping plans. The SJU Wildlife Coordinator will participate in the initial and early phases of all airport building projects in an attempt to avoid any inadvertent increase in wildlife hazards resulting from landscape changes. The FAA's Airports District Office (ADO) reviews proposed construction activities for potential wildlife attractions when the FAA Form 7460-1 application is submitted, and may also solicit input from WS.

2.4.1 Turf Management and Weed Control

Grass is used for aesthetic value and erosion control at SJU. No grass types known to attract wildlife will be intentionally planted. FAA Certalert No. 98-05 advises that "airport operators should ensure that grass species and other varieties of plants attractive to hazardous wildlife are not used on the airport." In addition, grasses currently on airport property which are known to attract wildlife will be controlled (i.e. cutting before seeding-out or treated with seed suppression growth regulators) to the extent possible.

SJU will attempt to control hazardous grasses and weeds through the use of a mowing/herbicide/seedhead suppression/growth regulation schedule. SJU will establish a mowing priority system to facilitate the timing of mowing operations with respect to reducing available seed for birds while keeping the overall turf at least 8 inches high and thick. The system will be flexible, allowing seed-reduction mowing to be considered top priority when plants are growing seed and bird numbers are increasing. The SJU Wildlife Coordinator or WS Wildlife Biologist/Specialist will identify critical plant stands producing seeds or other hazardous vegetation that need mowing or herbicide applications. A maintenance worker will be assigned to mow that stand, or mowing equipment will be provided to the WS Wildlife Biologist/Specialist to complete the task.

Efforts will be made to cut grass to a height of 8 inches minimum, and will be conducted when grass height reaches 16 inches or before. The height of mowing decks will be checked by maintenance supervisors. Decks will be raised to a level to allow for 8-inch grass over uneven ground, or to their highest capacity. Both the SJU Wildlife Coordinator and Wildlife Biologist/Specialist will monitor grass height and report findings to the maintenance supervisor every two weeks.

When necessary to reduce areas of bare ground, new grass stands will be planted according to planting recommendations for the local area. Every effort will be made to provide a solid turf of a grass such as Bermuda that minimizes attraction to wildlife. Planting recommendations are available from the Puerto Rico Agricultural Extension Service, (e.g. seasonal timing, planting methods, fertilizer, liming, water, and mineral requirements).

2.5 FOOD/PREY-BASE MANAGEMENT

Rodents, insects, earthworms, and other invertebrates are highly attractive to many species of birds and mammals and will be controlled where feasible. Food handouts, trash, and scattered debris also provide food for wildlife. The modification or management of a wide variety of



habitats such as wildlife-attracting vegetation and removal of abandoned structures will reduce populations of potentially hazardous wildlife by limiting shelter, food, and prey availability.

2.5.1 Birds

Birds are prey items for raptors. The habitat modification procedures discussed previously will reduce the numbers of these prey species and limit the number of perches for raptors.

2.5.2 Rodents

Rodents (house mouse, black rat, and Norway rat) are common in and around SJU. They attract predators capable of causing damaging collisions with aircraft. The SJU Wildlife Coordinator and Wildlife Biologist/Specialist will monitor for rodents and subsequent raptors they attract. When necessary, SJU will use trapping and toxicants to reduce small mammal populations.

2.5.3 Other Prey – Small Reptiles, Amphibians and Fish

Small reptiles, amphibians, and fish are common around the marshy areas and mangroves on SJU. They are an attractive food source for raptors, egrets, and herons. Larval and adult fish are plentiful in the complex ecosystem of mangroves and lagoons. Habitat management, such as water reduction and weed control, where permitted, will aid in decreasing other local prey populations.

2.5.4 Trash, Debris, and Food Handouts

Trash and debris can attract birds such as pigeons, vultures, gulls, egrets, grackles, sparrows, and mammals such as cats, mongooses, and dogs. Terminal personnel will ensure that wind-blown litter, trash, and debris does not accumulate, that lids are placed securely on trash cans, and that dumpsters are kept covered and clean. A "No Trash Uncovered" policy will be strictly enforced among SJU tenants and Operations personnel. Dumpsters and trash receptacles will remain closed at all times and sterile on the outside. If dumpsters are chronically over-filled, SJU will take the steps to have them emptied more frequently or will add more dumpsters to accommodate the increased demand.

Airport employees and patrons will not be allowed to feed birds or mammals anywhere on the airport. SJU Operations will monitor incidents of feeding of wildlife and unclean practices of caterers and other tenants, and shall issue Notice of Breach of Rules violations as appropriate. Signs will be posted throughout pertinent areas (i.e., outdoor break/smoking areas, taxi stands, loading docks) to educate personnel and the public on the association between feeding animals and creating wildlife hazards.

2.5.5 Animal Carcasses

Animal carcasses are food items for animals including vultures, raptors, dogs, cats, turtles, and mongooses. Carcasses of animals, such as those that were involved in collisions with vehicles or aircraft or that were taken pursuant to permits, will be immediately collected and disposed of by the SJU Wildlife Coordinator, Wildlife Biologist/Specialist or SJU personnel on the airport. This is important not only to properly record wildlife strikes and to remove FOD, but it will also reduce the extent to which scavenging birds and carnivores are attracted to the airport by the presence of carrion. Dead animals will be removed by Operations personnel during routine runway and taxiway inspections whenever they are observed. All bird carcasses removed from within 200 feet of the runway centerline or taxiways will be frozen for species identification by

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the Wildlife Biologist/Specialist. Necessary information pertaining to where and how the carcass was found will be reported on the Wildlife Strike Report Form (Appendix J) and placed with the carcass in a freezer for the Wildlife Biologist/Specialist.

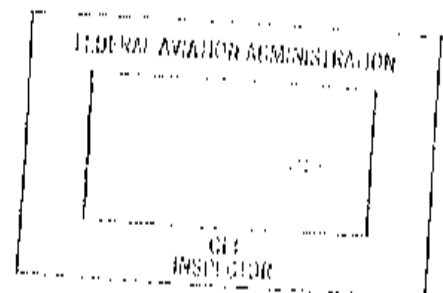


Table 1: Habitat management projects to reduce wildlife hazards at SJU.

WILDLIFE HAZARD	MITIGATION STRATEGY	RESPONSIBILITY ASSIGNED TO:	TARGET INITIATION DATE	TARGET COMPLETION DATE
Water Management				
Wet areas on the field promote moist soil organisms, wetland plants and provide foods for a variety of birds hazardous to aviation such as egrets, herons, waterfowl and gulls. They are difficult to mow and consequently grow tall and provide cover and nesting areas for wildlife.	Drain, re-grade, or fill in areas that hold water or remain wet enough that turf cannot grow well or vegetation cannot be maintained. (Specifically the areas west of RW 8) (A). Identify other areas of concern and prioritize by wildlife use for additional drainage/management (B).	SJU Engineering, SJU Facilities, General Contractors, Sub-Contractors	(A) July, 1, 2013	March 1, 2014
			(B) August 1, 2013	Dec. 31, 2013
Standing water attracts many types of birds, and particularly birds hazardous to aviation such as gulls, waterfowl, herons and egrets.	Identify areas where birds are causing potential issues (A). Install bird wire grids or utilize netting to exclude larger birds from drainage ditches that hold water for more than 48 hours (B).	SJU Environmental, SJU Facilities	(A) July 1, 2013	June 30, 2014
			(B) July 1, 2014	June 30, 2015
Vegetation Management				
Short grass provides easy foraging areas for egrets, doves and other birds and sunning and nesting areas for iguanas	Grass height in managed areas will be kept no shorter than 8 inches and no taller than 16 inches. Emphasis will be placed on weed control and thickening the turf.	SJU Facilities	Ongoing	

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Mowing kicks up insects and makes the areas around the mower attractive to cattle egrets and other aerial foragers	The airfield will be mowed late in the afternoon and at night when most egrets are away from the airfield staging to roost or already in their roost.	SJU Facilities	Ongoing	
Broad-leaved weeds provide species diversity in turf, create bare spots, and produce seeds attractive to doves, grackles and mongooses.	When birds are observed feeding heavily upon seed, SJU will evaluate the need to utilize herbicide to control the weeds.	SJU Environmental, SJU Facilities	Ongoing	
Bare ground attracts birds and iguanas to feed, grit, and nest	Bare ground, such as that at construction sites and iguana nesting sites, will be tilled and planted as soon as possible with Coastal Bermuda or St. Augustine.	SJU Facilities, SJU Engineering, General Contractors, Sub-Contractors	Ongoing	
Ruts from mowing become deeper over time, hold water, and cause surrounding turf to be cut too short	Mowers will use different mowing patterns so as not to form destructive ruts.	SJU Facilities	Ongoing	
Mangrove trees promote ideal wildlife habitat, including producing preferred food, nesting, and roosting cover. Iguanas and large	Confer with DNER and ACOE to discuss mangrove management needs (A). Develop mangrove management plan (B). Obtain necessary permits to remove nuisance mangrove trees on airport property (C).	SJU Environmental, SJU Engineering, SJU Wildlife Coordinator, WS Specialist/Biologist	(A) July 1, 2013 (B) July 1, 2013 (C) TBD	August 5, 2013 December 31, 2013

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birds use these areas heavily on the AOA.				
Mangrove trees promote ideal wildlife habitat, including producing preferred food, nesting, and roosting cover. Iguanas and pelicans birds use these areas heavily.	Develop mangrove management plan (A). Remove mangroves from along drainage ditches parallel to the runways and wherever else it is feasible on AOA (B).	SJU Environmental, SJU Engineering, Contractor, Sub-Contractor	(A) July 1, 2013 (B) TBD	Dec. 31, 2013
Trees and other wood vegetation provide nesting and roosting cover for birds.	Trim trees and maintain (A). Develop a tree management plan (B). Remove pine trees along runway and any other brushy areas from the AOA (C).	SJU Environmental, SJU Engineering, Contractor, Sub-Contractor	(A) July 1, 2013 (B) July 1, 2013 (C) TBD	September 30, 2013 Dec 31, 2013

Structure Management

Unused and/or deteriorating operating surfaces provide nesting habitat for some birds, gnat, and thermal sources for soaring birds of prey	Conduct a detailed survey of abandoned structures (A). Develop a comprehensive structures management plan (B). Deteriorated surfaces that are still active will be repaired and/or repaved/sealed. Unused surfaces will be removed and replaced with Constal Bermuda or St. Augustine (C).	SJU Environmental, SJU Engineering and Planning, General Contractors, Sub-Contractors	(A) July 1, 2013 (B) July 1, 2013 (C) Ongoing	September 30, 2013 Dec 31, 2013
Structures such as power poles, signs, antennas, light beacons, abandoned buildings and piers provide places for hazardous birds to perch.	Remove beacons, antennas and other structures that are unnecessary (A). Remove piers from Laguna la Torecilla (B).	SJU Engineering, General Contractor, Sub-Contractor	(A) Ongoing (B) March 1, 2013	July 1, 2013



Structures such as power poles, signs, antennas, light beacons, abandoned buildings and piers provide places for hazardous birds to perch.	Identify areas continually used by birds (A). Where birds are chronically utilizing structures necessary to the airport, install perching barriers (B).	SJU Environmental, SJU Wildlife Coordinator, WS Specialist/Biologist	(A) July 1, 2013 (B) Ongoing	Dec 31, 2013
Waste disposal area between both runways presents significant hazard by allowing birds and mammals easy access to food items. Animals must cross either runway to access it.	Install new dumpsters at the central waste transfer area with lids that remain tightly closed at all times as well as trash receptacles that can be completely closed throughout the airport. Institute a strict "No Trash Uncovered" policy, and enforce with safety citations when necessary.	SJU Wildlife Coordinator, SJU Operations	July 1, 2013	June 30, 2014
Any type of food, designed for humans or animals, is an attractant to many species of wildlife that are hazardous to aviation.	Institute a strict "No Feeding Wildlife" policy on all airport grounds. Enforce policy with safety citations when necessary.	SJU Wildlife Coordinator, SJU Operations	Ongoing (To be launched on September 2, 2013)	
An incomplete fence that has fallen under disrepair allows large mammals and iguanas easy access to the AOA	Remove all vegetation around existing fence so that regular inspection and maintenance is possible (A). Install/repair/maintain perimeter fence. Where fence is incomplete, install new fencing that is buried underground. Make certain culverts at ditches are screened to exclude terrestrial wildlife (B).	SJU Engineering, SJU Operations, Contractor, Sub-Contractor	(A) July 1, 2013 (B) Ongoing	September 2, 2013

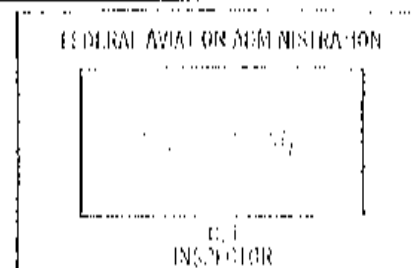
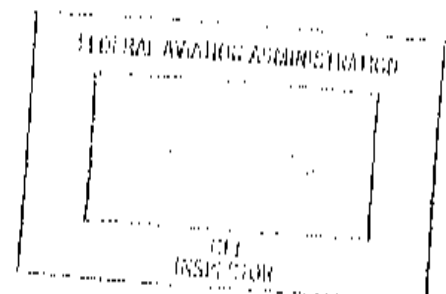


Table 2. Wildlife Population Management Strategies to be employed at SJU.

WILDLIFE HAZARD	MITIGATION STRATEGY	RESPONSIBILITY ASSIGNED TO:	TARGET INITIATION DATE	TARGET COMPLETION DATE
<i>Non-Lethal Management</i>				
Egrets are strike threat at SJU	Monitor wading bird daily and seasonal movements and roosting behavior around SJU on a weekly basis	SJU Environmental, SJU Wildlife Coordinator, WS Specialist/Biologist	Ongoing	
Egrets are a strike threat at SJU	Diligently harass egrets using pyrotechnics. When necessary, initiate limited lethal control to reinforce harassment	Wildlife Biologist/Specialist, Airport Operations	Ongoing	
Egret roosts and rookeries on or near the airport increase the probability that a strike will occur.	If on airport property, remove trees being utilized. If not possible, harass using avian lasers, pyrotechnics, and mylar tape. If off airport property, confer with property owner to secure permission to harass roost or rookery	SJU Environmental, SJU Wildlife Coordinator, Wildlife Biologist/Specialist, Airport Operations	As necessary	
Standing water and wet areas following rain events in the wet season attract increased numbers of birds (gulls, shorebirds, doves) to SJU.	Increase man-power during these times to aggressively harass birds from wet areas until they can be modified to drain quickly. Initiate limited lethal control to reinforce harassment when necessary. Monitor bird numbers throughout the day.	SJU Environmental, SJU Wildlife Coordinator, WS Specialist/Biologist, Airport Operations	Following rain event, based upon population monitoring	Ongoing
Raptors feed and loaf at SJU	Trap and relocate raptors according to permit restrictions.	Wildlife Biologist/Specialist	Ongoing	
Mangroves and other trees provide roosting and nesting cover for wading birds and iguanas	Until trees are removed, harass using pyrotechnics, lasers, mylar tape, and/or fogging	Wildlife Biologist/Specialist	Daily as needed	Ongoing until habitat is removed



	devices			
Pelicans and magnificent frigatebirds fly over airfield and approach zones from lagoon to coast and back.	Harass immediately using long-range and regular pyrotechnics.	Wildlife Biologist/Specialist; Airport Operations	Ongoing	
<i>Lethal Management</i>				
Birds roost and nest in the general aviation hangars	Remove nests, shoot with pellet gun, trap	Hanger Tenants; SJU Wildlife Coordinator; Wildlife Biologist	Ongoing	
Rodents attract dogs and raptors	Trap or apply rodenticide	Airport Facilities; Wildlife Biologist/Specialist	As needed	
Zenaida doves pose a significant strike risk to aircraft	Shoot birds flying over or in close proximity to the runways if numbers reach a critical level; harassment is normally not very effective	Wildlife Biologist/Specialist; Airport Operations	As needed	
Raptors pose significant strike risk to aircraft at SJU	If previously trapped and relocated birds return to SJU, euthanize them	WS Wildlife Biologist/Specialist	Ongoing	
Stray dogs pose strike risk to aircraft at SJU	Trap using footholds, cage traps, or catch poles. Deliver them to local animal shelter.	WS Wildlife Biologist/Specialist	Ongoing	
Indian mongooses can be a food item of raptors.	Trap and euthanize mongooses on the airfield.	WS Wildlife Biologist/Specialist	Ongoing	
Iguanas pose a strike risk to aircraft at SJU	Trap, shoot, or capture iguanas with catch pole.	WS Wildlife Biologist/Specialist	Ongoing	



3 - PERMITS AND REGULATIONS

3.1 OVERVIEW

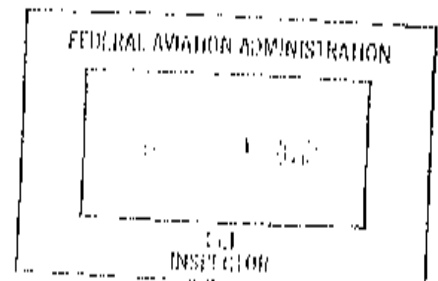
Federal, territory, or municipal laws protect most forms of wildlife and their habitats. Before administering any control action at SJU, whether lethal or non-lethal, the legal status of the target species and possible non targets will be determined. Regulatory agencies governing wildlife issue permits to trap or kill wild animals depending on the species and method of control involved. A permit is usually required to harass species of special concern (i.e. threatened and endangered species) as well. SJU will adhere to the current regulations regarding wildlife control and obtain the appropriate permits to take or harass specific types of wildlife. WS will assist in this process. Permits to take wildlife in Puerto Rico are issued by the USFWS (federal agency) and the Puerto Rico Department of Natural and Environmental Resources (DNER).

In almost all instances of direct wildlife management, the tools used to capture or kill animals are regulated by the commonwealth of Puerto Rico or by local and federal ordinances (the use of firearms).

3.2 PUERTO RICO WILDLIFE REGULATIONS

The Puerto Rico DNER is responsible for the conservation and management of wildlife and habitat in Puerto Rico. The New Wildlife Law of Puerto Rico (Law No. 241 of August 15, 1999) and its Regulations (Regulation No. 6765, for the Conservation and Management of Wildlife, Exotic Species and Hunting in the Commonwealth of Puerto Rico, and Regulation No. 6766, to Govern the Threatened and Endangered Species of the Commonwealth of Puerto Rico) are the legal framework that empowers DNER to protect the wildlife resources of Puerto Rico. Permits for collection or population control are issued by the Secretary of the DNER through the Terrestrial Resources Division (TRD). It is a condition of the permit to report all authorized activities. The New Wildlife Law of Puerto Rico may be found in **Appendix K**, and a full copy of Regulations 6765 and 6766 may be found in **Appendix H**.

Municipalities may regulate the use and disclosure of firearms that could impact SJU wildlife management operations. Consequently, SJU will check with local city enforcement officials prior to conducting operational control measures, especially lethal control.



3.3 FEDERAL REGULATIONS

The U.S. Government has passed several acts for the protection of wildlife including the Migratory Bird Treaty Act (MBTA), the Lacey Act, the Endangered Species Act, Eagle Protection Act, the National Environmental Policy Act, the Clean Water Act, and the Federal Insecticide, Fungicide, and Rodenticide Act (FIFRA). These are the basis of most wildlife regulations that have been issued in the Codes of Federal Regulations (CFR). Several agencies are responsible for implementing those regulations and many of those regulations affect wildlife management at airports. Federal wildlife laws are administered by the USFWS and primarily involve migratory birds protected under the MBTA and all species protected under the Threatened and Endangered (T&E) Species Act (**Appendix F and Appendix G**). Permits from the USFWS must be updated annually unless otherwise stated on the permit.

Federal permits authorize SJU and its designees to kill non-endangered and non-threatened species of migratory birds when they are creating or about to create a hazard to aircraft, after non-lethal techniques have been tried. While partnering with WS through a Cooperative Service Agreement, SJU will rely on WS to maintain current federal, territory, and local permits and conduct all lethal control (see 50 CFR § 13.22 in **Appendix F**). WS's depredation permit is also subject to the conditions put forward in 50 CFR § 21.27: Special Purpose Permits (**Appendix F**). Under these guidelines, WS is required to document the permitted activity including type of action, species and numbers involved, and disposition of carcasses. These records will be available for inspection if called upon.

3.3.1 National Environmental Policy Act

The National Environmental Policy Act (NEPA) of 1969 requires Federal agencies to analyze their actions regarding potential impacts to the environment. Completion of an environmental assessment and finding of no significant impact will usually suffice; however, if the project contains significant negative environmental impacts, completion of an environmental impact statement is necessary. Recently, court rulings have suggested that those State, City, and local agencies in receipt of federal funds should also complete a NEPA exercise.

Section 7 of the Endangered Species Act requires Federal agencies to consult with the USFWS to determine whether their activities will impact T&E species. Negative impacts can be mitigated with reasonable and prudent alternatives, thereby allowing the project to go forward. The working relationship between WS and the USFWS allows for quick and progressive consultations to occur without compromising agency projects.

3.4 WILDLIFE CATEGORIES

Federal (CFR Title 50) and Puerto Rico laws define the categories of wildlife and regulations related to their management. Feral and free ranging dogs, cats and other domestic animals are included in this plan because they pose hazards to aircraft, but they are mostly regulated under municipal laws. SJU personnel will be aware of the category for the species that they intend to control so they can determine the relevant laws and necessary permits (Table 3).

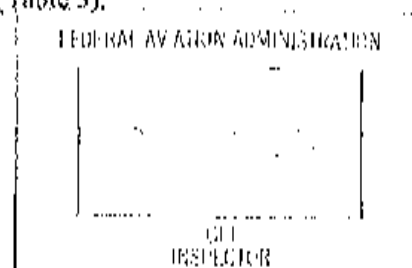


Table 3. Wildlife categories in Puerto Rico, and permits necessary for lethal control or harassment as required by Federal and Territory wildlife agencies.

Table 3. Species found in Puerto Rico and the permits required to manage them.

Category	Species	DNER Permit Required	Federal Permit Required
Island-indigenous plants and animals	Any animal and plant determined to occur naturally in Puerto Rico including migratory birds that pass through the Island (See Appendix H)	YES ²	YES ¹ , for those birds that are listed as migratory birds protected by the Migratory Bird Treaty Act.
Vermitt	house mouse, mongoose, Norway rat, roof (black) rat	NO, consult with DNER is advisable	NO
Threatened & Endangered Species	See Appendix G	YES, Threatened or Endangered territory lists may be different from federal lists	YES
Feral domestic mammals	Dogs, cats	NO - consult with local animal control	NO

¹ For a list of migratory birds see 50 CFR § 10.13 (APPENDIX F).

² To obtain a permit, contact PRDNER's Terrestrial Resources Division.

3.5 GENERAL REGULATIONS FOR WILDLIFE CONTROL

Several regulations and permits apply to wildlife management activities at SJU. Many of these regulations relate to safety, methods, and special considerations or restrictions which are usually specified on the depredation permits.

3.6 BIRDS

3.6.1 Migratory Game Birds

Migratory game birds (Zenaida doves, white-winged doves, mourning doves, scaly-naped pigeons, ducks, common moorhens, and common snipe) are regulated by the USFWS pursuant to the MBTA and Territory laws. These regulations allow harassment of all migratory birds when they are damaging property or threatening human health and safety, but a permit is required for take and for the removal of nests/eggs. Depredation permits are not issued for eagles or T&E species (these species require separate permits for harassment and/or take).

Identification of open hunting seasons and the wildlife involved may be necessary before employing certain wildlife management measures. For instance, the use of the tranquilizer alpha-chloralose on waterfowl is not allowed during the waterfowl hunting season. If hunting is used as a management method for migratory game birds, individuals must possess a valid Puerto Rico hunting license and harvest information program stamp. A Territory waterfowl stamp and Federal



migratory bird hunting stamp are also required for waterfowl although there are limitations to where the stamps can be used.

3.6.1.1 Migratory Bird Depredation Permit (CFR 50, Part 13)

A depredation permit to take federally protected migratory birds can be obtained by contacting the local WS office and requesting a permit application. WS will maintain permits for take of protected species and comply with all reporting requirements. Aerostar personnel will not take migratory birds at this stage and will request WS conduct this activity when required. A list of migratory bird species may be found in **Appendix F**.

3.6.2 Resident Nongame Birds

Pigeons, European starlings, and house sparrows do not require any permits to be harassed or lethally removed.

3.6.3 Depredation Order for Blackbirds, Cowbirds, Grackles, and Crows

A Depredation Order is a Federal regulation which authorizes the take of certain bird species involved in damage situations, without a Federal permit. Under CFR 50 Part 21.43, "Depredation Order for Blackbirds, Cowbirds, Grackles, Crows, and Magpies," these species may be taken without a federal permit when they are concentrated in such numbers and manner as to constitute a health hazard or other nuisance. Shiny cowbirds, greater Antillean grackles, fall under this depredation order. A territory permit is not required either.

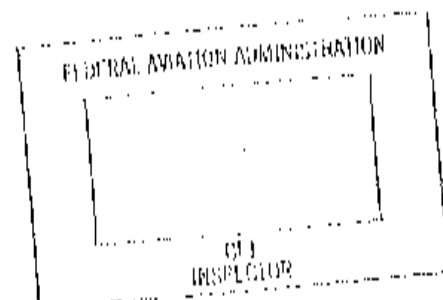
3.6.4 Birds That Are Exempt from Federal/Territory Protection

Various "pet" birds such as lovebirds are exotic (non-native) bird species that are not afforded Federal protection. Therefore, the birds, or their nests, eggs, or young may be taken without a permit. Some domestic waterfowl (e.g., Peking and Muscovy ducks) breed with migratory waterfowl, creating hybrids often resembling wild birds. If the bird is indistinguishable from a wild bird, it is afforded the same protection as a wild migratory bird, and a permit is required for take.

3.7 MAMMALS

3.7.1 Game Mammals

In Puerto Rico, game mammals are those species that are hunted for sport, recreation, or meat. Mammals are primarily regulated only by Territory law. The taking of game mammals requires a valid hunting license issued by the DNER. Feral swine and feral goats are game mammals.



3.7.2 Non-game Mammals

Non-game mammals are protected under the New Wildlife Law of Puerto Rico (Law No. 241 of August 15, 1999) and its Regulations (Regulation No. 6765, for the Conservation and management of Wildlife, Exotic Species and Hunting in the Commonwealth of Puerto Rico, and Regulation No. 6766, to Govern the Threatened and Endangered Species of the Commonwealth of Puerto Rico). The full language of these regulations may be found in **Appendices E and H**. A scientific collection permit is required to take any of these species. In addition, some of these animals are classified as threatened or endangered, and would require a Section 7 consultation with the USFWS before being impacted. None of these animals are likely to be found at SJU, but it is important for SJU personnel to be familiar with them. Bats are present and protected in Puerto Rico.

3.7.3 Feral Domestic Mammals

In Puerto Rico, take of feral mammals such as dogs and cats does not require a federal or territory permit.

3.8 REPTILES & AMPHIBIANS

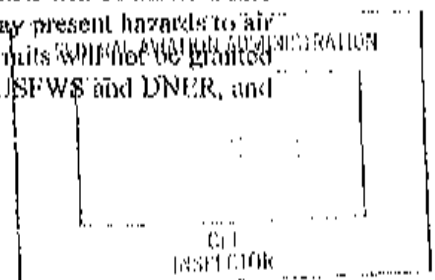
In Puerto Rico, many reptiles and amphibians are protected (see **Appendix H**). Their take would require a state scientific collecting permit. However, iguanas are not afforded protection by federal or territory regulation. A permit is not required to manage these animals.

3.9 WILDLIFE/HABITAT ISSUES OF SPECIAL CONCERN

3.9.1 Federal Threatened and Endangered (T&E) Species

The Federal Endangered Species Act (Sec. 2 [16 U.S.C. 1531]) protects plants and animals which may be threatened with extinction. These acts also protect wildlife habitat. An endangered species is defined as any species or subspecies which is in danger of extinction throughout all or a significant portion of its range. A threatened species is a species or subspecies which is in danger of becoming an endangered species within the foreseeable future throughout or over a significant portion of its range. Once listed, a T&E species cannot be taken or harassed without a special permit. Eagles are also afforded protection under the Bald and Golden Eagle Protection Act. If a significant hazard exists with a listed species that jeopardizes air safety, the USFWS and the Puerto Rico DNER should be contacted for assistance.

The USFWS maintains updated lists of T&E species. Wildlife control personnel at SJU will familiarize themselves with listed bird and mammal species and their potential occurrence at the airport (**Appendix G**). Updated lists of Federal T&E species will be obtained from the USFWS website prior to the WHG meetings. When these lists change, the current lists will be inserted into this document by the SJU Wildlife Coordinator. Some of these species may present hazards to air traffic at SJU, and permits are required to harass them. In most cases, permits will not be granted to take T&E species. Habitat critical to listed species is regulated by the USFWS and DNER, and



these regulations will be reviewed to determine their potential effect on SJU's habitat modification plans to reduce wildlife hazards.

Currently, the T&E species listed as occurring in Carolina, PR, are several species of sea turtles, Antillean manatee, the yellow shouldered blackbird, the Puerto Rican boa. It is very important that all wildlife be properly identified before harassment or lethal control measures are undertaken.

3.9.2 Eagle Permits

Eagles are afforded federal protection under the Bald and Golden Eagle Protection Act, which requires that a federal permit is necessary in order to harass them away from damage situations. Bald Eagles are considered vagrants in Puerto Rico, but it is possible that one may be observed at SJU. If they are, SJU will consider completing an application for an Eagle Permit.

3.9.3 Habitat Conservation

USFWS and the PR DNER are responsible for species conservation and recovery plans for T&E species. These plans require the identification of critical habitat when it is associated with the decline of a species. Habitat alterations and developments may be prohibited in areas where critical habitat has been designated or where such changes could result in the inadvertent take of an endangered species. Consultation with USFWS or DNER biologists will help determine on a case-by-case basis whether critical habitat is affected by airport projects, and if so, the necessary mitigation.

3.9.4 Wetlands Mitigation

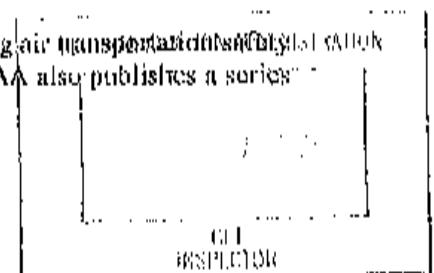
Wetland modifications may require permits from various agencies, including the USFWS, Army Corps Of Engineers (ACOE), and the DNER. Pre-development mitigation may be required for issuance of a permit. More information regarding wetlands and mitigation on airports is located on the FAA website. Refer to Advisory Circular 150/5200-33, Section 2-4 (Wetlands).

3.10 CERTIFIED PESTICIDE APPLICATOR LICENSE

The use of restricted-use pesticides for the removal of hazardous wildlife (e.g., rock doves and starlings) or prey species (e.g., rodents, insects, earthworms, and weeds) in most cases must be conducted by a certified applicator licensed by the Puerto Rico Department of Agriculture (PRDA). To obtain the necessary license to apply restricted-use pesticides, a person must pass an exam administered by the PRDA. All SJU personnel that use pesticides will first obtain a pesticide applicator's license pursuant to territory regulations. Use of all pesticides will adhere to the product label and will follow Environmental Protection Agency (EPA) guidelines.

3.11 FAA REGULATIONS, ADVISORY CIRCULARS, AND CERTALERTS

The FAA is the Federal agency responsible for developing and enforcing air transportation safety regulations. Many of these regulations are codified in the FARs. The FAA also publishes a series

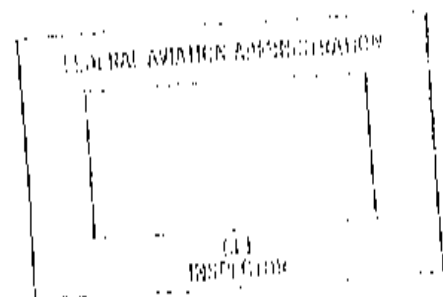


of guidelines for airport operators to follow called Advisory Circulars (ACs). ACs in the 150 series deal with airport safety issues, including wildlife hazards. In addition to FARs and ACs, the FAA periodically issues Certalerts for internal distribution and to provide recommendations on specific issues for inspectors and airport personnel. All of the above-mentioned regulations, ACs, and Certalerts are frequently changed or updated, and their current status should be verified on a regular basis. This may be accomplished by contacting the FAA directly or by visiting their website at <http://www.faa.gov>.

A manual entitled Wildlife Hazard Management at Airports was developed cooperatively by the FAA and WS in 1999. It contains important information on airport wildlife hazard management, and it is consulted by SJU personnel regarding control actions and other wildlife hazard management issues. This manual must be retained in the Operation Supervisor's office, and is available on-line (<http://www.wildlife-mitigation.tc.faa.gov>).

3.12 OTHER REQUIRED DOCUMENTS/PERMITS

While SJU is partnered with WS under a Cooperative Service Agreement, SJU will rely on WS to keep required Federal, Territory, and local permits readily available and current.



4 - RESOURCES

4.1 OVERVIEW

Habitat management and wildlife control supplies and equipment are purchased from commercial sources. An adequate supply of equipment will be maintained at SJU for use by trained personnel.

4.2 AIRPORT SUPPLIES

Supplies that will normally be available at the airport or will be purchased when necessary include, but are not limited to:

1. 15 mm pyrotechnic pistol launchers (Bird bombs/bangers and screamers), CAPA pyrotechnics (long-range)
2. Pellet rifle and ammunition
4. Cleaning supplies for all firearms and pyrotechnic launchers
5. Catch poles
6. Exclusion materials such as metal spikes and bird netting
7. Cage trap for dogs (e.g., Tomahawk 110B)
8. Cage trap for cats/raccoons (e.g., Tomahawk 108)
9. Small cage or cloth bag for holding bats
10. Binoculars
11. Gloves - thin leather gloves to handle bats, latex gloves to handle birds or carcasses
12. Garbage bags - various sizes
13. Re-sealable bags - various sizes
14. Freezer to preserve bird carcasses for identification by the Wildlife Biologist/Specialist
15. FAA Form 5200-7 "Bird/Other Wildlife Strike Report" (**Appendix J**)
16. 12 gauge shotgun(s) and ammunition
17. Rifle or .22 pistol
18. Mylar tape

The following resource documents will be maintained in written or electronic form in the SJU Wildlife Coordinator's office.

1. Field guides to wildlife identification
2. Prevention and Control of Wildlife Damage (2-binder manual, on CD) or available on the web at <http://wildlifedamage.wil.edu/handbook/handbook/>
3. FAA Wildlife Hazard Management at Airports manual -- available on the web at <http://wildlife.pr.erau.edu/EnglishManual/EngStart.pdf>
4. Transport Canada reference manual for wildlife control procedures at airports -- available on the web at <http://www.tc.gc.ca/CivilAviation/Aerodrome/WildlifeControl/tp13549/main.htm>
5. Wildlife Hazard Assessment for SJU



6. 156th Airlift Wing Bird/Wildlife Aircraft Strike Hazard (HASH) Plan 91-212
7. SJU Wildlife Hazard Management Plan

4.3 AIRPORT SUPERVISORS AND SENIOR RAMP CONTROLLER VEHICLES

The Airport Operations vehicles will contain the supplies listed below to facilitate an immediate response to wildlife hazards. These personnel are responsible for responding to emergency calls from the SJU ATC tower or Operations Supervisors to disperse animals from the runways. They will maintain radio communications with the tower if there is a potentially hazardous situation within the AOA, and the patrols will operate within the aircraft movement areas according to FAA guidelines. At a minimum, supplies to be maintained in the vehicles should include at least:

- 15 mm pyrotechnic pistol launchers
- 15 mm pyrotechnics (bangers, screamers, starter caps, etc.)
- Bird identification field guide
- Binooculars
- Latex gloves
- Garbage bags
- Re-sealable sandwich bags
- Data sheets (FAA Form 5200-7, wildlife activity logs)
- Prepared SJU Strike Remains Recovery Kit

4.4 USDA-WILDLIFE SERVICES ASSISTANCE

Any necessary equipment such as traps, netting, vertebrate pesticides, firearms, lasers, and chemical products will be available through WS for conducting specific control operations. SJU will maintain a Cooperative Service Agreement with WS to assist SJU personnel in deterring or removing wildlife from the airport. The duties assigned to the WS Wildlife Biologist/Specialist are listed in 1.2.12 of this plan.

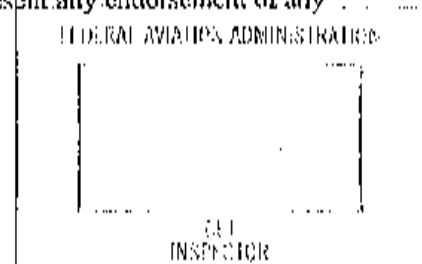
4.5 ANIMAL CONTROL AND RESCUE ASSISTANCE

Domestic animals may be contained and brought to a nearby animal control shelter.

- In Carolina: Animal Control Center of Carolina, Apartado 8, Carolina, PR 00986-0008 (787) 752-7273
- In San Juan: San Juan Municipal Shelter, Call Box 70179, San Juan, PR 00936, (787) 792-6856/6833

4.6 SOURCES OF WILDLIFE MANAGEMENT SUPPLIES/EQUIPMENT

The following is a list of many of the wildlife management equipment suppliers and/or manufacturers, as compiled by WS. This list was assembled to assist SJU in obtaining wildlife management supplies, equipment, or information, and does not represent any endorsement of any device type, manufacturer, or distributor.



Metal wires, projections, or netting

Bird-B-Gone
24362 Via Madrugada
Mission Viejo, CA 92692
800-392-6915

Bird Barrier
20925 Chico St.
Carson, CA 90746
800-503-5444
www.birdbarrier.com

Bird Barrier America
300 Calbert Ave.
Alexandria, VA 22301
800-662-4737

Bird-X, Inc.
300 N. Elizabeth St.
Chicago, IL 60607
800-662-5021
www.bird-x.com

Cat Claw Inc.
P.O. Box 3778
Johnstown, PA 15994
814-266-5544
www.catclaw.com

Nixalite of America
417 25th St.
Moline, IL 61265
800-624-1189
www.nixalite.com

Nylon Net Co.
845 N. Main St.
Memphis, TN 38101
800-238-7529

Wildlife Control Technology, Inc
P.O. Box 592 2501 N. Sunnyside
Fresno, CA 93727
800-235-0262
www.wildlife-control.com

Other Exclusionary Devices

Airport Surface Technologies
53 E. Jackson Blvd. Suite 1524
Chicago, IL 60604
312-692-1962
(AvTurf)

Euro-Matic Plastics, Inc.
2201 Old Stantonsburg Rd.
Wilson, NC 27893
919-206-1400
(Plastic bird balls)

Wildlife Control Technology
2501 N. Sunnyside Ave.
Fresno, CA 93727
800-235-0262
(Bird balls)

Propane Exploders

Agricultural Supply, Inc.
1435 Simpson Way
Escondido, CA 92029
800-527-6699

H.C. Shaw Company
4554 Quantas Ln. Suite 1
Stockton, CA 95026
800-221-2884

Reed-Joseph International
800 Main St. P.O. Box 894
Greenville, MS 38702
800-647-5554

Margo Supplies, Ltd.
P.O. Box 5400
High River, Alberta, Canada T1V 1M5
403-652-1932
www.margosupplies.com

Pyrotechnic Devices

All Purpose Ammo
517 Concord Ind. Drive
Seneca, SC 29672
800-870-2666

APGAR, Inc
Mill River Supply
375 Adams
Bedford Hills, NY 10507
914-666-5774

Reed-Joseph International
800 Main St. P.O. Box 894
Greenville, MS 38702
800-647-5554



Margo Supplies, Ltd.
P.O. Box 5400
High River, Alberta, Canada T1V 1M5
403-652-1932
www.margosupplies.com

Tactile Repellents

Bird Control International
J.T. Eaton & Co.
1393 E. Highland Rd.
Twinsburg, OH 44087
800-321-3421

J.C. Erlich Chemical Co.
2293 Amber Dr.
Hatfield, PA 19440
800-488-9495

The Tanglefoot Co.
314 Straight Ave. SW
Grand Rapids, MI 49504
616-459-4130

Traps and Trapping Supplies

Forestry Suppliers, Inc.
205 W. Rankin Street
P.O. Box 8397
Jackson, MS 39284
800-360-7788
www.forestry-suppliers.com

Ketch-All Company
4149 Santa Fe Road #2
San Luis Obispo, CA 93401
805-543-7223

M & M Fur Company
P.O. Box 15
Bridgewater, SD 57319
605-729-2535

Montgomery Fur
1539 W. 3375 S.
Ogden, UT 84401
801-394-4686

Tomahawk Live Trap, Co.
P.O. Box 323
Tomahawk, WI 54487
800-272-8727

Triple S Outdoor Supply
2179 Highway 35 South
Foxworth, MS 39483
601-763-1789

Optics, Firearms, Pellet Rifles

Club De Tiro Y Armería
Ponce de León
Ave. 65 de Infantería #715
San Juan, Puerto Rico 00924
787-765-2775

B&B Target Center
369 Ave. San Claudio Suite #3
San Juan, Puerto Rico 00926

Field Books

The Bookmark
Empresas Caparra
San Patricio Plaza
SF. D. Roosevelt, Esq. Avenida San Patricio
Guaynabo, PR 00968



5 - WILDLIFE HAZARD MANAGEMENT PROCEDURES

SJU Operations personnel will conduct physical inspections of movement areas and other areas critical to wildlife hazard management as part of the daily protocol. They will document all observed wildlife and all data sheets will be maintained in the airport wildlife log. This airport wildlife log will be retained in the Operations Supervisor's office. If no wildlife is observed, a record indicating that an inspection was conducted. During periods of exceptionally heavy wildlife activity (e.g., migratory periods, roosts on airport property, etc.), the SJU Wildlife Coordinator will consult with the Operations Supervisor(s) to issue a NOTAM and consult with the Wildlife Biologist/Specialist to mitigate the issue if possible.

5.1 WILDLIFE CONTROL MEASURES

Wildlife observed on SJU that is determined to pose hazards to aviation will be managed using safe, effective, legal, and environmentally responsible direct control techniques.

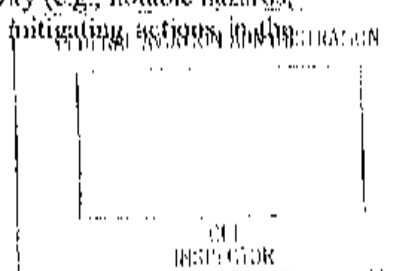
Wildlife identification guides and handbooks will be available for use by wildlife control personnel at SJU. The manual entitled *Prevention and Control of Wildlife Damage* (2-volume set) details species-specific damage assessment, and includes an in-depth discussion of methods of dispersal or removal for each species. It is available on-line at <http://wildlifedamage.unl.edu/handbook/handbook/>. In addition, Transport Canada (Canada's governmental agency responsible for reducing wildlife hazards) has also produced a valuable reference manual on wildlife control procedures at airports. It is available on-line at <http://www.tc.gc.ca/CivilAviation/Aerodrome/WildlifeControl/p13549/memr.htm>.

Additionally, the FAA and WS have jointly developed a manual entitled, *Wildlife Hazard Management at Airports*. This manual is available in the Operations Supervisor(s)'s office and on-line at <http://www.wildlife-mitigation.tc.faa.gov>.

Along with these references, the WS Wildlife Biologist/Specialist will be consulted regarding special needs and/or emerging hazards. Airport personnel will be trained by WS to identify and manage hazardous wildlife at SJU and will select and implement wildlife management methods that are appropriate to the type of animal causing the hazard.

5.2 WILDLIFE PATROL

SJU Operations personnel will conduct at least one wildlife patrol at SJU during each shift. The patrol will monitor and respond to wildlife hazards on the airfield and will coordinate their activities through the SJU Wildlife Coordinator or Operations Supervisor. Operations personnel will be trained in wildlife identification, wildlife management techniques, and safe operations. They will have radio-equipped vehicles and adequate wildlife control supplies. Operations personnel will maintain clear communications with the ATC tower, in accordance with FAA radio protocols, and will record all observations of wildlife-related activity (e.g., notable hazards, animals killed or dispersed, unusual wildlife behavior, etc.) and their mitigating actions in the airport wildlife log.



Routine runway sweeps will be conducted at least once per shift, and the presence of any dead animals found that were involved in strikes with aircraft will be recorded on the Wildlife Strike Report Form (Appendix J). All dead birds, mammals, and reptiles found on runways and taxiways, or within 200 feet of the runway centerline will be considered the result of a strike unless the death was obviously due to some other cause. Animal remains will be placed in a zipped plastic bag and placed in the freezer of the Wildlife Biologist/Specialist with a Wildlife Strike Report Form attached. If the Wildlife Biologist/Specialist is not present, the SJU Wildlife Coordinator or Operations Supervisor will use a key to gain access to the freezer and leave the carcass there for future identification by the Wildlife Biologist/Specialist. The Wildlife Biologist/Specialist or the SJU Wildlife Coordinator will maintain an electronic database of wildlife strike data collected at SJU. In addition to carcasses found near aircraft movement areas, wildlife strikes will also include: (1) strikes reported by pilots, (2) evidence of wildlife strikes found and reported by aircraft maintenance personnel, and (3) direct observation of a strike by SJU, ATC, or WS personnel. All Wildlife Strike Report Forms will be submitted to the SJU Wildlife Coordinator or Wildlife Biologist/Specialist for electronic entry into the FAA Wildlife Strike Database at <http://www.wildlife-mitigation.tc.faa.gov>. Printouts of FAA strike report will be retained in the Operations Supervisor's Office, near the Wildlife Patrol Log, where access is available 24 hours a day.

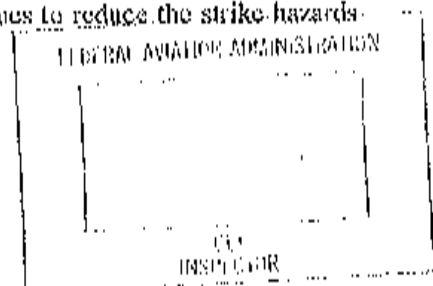
5.3 GENERAL WILDLIFE CONTROL

Each known wildlife hazard that develops will be analyzed by the SJU Wildlife Coordinator or Wildlife Biologist/Specialist to determine a practical solution. An integration of multiple methods will be employed for maximum effectiveness. SJU and WS will work proactively to discourage bird use of the airport and surrounding areas by conducting habitat manipulation to make the areas less attractive for hazardous birds. Initial response to wildlife presence will be harassment away from the airport with frightening devices, followed by lethal methods when necessary. Techniques will be applied based on safety, effectiveness, practicality and environmental considerations. The methods chosen will depend largely on the situation and the species involved.

SJU's wildlife hazard management program will be guided by the following principles: (1) A zero tolerance policy towards hazardous wildlife on the airport. (2) Wildlife will be harassed immediately and consistently. (3) Wildlife reproduction on the airport will be discouraged, reduced or eliminated. (4) Persistent hazardous wildlife will be removed whenever possible. (5) SJU will adhere to all laws, regulations, policies, permits and licenses.

5.4 BIRD HAZARD MANAGEMENT

Several species of birds are present at SJU and represent the most significant potential for causing damaging strikes. Egrets and gulls are among the most frequently struck wildlife at SJU. Therefore, this section will discuss specific management techniques to reduce the strike hazards for these species.



Brown pelicans, magnificent frigatebirds, and red-tailed hawks also pose a serious strike threat. All have been reportedly struck at SJU. An aircraft strike with any of these species could be catastrophic, therefore actions will be taken immediately when these birds are observed on the airfield and pilots will be notified. Management for doves, grackles, and killdeer will also be discussed in a more general manner.

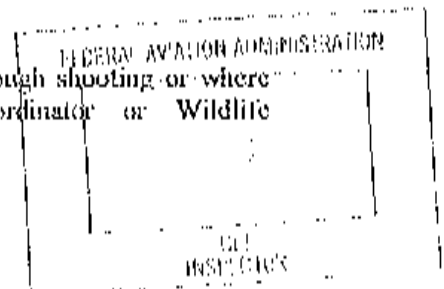
5.4.1 Egret and Gull Management at SJU

The following steps will be taken to reduce/eliminate hazards involving cattle egrets and great egrets at SJU:

1. Institute a zero tolerance policy for egrets on all areas on SJU.
2. Intensively manage airfield to maintain a thick and tall stand of turf which will impede the feeding habits of the egrets.
3. Modify mowing schedules so that the field is mowed when birds are not present or are not present in great numbers. Equipment operators will be trained in the use of pyrotechnics and will apply these scare tactics while mowing.
4. Remove trees and woody vegetation located on SJU property where egrets are roosting, nesting, or loafing.
5. Decrease egret food sources through habitat management practices (draining areas with moist soil/standing water).
6. Monitor adjacent lands for egret attractants (trash facilities, sewage treatment plants) and roosts and work with landowners on reducing the attractiveness of these areas.
7. When necessary, reinforce harassment measures with lethal control with firearms so birds do not become habituated to harassment techniques (for example, while mowing).

The following steps will be taken to reduce/eliminate hazards involving gulls at SJU:

1. Institute a zero tolerance policy for gulls at SJU.
2. Monitor and eliminate (if found) feeding of gulls and other wildlife on all areas of the airport, especially in the taxi cab lots, loading docks, vendor areas, and waste transfer station. Issue notices of violation to all SJU employees and tenants found feeding gulls or not covering trash.
3. Eliminate standing water from pavement surfaces and the airfield. When not possible, increase harassment efforts at locations of standing water or apply squeegees to remove water.
4. Install exclusion devices (i.e., bird spikes, wires, netting), where appropriate, to reduce roosting and loafing habitat for gulls. Remove any structures where gulls are perching that are not necessary to the operation of SJU.
5. Harass gulls using pyrotechnics. Reinforce harassment through shooting or where deemed safe and effective by the SJU Wildlife Coordinator or Wildlife



Biologist/Specialist. Carcasses will be immediately collected for subsequent burial or incineration.

6. Monitor adjacent lands for gull attractants (trash facilities, sewage treatment plants) and roosts and work with landowners on reducing the attractiveness of these areas.

Records of these activities will be maintained in the Operations Supervisor Office in the airport wildlife log. All take of gulls and egrets, nests and eggs must be reported to the USFWS and DNER each year. Any take by WS will be reported by the WS Wildlife Biologist/Specialist.

5.4.2 Management of Brown Pelicans, Magnificent Frigatebirds, and Red-tailed Hawks at SJU

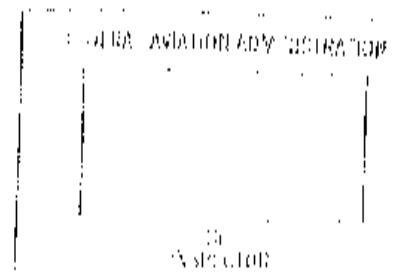
The following actions will be taken to reduce/eliminate hazards involving brown pelicans and magnificent frigatebirds at SJU:

1. Because of the serious strike hazard seabirds present to aircraft at SJU, a zero tolerance policy will be in effect on the airport. When these birds are observed flying over or near SJU, the tower will be notified and immediate action will be taken to harass them from the area.
2. The WS Biologist/Specialist will monitor for seabird activity along the shorelines and lagoons on a monthly basis.
3. All structure that provides perching areas for these seabirds will be removed when not necessary to the operation of SJU.

The following actions will be taken to reduce/eliminate hazards involving hawks at SJU:

1. Institute a zero tolerance policy toward raptors at SJU.
2. Harassment of raptors with pyrotechnics will be employed to direct birds away from the airport.
3. The WS Biologist/Specialist will trap and relocate raptors (under special handling permit from the USFWS) from the SJU airfield and will maintain proper permits for doing so. If banded birds return and are re-captured, they will be euthanized.
4. Rodent populations will be monitored intermittently and reduced when necessary.
5. Unnecessary structures that are used as perch sites for raptors will be removed.

Records of these activities will be maintained in the Operations Supervisor Office in the airport wildlife log. Any take must be reported to USFWS and DNER each year. Any take by WS will be reported by the WS Wildlife Biologist/Specialist.



5.4.3 Zenaida Dove, Rock Dove and Greater Antillean Grackle Management at SJU

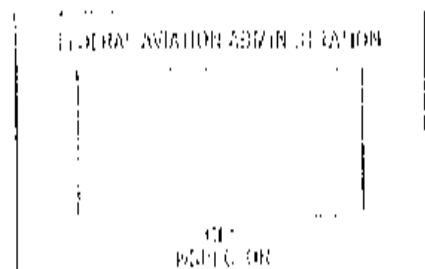
The following steps will be taken to reduce/eliminate hazards involving doves at SJU:

1. Institute a zero tolerance policy for Zenaida doves for all areas on SJU.
2. Trap Zenaida doves where deemed to be safe and effective by the SJU Wildlife Coordinator or Wildlife Biologist/Specialist. Birds will be handled according to permit restrictions from the USFWS and DNER. Carcasses will be immediately collected for subsequent burial or incineration.
3. Prune or remove landscaping trees, airfield trees, and brush located on SJU property where Zenaida doves are roosting or seeking cover.
4. Remove Zenaida dove nests found on SJU.
5. Eliminate Zenaida dove and grackle food sources through habitat management practices (mowing, seed head suppression, turf establishment, proper planting practices, and herbicides).
6. Eliminate unnecessary fences, power lines, etc. that are used by Zenaida doves for perching.

The following steps will be taken to reduce/eliminate hazards involving rock doves (pigeons) at SJU:

1. Institute a zero tolerance policy for rock doves at SJU.
2. Monitor and eliminate (if found) feeding of rock doves and other wildlife on all areas of the airport, especially in the taxi cab lots, loading docks, vendor areas, and waste transfer station. Issue notices of violation to all SJU employees and tenants found feeding pigeons.
3. Remove pigeon nests found on SJU.
4. Install exclusion devices (i.e., bird spikes, wires, netting), where appropriate, to reduce nesting, roosting, and loafing habitat for pigeons.
5. Remove pigeons through shooting, trapping, or the use of toxicants where deemed safe, legal, and effective by the SJU Wildlife Coordinator or Wildlife Biologist/Specialist. Carcasses will be immediately collected for subsequent burial or incineration.

Records of these activities will be maintained in the Operations Supervisor Office in the airport wildlife log. All take of Zenaida doves, nests and eggs must be reported to the USFWS and DNER each year. Any take by WS will be reported by the WS Wildlife Biologist/Specialist.



5.4.4 Management of Other Bird Species at SJU

Other bird species were observed at SJU during the WHA. Management of hazards associated with these species will depend on the nature and extent of the hazard.

Wading birds will be managed through monitoring, habitat manipulation (removal of woody vegetation along drainage ditches, removal of any impediment to draining water), harassment, and population control, applied in an integrated fashion.

The presence of killdeer at SJU, especially on taxiways and runways, is considered a wildlife strike threat. Killdeer will be managed through monitoring, harassment and population control. Destruction of killdeer nests will also be implemented.

Bird management at SJU will be conducted according to the integrated wildlife damage management approach that includes consideration and application of a number of safe, effective, legal, practical, cost-efficient, and environmentally-responsible methods and approaches.

5.5 REPTILE HAZARD MANAGEMENT

Iguanas present a significant strike risk at SJU and are disruptive to air operations. The following steps will be taken to reduce/eliminate hazards associated with iguanas at SJU:

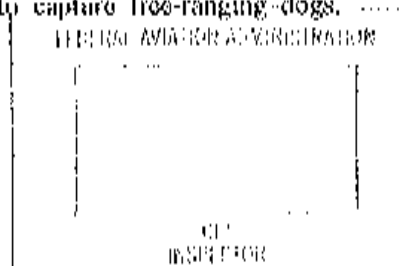
1. Institute a zero-tolerance policy toward iguanas on all areas of SJU.
2. Remove nesting habitat (woodlands and mangroves) and cover found along drainage ditches near both runways.
3. Maintain a trap/ethanize program for iguanas. Supplement with shooting where safe. Destroy nests and eggs when found. Carcasses will immediately be retrieved for burial.

All activities related to iguana management will be kept documented in wildlife logs in the office of the SJU Wildlife Coordinator and the WS Biologist/Specialist.

5.6 MAMMAL HAZARD MANAGEMENT

Free-ranging dog, mongoose, and domestic were the mammals observed by WS on and around SJU during the WHA. These animals gained access to the airport under fences, through fence gaps, between gates and through culverts with no exclusion barriers. These access points will be monitored, fenced, repaired or back-filled to reduce the likelihood of a wildlife strike at SJU.

Free-ranging dogs are the most abundant mammal that is a strike threat at SJU. Footholds, snares, large cage traps, catch poles and collarum traps will be used to capture free-ranging dogs. Animals will be taken to a local animal shelter after capture.



Mongoose exist on the airfield, and may serve as a food resource for hawks, egrets, herons and other birds. A lethal mongoose trapping and program will be implemented.

5.6 USDA APHIS WILDLIFE SERVICES ASSISTANCE

WS personnel will assist with any wildlife management activities at SJU. Many of the control techniques for mammals differ from bird hazard control techniques and require specialized experience and permits. As stated earlier, SJU will maintain a cooperative agreement with WS and may contact WS for any assistance in managing wildlife hazards at SJU. The responsibilities assigned to WS are listed in 1.2.14 of this plan.

5.7 ADMINISTRATIVE PROCEDURES TO REDUCE WILDLIFE HAZARDS

5.7.1 Communication with ATC Tower during wildlife hazard event

While on the airport, SJU Operations personnel will be equipped with radios and have proper training to contact the ATC tower. If an immediate hazard exists that might compromise the safety of air traffic at SJU, the Operations personnel will coordinate with the ATC tower to modify arriving or departing air traffic until the hazard is eliminated. Although the ATC tower cannot be expected to monitor all wildlife hazards on the airfield and still direct air traffic, tower personnel will be asked to notify the Operations Supervisor immediately if pilots report on or off airport wildlife hazards or any such hazards are observed from the tower.

The WS Biologist/Specialist will also be trained to contact the ATC Tower if requested by Aerostar. The USDA vehicle will be equipped with a permanently-mounted or hand-held radio that will facilitate communication with the tower if needed.

5.7.2 Annual Training of SJU Operations Personnel

Training requirements will be outlined in further detail in Chapter 7. Aerostar Operations and Facilities personnel will be trained annually in the identification of wildlife, wildlife hazards, and plants attractive to wildlife. Wildlife management techniques and the maintenance and use of firearms and pyrotechnics will be taught each year. SJU Operations personnel will be trained in the protocols for documenting wildlife strikes, recovering strike remains, and monitoring for wildlife activity during regular work activities and runway sweeps.

5.7.3 Establishment of Strike Documentation System and Weekly Review

- A formal strike documentation protocol will be initiated at SJU. The protocol will be as follows:
- All wildlife strikes reported directly to the FAA Wildlife Strike Database by pilots, ATC personnel, or airline worker (those that are not SJU Operations personnel) will be sent electronically to the SJU Wildlife Coordinator and the Wildlife Biologist/Specialist via an automated notification system. To receive automatic updates to email addresses, contact A.R. Newman at newmana@erau.edu and request notification. These electronic reports from non-Operations personnel will be added to an internal electronic database so they may be sorted and tallied easily.

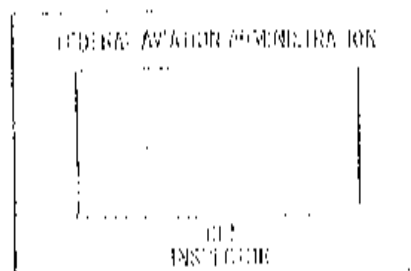
- SJU Operations personnel will document wildlife strikes (including wildlife carcasses retrieved during runway inspections) using a Wildlife Strike Report Form (FAA Strike Report Form 5200-7 or similar form). These forms will be filled out by hand and submitted to the SJU Wildlife Coordinator promptly. The SJU Wildlife Coordinator will make copies of the forms and forward copies to the WS Biologist/Specialist.
- The Wildlife Biologist/Specialist or SJU Wildlife Coordinator will convert all Wildlife Strike Report Forms to electronic format by transmitting them to the FAA Wildlife Strike Database via the internet.
- The Wildlife Biologist/Specialist or SJU Wildlife Coordinator will print out every entry in the FAA Wildlife Strike Database and place the hard copy into a 3-ring binder labeled for the calendar year. This ensures that there is a hard copy and electronic database of every wildlife strike documented at SJU.
- The SJU Wildlife Coordinator and/or the Wildlife Biologist/Specialist will update entries in the event that carcass or bird remains are identified to species by scientists at the Smithsonian Institution.
- When a strike is reported to the FAA Wildlife Strike Database by a pilot at 500 ft. AGL or less, the SJU Wildlife Coordinator and/or the Wildlife Biologist/Specialist will follow up with the pilot submitting strike data to get as many details as possible about the strike including specific time of day, number, and species of birds.
- The SJU Wildlife Coordinator and the Wildlife Biologist/Specialist will conference at the end of each week to review strike history for the week. The Wildlife Log, which documents any wildlife activity observed by Operations personnel and the field diary (which includes wildlife observations, both formal and informal) of the Wildlife Biologist/Specialist will also be reviewed in conjunction with any reported strikes. Any necessary mitigating actions will be decided at that time. When wildlife activity and strike rates are low, such as during dry months, the SJU Wildlife Coordinator can cancel the weekly conference at his/her discretion.

5.7.4 Wildlife Biologist/Specialist Reporting Requirements

The WS Wildlife Biologist/Specialist will produce a quarterly report of bird numbers observed during formal surveys, wildlife harassed or lethally removed, and overall activities accomplished within the previous quarter. This report will be due to the SJU Wildlife Coordinator and the WS State Director by the 10th of the month following the end of the quarter.

5.7.5 Procedures for Airfield Cutting and Weed-Eating

The SJU Wildlife Coordinator and/or the Wildlife Biologist/Specialist will submit work orders for mowing priority areas or areas that need critical attention (such as those seeding out) to Facilities. These work orders will be addressed within 2 weeks. If extenuating circumstances (equipment break-down, weather) prevent the work requests from being initiated within two weeks, The Maintenance Supervisor will inform the SJU Wildlife Coordinator, and another alternative will be explored.

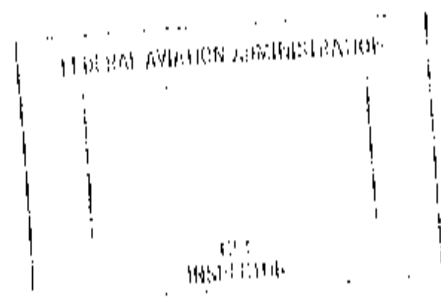


5.7.6 Establishment of Wildlife Hazard Group (WHG)

See Section 1.2.13 for further information.

5.7.7 Attendance at Annual Bird Strike Committee USA (and Canada) Meeting

The SJI Wildlife Coordinator, or another Aerostar designee, will attend the Annual Bird Strike Committee USA (and Canada) Meeting when budget and time permits. Up-to-date research and wildlife hazard management techniques are presented at these meetings. It is important for SJI to be aware of the newest options available for wildlife hazard mitigation.



6 - EVALUATION

6.1 OVERVIEW

The WHMP will be evaluated at least annually. The WHG will determine the effectiveness of the WHMP at reducing wildlife strikes at SJU and monitor the status of hazard reduction projects, including their completion dates.

6.2 MEETINGS

The WHG will meet at least twice each year, but the group may meet more frequently if situations warrant, as determined by the SJU Wildlife Coordinator. The group will examine the effectiveness of the plan in reducing wildlife hazards at SJU, and examine the information presented in the WIA and continued monitoring reports to determine necessary actions to further reduce wildlife hazards.

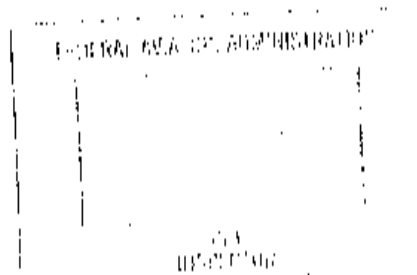
6.3 WILDLIFE STRIKE DATABASE

The SJU Wildlife Coordinator is responsible for documentation of wildlife populations, hazards and strikes at SJU. This is accomplished primarily through requirements placed on SJU Operations personnel. The SJU Wildlife Coordinator requires Operations personnel to document wildlife strikes through completion of a Wildlife Strike Report Form, submission of the remains to the Wildlife Biologist/Specialist for species identification, and completion of various internal records specific to SJU. Additionally, Operations personnel conduct daily checks of the airfield, identify possible wildlife attractants, and observe wildlife presence.

SJU, with the assistance of WS, will present a summary of wildlife strikes for review at the WHG at the meeting. The summary will list wildlife species involved in strikes and identify trends and strike numbers. This information will be used to identify emerging needs and to contribute to the evaluation of wildlife hazard management programs at SJU. If unacceptable increases in damaging wildlife strikes and wildlife populations are observed, the cause should be determined and the WHMP modified to address the problem.

6.4 AIRPORT EXPANSION

Airport expansion plans will be reviewed by the SJU Wildlife Coordinator or a designee to ensure that new developments will not inadvertently result in increased wildlife hazards to aircraft operations. If necessary, coordination among SJU Operations, Engineering and Development, Facilities and WS will be conducted through the WHG to review potential impacts of airport development of wildlife hazards at SJU and to modify the proposals to reduce or eliminate potential or emerging hazards.



7 - TRAINING

7.1 OVERVIEW

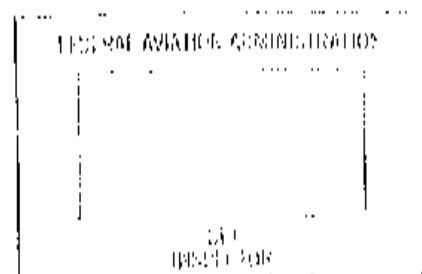
Training is essential for personnel involved with the WHMP. The SJU Wildlife Coordinator will ensure that all personnel that might be working in a wildlife deterrence capacity are trained in the proper selection and application of control methods as well as wildlife species identification.

7.2 STANDARD TRAINING

Wildlife control personnel will receive annual training in identifying and mitigating wildlife hazards at airports, including an overview of laws associated with wildlife control, techniques used for prey-base reductions, effective use of firearms and pyrotechnics (including hands-on training), and wildlife identification and dispersal techniques. Protocols for documenting wildlife activity and wildlife strikes will also be taught to all Operations personnel spending time on the airfield. Airport communications and driving training should also be provided to all employees involved in wildlife control operations that may require them to operate in the aircraft operations area (AOA). A record of training will be maintained by the SJU Wildlife Coordinator. Training modules will meet the requirements set forth in FAA Advisory Circular AC 150/5200-36A dated January 31, 2012 (Appendix I).

7.3 USDA APHIS WILDLIFE SERVICES TRAINING

Additional training of designated wildlife control personnel in basic wildlife identification, plant identification, and dispersal techniques will be offered whenever required. The courses will include hands-on training using pyrotechnics, and other deterrent equipment, with an emphasis on safety and effectiveness. The courses will incorporate management issues relating directly to SJU wildlife strikes, populations, and the physical environment. Wildlife Services will also train terminal crew, pilots, and Operations Supervisors on the retrieval and preservation of feather remains from bird strikes for species identification. Although the trainings will familiarize SJU personnel with necessary techniques, they would not be designed to make experts out of the participating personnel.



8 - AGENCY DIRECTORY

REGULATORY AND ENFORCEMENT

U.S. Fish and Wildlife Service (Wildlife Permitting)
Migratory Bird Permit Office
P.O. Box 49208
Atlanta, GA 30359
Tel. (404) 679-7070
Fax (404) 679-4180
Email: permitsRAM13@fws.gov

U.S. Fish and Wildlife Service (Section 7 and T&E)
Caribbean Ecological Services Field Office
Edwin Muniz, Field Supervisor
P.O. Box 491 Boquerón, PR 00622
Phone: 787/851 7297 Fax: 787/851 7440
E-mail: Edwin_Muniz@fws.gov

U.S. Fish and Wildlife Service
Office of Law Enforcement
Guaynabo, PR
651 Federal Drive, 372-12
Guaynabo, Puerto Rico 00965
787 749-4338
Fax: 787 749-4340

*Puerto Rico Department of Natural and
Environmental Resources*
PO Box 366147 San Juan, Puerto Rico 00936
Physical Address:
8838 Highway, km. 0.3
Sector 19 Cinco, Rio Piedras
Phone: 787-999-2200
Fax: 787-999-2303

TECHNICAL ASSISTANCE

U.S. Department of Agriculture, Wildlife Services
School of Forestry and Wildlife Sciences
602 Duncan Drive
Auburn, AL 36849
(334) 844-5670
website: <http://www.aphis.usda.gov/ws>

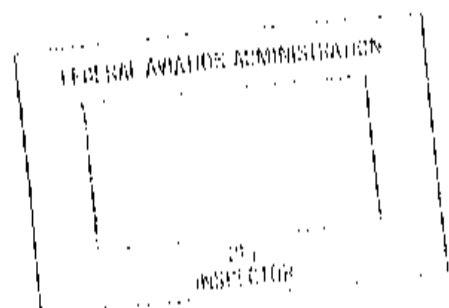
Puerto Rico Agricultural Extension Service
PO Box 21120
Rio Piedras, PR 00928-1120
Voice phone: (787) 751-3935

OPERATIONAL ASSISTANCE

U.S. Department of Agriculture, Wildlife Services
School of Forestry and Wildlife Sciences
602 Duncan Drive
Auburn University, AL 36849
334-844-5670
website: <http://www.aphis.usda.gov/ws>

Federal Aviation Administration
Staff Wildlife Biologist
FAA Airport Safety and Compliance
FAA-AA5-317
800 Independence Ave., SW
Washington, DC 20591
202-267-3389
website: <http://www.faa.gov>

*Local pest control operators are available to assist
with insect and rodent problems.*



ENVIRONMENTAL SUSTAINABILITY PLAN

Prepared for:



Prepared by:



August 2013

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1.0 EXECUTIVE SUMMARY

The purpose of this Sustainability Plan is to develop measures at the Luis Muñoz Marín International Airport (SJU) that assure environmental impact avoidance, minimize unavoidable environmental impacts, and properly mitigate all potential issues, while assuring airport safety and effective operational activities. According to the Airports Council International of North America, airport sustainability represents a holistic approach to managing an airport to ensure the economic viability, operational efficiency, natural resource conservation, and social responsibility (commonly referred to as EONS). Overall, Aerostar Airport Holdings, LLC (Aerostar), the current SJU operator, is pursuing such airport sustainability standards in phases.

One of the most significant environmental challenges is that SJU is embedded within the San Juan Bay Estuary (SJBE), which is an estuary of national importance and part of the National Estuary Program (NEP) under the Environmental Protection Agency (EPA). The 24 estuaries that form part of the NEP receive EPA funds, in partnership with local government support, that are destined to their conservation and restoration. This presents a sensitive task for SJU engineers, consultants, contractors, and regulatory agencies, which needed to come together, compromise, and develop the best possible alternatives that would satisfy all stakeholder needs.

Additional focus is being placed to overall SJU environmental regulatory compliance, waste management issues, recycling, wildlife management, contamination avoidance and remediation, energy efficiency, storm water management and potable water systems maintenance.

2.0 Background

2.1 Objectives of the ESP

The purpose of this Sustainability Plan is to develop measures at the Luis Muñoz Marín International Airport (SJU) that assure environmental impact avoidance, minimize unavoidable environmental impacts, and properly mitigate all potential issues, while assuring airport safety and effective operational activities. According to the Airports Council International of North America, airport sustainability represents a holistic approach to managing an airport to ensure the economic viability, operational efficiency, natural resource conservation, and social responsibility (commonly referred to as EONS). Overall, Aerostar Airport Holdings, LLC (Aerostar), the current SJU operator, is pursuing such airport sustainability standards in phases.

2.2 Existing Environmental Conditions

This chapter provides a general description of the existing social and natural environmental features at SJU.

Land use and zoning: SJU is located within the City of Carolina. Adjacent municipalities include San Juan and Loiza. According to the Puerto Rico Planning Board's (PRPB) "Mapa de Zonificación de Carolina y Mapa de Zonas de Interés Turístico del Sector de Isla Verde", the airport property is zoned "P" for public use. This zoning category includes public airports, public hospitals, police and fire stations, and public parks.

General land uses surrounding SJU include recreational, high density residential and commercial/residential/tourist zone. The Isla Verde Public Beach is located north of the airport. The Isla Verde commercial/residential/tourist zone, which consists of hotels, condominiums, and commercial services, is located near the northeastern end of the airport. The Los Angeles Community area, a high-density urban residential district, is located to the south. The Villa Mar Community area, a high-density residential area, is located northwest of the airport. The community of Campo Rico is located to the east of the Airport. Wetlands and coastal forest within Los Piñones State Forest/Nature Preserve and the San José Lagoon exist to the east and west of the airport.

The Piñones State Forest/Nature Preserve is located adjacent to the eastern property line of SJU. The State Forest/Preserve consists of approximately 1,540 acres of wetlands, lagoons, and canals. La Torrecilla Lagoon is within the forest boundaries, located adjacent to SJU. Mangroves are the dominant vegetation throughout the forest. It is part of Puerto Rico's largest mangrove ecosystem. The main uses of the forest are recreation, and wildlife and waterfowl habitat.

Social characteristics: SJU provides a substantial job base for the area and the community at large, and serves as a gateway for industrial, commercial, and recreational activities that are fundamental to the economy of the island. Concentrated populations of people belonging to a single race, national origin, or low-income bracket do not exist in any known concentrations within the community surrounding the Airport.

Air quality: The Clean Air Act (CAA) is the primary legislation that establishes guidelines for regulating air quality. National Ambient Air Quality Standards (NAAQS) to protect public health have been established under authority of Section 109 of the CAA.

Water quality: Several water bodies can be found within and around SJU. These include La Torrecilla Lagoon, the Suarez Canal, and the San José Lagoon. La Torrecilla Lagoon has a surface area of approximately 100 square miles with an average depth of 5.5 ft. A natural link at Boca de Cangrejos connects the lagoon with the Atlantic Ocean to the

north. The predominant source of freshwater input to the lagoon is Canal Blasina. This canal drains an approximately nine square mile area that is predominantly urbanized. Storm water runoff at the airport is directed to several drainage ditches that run parallel to both runways. These drainage ditches discharge directly into the San Jose and Torrecilla Lagoons, as well as to the Suarez Canal.

Historic and cultural resources: The National Historic Preservation Act of 1966 relates to federal historic preservation measures, and actions affecting properties included in, or eligible for, inclusion in the National Register of Historic Places. The Archaeological and Historic Preservation Act of 1974 provides for the survey, recovery, and preservation of significant scientific, prehistoric, historic, archaeological, or paleontological data when such data may be destroyed or irreparably lost due to a federal, federally funded, or federally licensed project. Reviews of the State Historic Preservation Office (SHPO) files indicate that there are neither archeological or historical sites, nor properties listed or eligible for listing in the National Registry of Historic Places (NRHP) within the airport property. Most of the areas on SJU or in close proximity have been previously disturbed. No artifacts of notable historic value have been uncovered.

Biotic communities and wetlands: The SJU property includes navigable waters, jurisdictional wetlands, and uplands. Executive Order 11990 - Protection of Wetlands, signed in 1977, defines wetlands as “those areas that are inundated by surface or ground water with a frequency sufficient to support and under normal circumstances does or would support a prevalence of vegetative and aquatic life that requires saturated or seasonally saturated soil conditions for growth and reproduction.

Wetlands generally include swamps, marshes, bogs, and similar area such as sloughs, potholes, wet meadows, river overflows, mud flats, and natural ponds.” Wetland communities in the area include mangrove swamps, herbaceous marshes, drainage canals, and inter-tidal flats. Black mangroves (*Avicennia germinans*), white mangroves (*Laguncularia racemosa*), and red mangroves (*Rhizophora mangle*) are all present within SJU.

Herbaceous wetlands are areas occasionally or regularly inundated by freshwater that have more than 25 percent vegetative cover of herbaceous plants but less than 40 percent cover by woody plants. Vegetation in these wetlands includes paragrass (*Brachiaria aspusa*), spikerush (*Eleocharis mutata*), jointed spikerush (*Eleocharis interstincta*), leather fern (*Acrostichum danaeifolium*), blue daisy (*Commelina elegans*), and cattail (*Typha domingensis*).

The upland areas are those areas where the soil is not hydric, the vegetation is other than hydrophytic and the soil is not inundated or saturated, and are composed mostly of maintained grass.

Endangered and threatened species: Endangered and threatened species are regulated by the United States Fish and Wildlife Service (USFWS) and the Puerto Rico Department of Natural and Environmental Resources (DNER). Such species may be found within the airport's overall area, which include the brown pelican (*Pelecanus occidentalis*), the green sea turtle (*Chelonia mydas*), and the yellow-shouldered blackbird (*Agelaius xanthomus*).

Floodplains: Floodplain management is addressed in both Executive Order 11988, Floodplain Management, and Department of Transportation (DOT) Order 5650.2, Floodplain Management and Protection. The DOT order defines the natural and beneficial values served by floodplains as including, but not limited to, "natural moderation of floods, water quality maintenance, groundwater recharge, fish and wildlife, plants, open space, natural beauty, scientific study, outdoor recreation, agriculture, aquaculture, and forestry." The executive order and the DOT order established a policy to avoid impacts within a 100-year floodplain where practicable.

Energy: Energy requirements associated with SJU fall into two general categories. The first category involves requirements associated with changes in demand for stationary facilities, such as terminal building lighting, airfield lighting/navigation equipment, and terminal building cooling. In this case, the total monthly consumption of electricity at SJU applies to all operations within the airport property, including those of Aerostar, Puerto Rico Ports Authority (PRPA), airlines, concessionaries, federal installations and the Puerto Rico National Guard, among others. The Puerto Rico Electric Power Authority (PREPA) provides electricity to the airport. Emergency generators provide electricity to essential SJU facilities during emergencies, which include runway lights and navigation aids. The second category includes requirements associated with the movement and fuel consumption of air and ground vehicles. Aviation fuel is delivered SJU through a pipeline from Puerto Nuevo. Fuel is stored in two separate fuel farms operated by private entities in the east quadrant of the airport. These fuel storage facilities are adequate to meet the current demand.

Light emission: FAA Order 5050 4A requires that an airport sponsor shall consider the extent to which any lighting associated with an airport will create annoyances among people in the vicinity of the installation. None of the existing lighting systems at SJU (lighting associated with taxiway and connector, apron expansions, high intensity runway light [HIRL], etc.) create any known annoyance to people living around the airport.

Solid waste: Solid waste from the airport consists mostly of material generated by users and tenants, waste generated by airlines, construction waste, and vegetative material. Solid waste management containers are located in the central sector of the airport and are segregated in order to receive different types of waste.

2.3 Applicable Environmental Regulations

Laws and regulations are the principal mechanism by which environmental protection is conducted. In fact, as environmental legislation has developed during the past thirty (30) years, the complexities behind environmental impacts and replacing their functions by creating natural systems have surfaced. These laws, in combination with the way in which regulatory agencies apply them, are the guiding principles behind the operation of airport facilities and the development of infrastructure projects. What follows is a list of key environmental regulations that apply to the SJU operation and projects development:

- National Environmental Policy Act of 1969
- Endangered Species Act of 1973
- Fish and Wildlife Coordination Act of 1958
- National Historic Preservation Act of 1966
- Clean Water Act of 1972
- Clean Air Act of 1972
- Coastal Zone Management Act of 1972
- Farmland Protection Policy Act of 1981
- Marine Mammal Protection Act of 1972
- Estuary Protection Act of 1968
- Federal Water Project Recreation Act
- Fishery Conservation and Management Act of 1976
- Submerged Lands Act of 1953
- Coastal Barrier Resources Act and Coastal Barrier Improvement Act of 1990
- Rivers and Harbors Act of 1899
- Magnuson-Stevens Fishery Conservation & Management Act of 1976
- Executive Order 11990, Protection of Wetlands
- Executive Order 11988, Flood Plain Management
- Executive Order 12898, Environmental Justice
- Executive Order 13089, Coral Reef Protection
- Executive Order 13112, Invasive Species

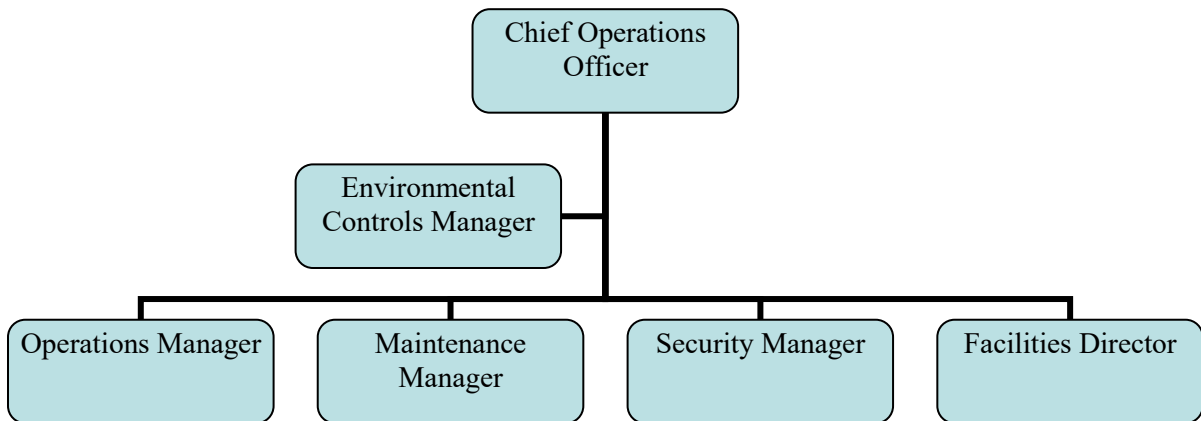
Other laws of the Commonwealth of Puerto Rico that also establish concurrent environmental requirements are:

- “Reglamento Conjunto de Permisos para Obras de Construcción y Usos de Terrenos” (2010)
- Water Quality Standards regulation of Puerto Rico (2010)
- Puerto Rico Wildlife Law (1999)
- Law 241 of 1999 (Wildlife Law)
- Planning Regulation Number 25 (Tree Planting and Removal Regulation)
- Atmospheric Pollution Control Regulation (1995)
- Noise Control Regulation (1987)

- Control of Erosion and Prevention of Sedimentation Regulation (1997)
- Hazardous Solid Waste Control Regulation (1998)
- Non-Hazardous Solid Waste Control Regulation (1997)
- “Ley del Programa del Patrimonio Natural de Puerto Rico” (1988)
- Puerto Rico Flood Prevention and Beach & Rivers Conservation Law (1968)
- Puerto Rico Wetland Designation Law (1998)
- Special Flood Hazard Areas Regulation (2010)
- Antique and Historic Zones Rule (2002)

2.4 Essential Staffing

Airport sustainability encompasses the entire organization. Nevertheless, key staff has been identified in the following Aerostar Environmental Sustainability Team chart:



The Chief Operations Officer (or a designee) will:

- Ensure that the Environmental Sustainability Plan, and its amendments, adhere to Federal, Commonwealth and local laws and regulations.
- Conduct semi-annual meetings of the Environmental Sustainability Plan Key Staff to review all management activities and coordinate a review of the Environmental Sustainability Plan.
- Disclose responsibilities related to environmental sustainability practices to all airfield tenants.
- Review proposals involving airside developments, security, landside developments, building construction, maintenance, and other activities to ensure that environmental sustainability practices are implemented where possible.

The SJU Environmental Manager will be an integral part of the team in providing guidance to the Chief Operations Officer regarding environmental laws and regulations. Often serving as designee, such a position will:

- Ensure that the Environmental Sustainability Plan, and its amendments, adhere to Federal, Commonwealth and local laws and regulations.
- Attend semi-annual meetings of the Environmental Sustainability Plan Key Staff to review all management activities and coordinate a review of the Environmental Sustainability Plan.
- Chair, whenever the Chief Operations Officer is not available, the Environmental Sustainability Plan meetings.
- Assist in disclosing responsibilities related to environmental sustainability practices to all airfield tenants.
- Review proposals involving airside developments, security, landside developments, building construction, maintenance, and other activities to ensure that environmental sustainability practices are implemented where possible.
- Work in conjunction with the Operations Manager, Maintenance Manager, and Security Manager in promoting environmental sustainability practices throughout SJU operations, enforce the airport's environmental policy (to be developed), and assure compliance with all environmental laws and regulations.

The Facilities Director, in coordination with the Chief Development Officer, will promote that all airport development projects adhere to environmental sustainability practices. The duties and responsibilities of such positions are:

- Promote environmental stewardship projects focused on renewable energy and sustainable buildings.
- Review proposals involving airside developments, security, landside developments, building construction, maintenance, and other activities to ensure that environmental sustainability practices are implemented where possible.
- Oversee construction projects and assure that these comply with environmental regulations and Best Management Practices.

The aforementioned team will work with all SJU stakeholders to promote the Environmental Sustainability Plan development, implementation, and adaptive management measures.

2.5 Stakeholders

SJU has a wide variety of stakeholders ranging from operators, airlines, and tenants, to regulatory agencies and the general public. What follows is a list of stakeholders, in no particular order, that have been identified as part of the ongoing stakeholder involvement efforts:

- Aerostar
- Puerto Rico Ports Authority
- Federal Aviation Administration
- Transportation Security Administration
- US Department of Transportation
- Government of Puerto Rico
- Airlines
- Other SJU tenants and third party landlords
- Passengers
- Vendors
- Federal, State, Regional, and Local government representatives
- Environmental regulatory agencies
- Law enforcement agencies
- Non-governmental organizations
- Local businesses
- Business related Cooperatives, Unions and other interest groups
- Adjacent communities, particularly Isla Verde, Los Angeles, and Piñes, among others
- Puerto Rico Tourism Company
- Contractors

The Aerostar team is determined to implement the following stakeholder engagement strategies:

- ✓ Maintain **open and honest** communications;
- ✓ Promote **collaborative participation** of all stakeholders in decision making processes;
- ✓ **Support the community** where we do business, particularly in the Municipality of Carolina;
- ✓ Environmental regulatory agencies will be **proactively engaged** throughout their oversight, permitting and enforcement efforts.

3.0 ENVIRONMENTAL SUSTAINABILITY PLAN

The objective of this section is to provide general information related to environmental sustainability efforts at SJU. Several evaluations are currently being conducted, which are necessary in order to fully understand SJU opportunities and constraints. Because of this, the following sections should be considered conceptual in nature and will be going through monthly revisions with the collaboration of stakeholders.

3.1 Goal Definition

According to the Airports Council International of North America, airport sustainability represents a holistic approach to managing an airport to ensure the economic viability, operational efficiency, natural resource conservation, and social responsibility (commonly referred to as EONS). Overall, Aerostar, the current SJU operator, is pursuing such airport sustainability standards in phases. Although a detailed Environmental Audit is currently underway, several environmental sustainability issues have been identified and are being addressed. What follows is a list of the Environmental Sustainability goals at this stage:

1. **Compliance with environmental permits:** All work conducted within SJU must have secured the necessary environmental permits.
2. **Stormwater management:** Proactive collaboration should be pursued with the US Environmental Protection Agency as part of the National Pollutants Discharge Elimination System (NPDES) Permit. Individual NPDES Permits and Stormwater Pollution Prevention Plans (SWPPP) that tenants may have, would be included in a Master SWPPP. The necessary SWPPP practices and required NPDES monitoring will be implemented at all times.
3. **Special wastes management:** SJU will be kept free of abandoned containers. Such responsibility will be shared with tenants that generate special wastes, including but not limited to used oil, fuel, contaminated absorbent materials, paints, and unknown wastes.
4. **Erosion control:** All areas within SJU will be kept with vegetation and avoiding bare ground. During construction projects, proper erosion and sedimentation control measures will be implemented and lawn will be incorporated as soon as possible.
5. **Waste management:** Proper solid waste management techniques will be maintained, including the implementation of a recycling program at SJU. Education will be a key component in assuring that waste is deposited in the appropriate container.

6. **Wildlife management:** Wildlife management will be proactive and limited to safety risks. Animal control will be performed via humane processes, while relocation and adoption will always be considered.
7. **Energy efficiency:** Renewable energy alternatives will be evaluated and pursued where possible. Energy efficient equipment will be integrated progressively to all areas within the airport.
8. **Vehicular traffic:** Vehicular traffic will be controlled and kept to a minimum.
9. **Fueling related activities:** Significant controls will be pursued to SJU fueling system. Collaboration with fuel operators will be persistent and internal inspections will be conducted in order to assure proper fueling, maintenance and storage activities.
10. **Tree and wetlands management:** A tree and wetland management plan will be completed in order to identify critical management areas, secure the necessary permits where necessary, implementing identified projects, and long-term maintenance efforts.

3.2 Sustainability Assessment

A detailed Environmental Audit is currently underway, which will provide additional necessary information related to this section. At this stage, findings of our Sustainability Assessment are included in Section 2.2.

3.3 Program Evaluation / Development and Redevelopment

All new airport programs and development projects would be reviewed by the Environmental Sustainability Plan Key Staff. It will be the responsibility of the Environmental Controls Manager to provide timely feedback to project proponents, senior management, and affected stakeholders regarding potential opportunities and constraints related to environmental sustainability. Where possible, stakeholders could also be engaged in the evaluation and/or decision making processes.

All projects would be evaluated by a multidisciplinary team in order to promote economic viability, operational efficiency, natural resources conservation, and social responsibility of project developments. It is important to also integrate airport safety and security standards to the evaluation process, which will also be pursued as part of all efforts at SJU.

3.4 Staff Training

A training program will be developed in order to educate all employees regarding environmental laws and regulations, as well as motivate stakeholders to participate in all

environmental sustainability efforts. Efforts will be conducted to create an SJU Environmental Sustainability Team, which would be composed of a wide variety of SJU stakeholders. Such team will promote targeted educational and public outreach activities throughout the year.

3.5 Recycling Plan

SJU will implement a phased recycling plan that will focus on the following:

- Phase I: Recycling program will be implemented at Aerostar office. Paper and cardboard will be the initial focus. Plastics and aluminum will be incorporated after the initial stages.
- Phase II: A recycling plan will be implemented for airline operations. The focus of this phase is to collect plastics and aluminum generated during flights to SJU. A container will be added to the central sector where other solid waste management containers are located. Integrated efforts must be conducted with interested airlines and service providers.
- Phase III: The recycling plan for airlines will be extended to their landside operations. The strategy will be similar to Phase II, and will consist of adding an additional container solely for recycling for their use.
- Phase IV: Subject to the success of Phases I through III, Phase IV will consist to extending the recycling program opportunity to all SJU tenants and concessionaires.
- Phase V: Recycling containers will be located throughout SJU common areas for the use of the general public.

All recycling plan phases will be incorporated concurrently with significant educational and public outreach activities as to assure the program's success.

4.0 UPDATES AND REPORTING

This Environmental Sustainability Plan will be reviewed after new ideas and concepts are adopted or twice per year, whichever comes first. In order to utilize an adaptive management approach as part of this Environmental Sustainability Plan, an effective monitoring and communication program will be developed. Monitoring results will be used through an assessment process to determine whether the outcomes are consistent with the original goals and objectives of this plan.




Spill Response Plan

Standard Operating Procedure

Last reviewed on: April 30, 2014

Luis Muñoz Marín International Airport

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1. Introduction


Aerostar Airport Holdings, LLC, through this Spill Response Plan (SRP), is establishing the rules and regulations to address spills at the Luis Muñoz Marín International Airport (SJU), in compliance with local regulations and the requirements of 40 CFR 112. The SRP specifies procedures to be used during spill events at the airport facilities. Such procedures involve storage, use, and handling of different chemicals and liquids, as well as aviation fuel, taking into consideration that most spills are due to fueling or de-fueling of aircrafts, faulty infrastructure, glitches in aircraft instruments and lavatory service operations.

1.1. Objective

That the Luis Muñoz Marín International Airport (SJU) community is ready and capable of responding to spills in an orderly manner, and to ensure protection of the spill responders, the general public and the environment.

1.2. Definitions

- **Spill:** to cause or allow liquids to fall, flow, or run over the edge of a container, usually in an accidental way.
- **AOCC:** Airport Operations Control Center
- **Fuel:** a material (such as coal, oil, or gas) that is burned to produce heat or power.
- **Oil:** a combustible liquid substance, soluble in ether but not in water, and leaves a greasy stain on paper or cloth.
- **SRP:** Spill Response Plan
- **Petroleum:** a kind of oil that comes from below the ground and that is the source of gasoline and other products.
- **Bulk Storage Container:** any container with a capacity of 55 GL or greater used to store oil prior to use, while in use, or prior to further distribution in commerce.
- **Discharge:** includes, but not limited to, any spilling, leaking, pumping, pouring, emitting, emptying or dumping.
- **Hazardous Substances:** toxic chemicals specified by the EPA under Code of Federal Regulations (CFR) 40 Part 302 and the TCEQ under Texas Administrative Code (TAC) Chapter 327.
- **Industrial Solid Wastes or other substances:** materials defined by the TCEQ as solid wastes resulting from or incidental to any process of industry or manufacturing, mining, or agricultural operations.

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2. Spill Response

2.1. Personnel Training

2.1.1. Aircraft Rescue and Firefighting (ARFF) offer annual training on fire safety for fueling processes, which includes the following topics:

- emergency fuel shut off;
- equipment refueling;
- hot work permit;
- handling of hazardous substances;
- spill control.

2.1.2. Airlines and service providers must ensure their staff members have a basic training on how to respond to a spill on the AOA.

2.2. Response Equipment


2.2.1. Airlines and service providers are responsible for providing first response actions when a spill occurs during their operation.

2.2.2. Airlines and service providers must have a basic spill response kit with the following equipment:

- Personal Protective Equipment (boots, gloves, goggles and disposable coveralls)
- Absorbent Material (booms and sheets)
- Sand Bags
- Speedy Dry Sand
- Mat Pads
- Pillows
- Pans - for small continuing leaks
- Temporary disposal bags
- Brush and Dustpan or Shovel
- Portable Caution Signs
- Emergency Response Guide Book

2.3. Spill Notification

2.3.1. Once a spill is detected, inform the Airport Operations Control Center (AOCC) immediately at (787) 253-0979.

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2.3.2. AOCC is responsible for contacting and informing the following:

- Aircraft Rescue and Fire Fighters (ARFF)
- Fuel Operators
- Ramp Operations Personell
- Critical Aerostar Divisions

2.4. Response Procedures

2.4.1. Fuel spills typically occur as a result of one or more of the following:

- Valves designed to prevent overfilling of aircraft reservoirs malfunction.
- Fuel dispenser hoses malfunction or become damaged.
- Fuel tanks automated shut-off systems fail.
- Above ground storage tank leaks.
- Human error.


2.4.2. Lavatory liquids spills typically occurs as a result of one or more of the following:

- Lavatory dispenser overflow.
- Hoses and fitting malfunction.
- Techniques utilized to tranfer lavatory wastes from aircraft to truck-mounted tanks and from the truck tanks to the triturator are not adequate. (ex: incorrect fitting of hose)
- The facility’s triturator is not working properly.

2.4.3. Other reasons that spills may occur at SJU include leakage from air cargo containers carrying hazardous materials and vehicle accidents.


2.4.4. There are four primary components that are common to all spill response efforts and that should be implemente by all at SJU, which are described as follows:

- 2.4.4.1. **Counter Measures:** immediate actions must be taken to eliminate the source or cause of the spill and/or to stop or slow the spread or mitigation of spilled material.
- 2.4.4.2. **Containment:** the spill must be contained and all measures should be taken to avoid the fuel to reach stormwater drains, open waters, operational areas, and green areas. The containment can be accomplished with booms (absorbent material), sand, soil, or any type of barricade that would stop the spread of the spill to other areas.

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- 2.4.4.3. **Clean Up:** controlled and coordinated actions must be taken to remove spilled materials and any impacted media, such as soil, sediments, concrete and/or asphalt. All material utilized for the clean up process should be placed in suitable containers for immediate removal to an off-site location by a licenced waste collector. The materials that may be utilized are:
- Sand or absorbent material to contain as much liquid substance as possible and prevent spreading.
 - Absorbent pads to soak up the remaining liquid substance.
 - Place drip trays or containers to collect leaking substances if necessary.

SMALL SPILL	MINOR SPILL	MAJOR SPILL
1. Less than 1 Gallon 2. Immediate cleaned by the responsible tenant. 3. Prompt correction of visible discharge from containers. 4. Clean up and restore area to its previous condition. 5. Contact AOCC report incident.	1. 1-25 Gallons or less than six (6) feet in diameter. 2. Identifiy source of the spill 3. Responsible tenant will contact AOCC and report the spill 4. Take action to stop the release and contain the spilled substance. 5. Clean up and restore area to its previous condition.	1. 25 gallons or more than 6 feet in diameter. 2. Responsible tenant must immediately notify the AOCC. 3. Implement counter measures that may involve closing valves or flipping switches to stop release, blocking storm drains or pipe inlets to prevent or slow the migration of the spilled materials. 4. Aerostar operations will take the lead, with assistance from ARFF, in assesing spill conditions and providing direction and coordination of all spill response activities. 5. Counter measures can only be performed by persons trained, and only if the actions can be implemented safely. 6. Clean up and restore area to its previous condition.

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2.4.4.4. **Restoration:** Post-cleanup actions are taken, if necessary, to return the site to its pre-spill condition, including replacement of impacted soil, power washing of paved surfaces, sampling, revegetation, and removal of debris. Consult with Aerostar’s Environmental Division for further information.

2.4.4.5. After a spill, ARFF personnel will assess the situation and determine the size of the spill, and follow the corresponding response plan. The following table establishes a summary guide for spill response efforts.


2.4.5. Spill Contingency Response Plan Outline

2.4.5.1. All spills require initial contact with AOCC. Once the AOCC receives a call on fuel spill from staff or public and identifies if it is small (should be cleaned), minor, or major spill and its location, the following steps should be followed:

- Identification of the source of spill and related information.
- The location of the spill.
- Nature and extent of the spill.
- If fuel loss is continuing or has been stopped.
- If any persons have been killed or injured.
- If fire has broken out or if there is a danger of a fire.
- Any persons, installations or property that is at risk.
- The quickest and safest way for emergency services to approach the spill site.


2.4.5.2. AOCC contacts relevant personnell, authorities, and the responsible tenant:

Critical SJU Spill Response Contacts		
Organization	Contact	Number
AOCC	Airport Resources Coordinators	787-253-0979
ARFF	Carlos Hernandez	787-791-0224 (24/7) 787-600-7785
Aerostar – Operations Manager	Francisco Javier Torres	787-216-6295
Aerostar – Environmental Manager	Jaime Pabón	787-453-0567
Fuel Operators	Filiberto Rivera – BP Héctor Sánchez - Total	787-396-9547 787-396-5509
Other agencies to contact if necessary: <ul style="list-style-type: none"> • Puerto Rico Ports Authority (for docummentation purposes) • Fire Safety Department (in case of fire hazard) • Police (in case of danger to human life and/or property) 		

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2.4.6. Post Incident Review and Investigation

- 2.4.6.1. After the incident, Aerostar Operations along with ARFF personnel will evaluate the spill response procedure and identify any problems in the plan or actions taken.
- 2.4.6.2. Aerostar Environmental department will evaluate if there is any ecological damage. If any issues are identified, corrective measures will be taken for the current situation and to prevent future damage.
- 2.4.6.3. A Spill Incident Report, *Annex 1 of this document*, must be filled out by the tenant or service provider personnel who was at the scene when the spill occurred. This report must be delivered to Aerostar in a period of no more than 24 hrs.

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SPILL INCIDENT REPORT (Page 1 of 2)

Name of person making report:	Organization:

Date of Spill:	Material Spilled:

Quantity:	Spill Source:

Location of Spill:

Person/Organization/Tenant Responsible of the Spill:

Did material reach a storm drain? If yes, indicate amount

Cause and circumstances of spill?

Clean-Up Method:


Type of absorbent material or device used:

Method and location of absorbent material disposal:

Time spill originated / Identification time:	Time spill clean-up started and completed:

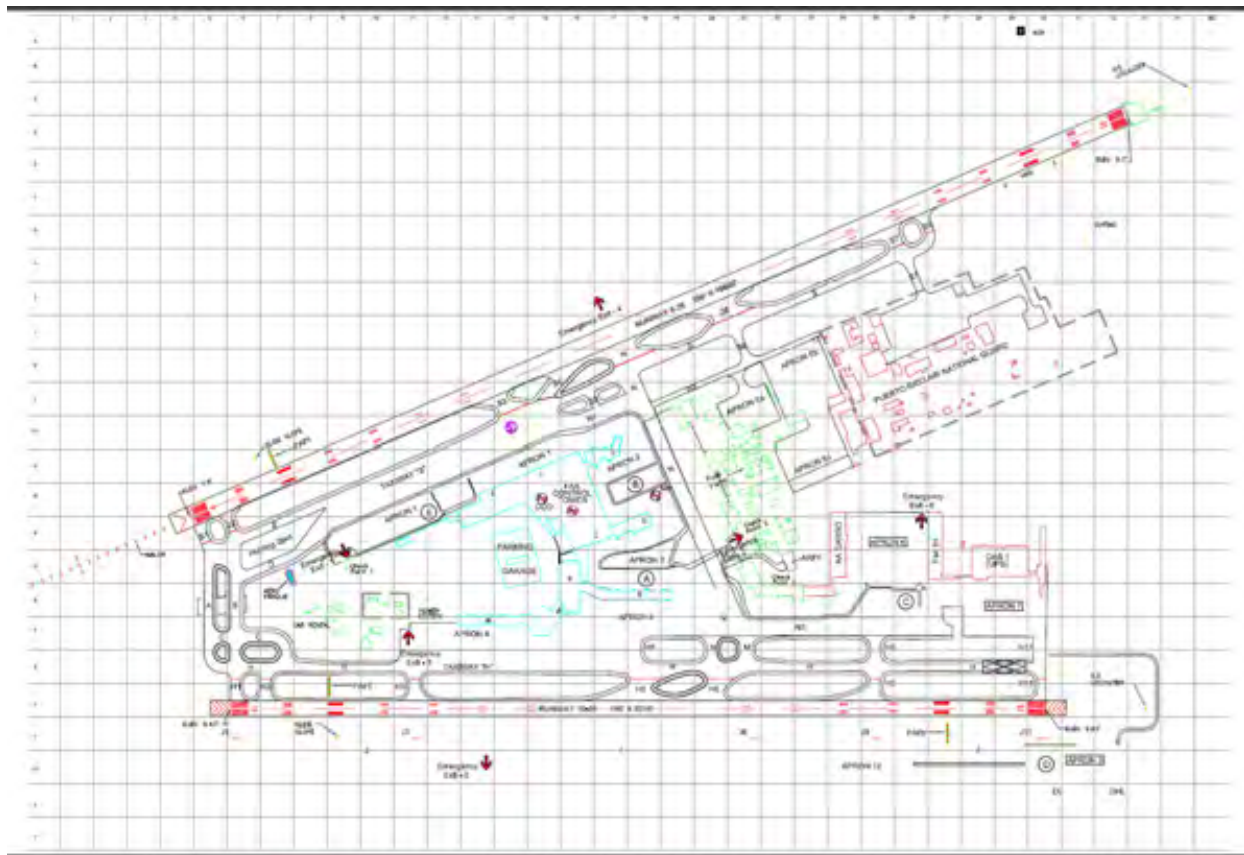
I hereby certify that the area has been thoroughly cleaned and restored to its original condition.

Signature:	Date:

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SPILL INCIDENT REPORT (Page 2 of 2)

Spill location (on the applicable quadrants, identify the spill location, source, and extent on the map below):



For Aerostar Use Only

To the best of my knowledge, the area was not cleaned properly and further actions should take place in order for the area to be restored to its original condition.

Comments:

Signature:

Date:



9 de diciembre de 2014

Leda, Grace M. Santana Balado
Directora Ejecutiva
Autoridad para las Alianzas
Público-Privadas de Puerto Rico
P O Box 42001
San Juan, PR 00940-2001

Estimada licenciada Santana:

Recibimos su comunicación fechada 4 de noviembre de 2014, solicitando confirmación de la Autoridad de los Puertos (Puertos) a la información y documentación brindada por Aerostar a la Autoridad para las Alianzas Público-Privadas relacionadas con la supervisión del contrato de arrendamiento para el Aeropuerto Internacional Luis Muñoz Marín.

Por tal razón analizamos la información y comentamos lo siguiente:

A. Pagos Anuales y otros

- a. Sujeto a la sección 3.17 del Contrato de Arrendamiento y sección 4.1 (a) (i). del Acuerdo de Transición, Aerostar es responsable de todos los costos y gastos relacionados con la operación de la policía, seguridad, Rescate Aéreo y bomberos. La policía ha seguido proporcionando los servicios necesarios; un contrato entre Aerostar y el Departamento de Policía de PR está bajo negociación.
- b. Sujeto a la sección 3.17 del Contrato de Arrendamiento, la cantidad pagada a Puertos por Aerostar de \$ 2.8 millones para el primer año fue por los costos de los servicios relacionados con los empleados y equipos de Rescate Aéreo (ARFF). Para el segundo año del término, se acordó entre Puertos y Aerostar que se pagará la cantidad de \$2.8 con un incremento basado en el Índice de Precios del Consumidor (CPI).

Pagos de Aerostar a Puertos		
Concepto	Fecha	Cantidad
Annual Leasehold (2.1.b)	27-Feb-13	1,000,000.00
PRPA cost and Expenses Services (3.17)	10-Ene-14	2,800,000.00
Annual Leasehold (2.1.b)	10-Ene-14	1,500,000.00
Total		5,300,000.00

B. Operación

Conforme al Contrato de Arrendamiento, Aerostar brindó a Puertos copia del "Airport Security Program" (ASP), pero para confirmar el cumplimiento con la Sección 3.3 (b) del Contrato de Arrendamiento y Sección 3.4 del Acuerdo de Uso, Puertos solicitó a Aerostar copias de documentos relacionados con (a) (i) (iii) (iv) (v) (vi) (vii) (viii). En lo que respecta a la seguridad, Puertos también solicitó copia de los informes de comentarios durante las inspecciones del Part 139. Hasta finales del mes de junio de 2014, Aerostar no había notificado a Puertos advertencias ni multas por parte de FAA o TSA.

Conforme a las secciones 8.1 (a) y (b) del Contrato de Arrendamiento, Aerostar tiene la obligación de proveer a Puertos avisos o comunicaciones relacionadas con emergencias en el Aeropuerto e incidentes operacionales o ambientales que sucedan en AILMM. En base a esto y a la Part 139, Puertos y Aerostar están desarrollando conjuntamente un documento que establece un protocolo formal para cumplir con esta obligación, especialmente para notificar a ARFF durante las alertas.

El Segundo borrador del Plan Operacional fue entregado a finales de junio del 2014 para revisión y comentarios de Puertos y las líneas aéreas. El objetivo de este Plan es cumplir con el "Airport Certification Manual", "Record of Decision", Estándares del Uso y Contrato de Arrendamiento, el documento "Spill Response Plan: Standard Operating Procedure". Los Planes mencionados en la comunicación del 4 de noviembre no forman parte de esto a excepción de los que Puertos envió comentarios específicos como el "Environmental Sustainability Plan", "Wildlife Hazard Management Plan" y "Safety and Security Management Plan". Ver anejos.

C. Mejoras Capitales

Los trabajos de mejoras capitales en el AILMM comenzaron en septiembre de 2013. Para el mes de junio de 2014, Aerostar informó haber realizado una inversión en mejoras

capitales de \$56 millones para las fases de remodelación iniciales. Las actividades de construcción de tamaño y alcance significativo fueron monitoreadas y documentadas semanalmente para poder tener un mejor entendimiento de la programación, itinerario y secuencia de las actividades de construcción.

Trabajos notables de remodelación y nueva construcción están actualmente en curso, siendo los siguientes proyectos los más importantes y significativos en tamaño y alcance de la construcción, con un área estimada de nueva construcción de 210,000 pies cuadrados.

- Renovación de la Terminal B
- Construcción de Nuevo Punto de Seguridad ("Checkpoint") Central
- Área Norte de Reclamo de Equipaje

La Sección 4.1 del Contrato de Arrendamiento requiere ciertas mejoras como "General Accelerated Upgrades" (Itinerario 13), que tienen un presupuesto de \$16-20 millones, y deben completarse en los primeros 18 meses posteriores al cierre de la transacción. Muchas de estas mejoras ya fueron completadas, incluyendo proyectos de paisajismo, reparación de jet-bridges, reparación a vías de acceso, rotulación, instalación de receptáculos en las terminales para uso de los pasajeros, reemplazo de losas en los pisos de las terminales y áreas públicas y reparación de escaleras eléctricas y elevadores, entre otros.

La Sección 6.1 del Contrato de Arrendamiento requiere que Aerostar esté en cumplimiento con los estándares operacionales del Acuerdo de Uso, 180 días posteriores al cierre, el 27 de Agosto de 2013, pero dichos estándares fueron entregados para revisión a la Autoridad de los Puertos y las aerolíneas en agosto de 2014. El Comité Ejecutivo de Líneas Aéreas solicitó que una firma privada fuera contratada para el desarrollo de este importante documento. Aerostar contrató una firma de consultoría para estos fines y el 26 de junio de 2014 sometió nuevamente una copia del Plan Operacional a la Autoridad de los Puertos y a las líneas aéreas para su revisión. Este documento incluye las especificaciones y requisitos de informes para las secciones 2-10, según descritas en la Sección 1.2.2 de los Estándares Operacionales del Acuerdo de Uso.

D. Informes

La Sección 8.1 (d) requiere que Aerostar provea, dentro de cinco (5) días laborables a la fecha de recibo, copias de los informes de aerolíneas, de conformidad con el Acuerdo de Uso, incluyendo proyecciones de tráfico, resultados de tráfico e informes ambientales.

Aerostar ha provisto los informes de tráfico de aerolíneas comerciales firmantes en una base diaria y/o mensual.

La Sección 8.1 (a) y (b) del Contrato de Arrendamiento requiere que Aerostar notifique rápidamente a la Autoridad de los Puertos cualquier emergencia, accidente o incidente en el *airfield*, operacional o ambiental, que ocurra en las instalaciones del Aeropuerto LMM dentro de las primeras 24 horas. La Sección 8.6 del Acuerdo de Uso requiere que Aerostar provea a las aerolíneas firmantes copia de estos informes. No se ha informado a la Autoridad de los Puertos acerca de incidentes, accidentes o emergencias, salvo aquellos atendidos por Rescate Aéreo.

A través del término del primer año, Aerostar ha estado proveyendo a la Autoridad de los Puertos información relacionada a estándares operacionales del Acuerdo de Uso, conforme a la Sección 2.4.6. No obstante, esta sección requiere que Aerostar rinda un informe anual con información de métricas y comparación. La información que debe contener este informe se detalla a continuación.

- Informe de Rendimiento Operacional
- Evaluación de las Condiciones de las Instalaciones
- Informe de Aviación y Tráfico
- Programa de Mejoras Capitales
- Informe de Sustentabilidad
- Informe de Evaluación de Seguridad
- Informe de Emergencias
- Informe de Nivel de Servicio

E. Seguros

Según la Sección 13, Aerostar debe proveer evidencia a la Autoridad de los Puertos de los seguros requeridos que se detallan abajo y mantener los mismos de conformidad con la Sección 13.2 de las cubiertas de seguros, asegurando las instalaciones y operaciones del Aeropuerto Internacional LMM. Todas las cubiertas requeridas deben ser adquiridas con aseguradoras que, como mínimo, tengan una clasificación de A.M., Best Company, o una clasificación equivalente por alguna otra Agencia Clasificadora. Aerostar proveyó copias de todas las Pólizas de Seguro requeridas al cierre.

(a) Responsabilidad en Prácticas de Empleo de no menos de \$5,000,000 por incidente.

(b) Seguro de Compensación a los Trabajadores con la Corporación del Fondo del Seguro del Estado.

(c) Responsabilidad Comercial General (Primario y Exceso) con límites no menores de \$200,000,000 por incidente y \$400,000,000 global por lesiones corporales (incluyendo muerte) y responsabilidad por daño a la propiedad.

(d) Responsabilidad Automóvil (Primario y Exceso) con límites no menores de \$1,000,000 por incidente y \$5,000,000 global por lesiones corporales y daño a la propiedad por cualquier vehículo de motor o auto adquirido, no adquirido o alquilado. La Autoridad de los Puertos debe ser nombrada como un asegurado adicional en una base primaria, no-contribuyente.

(e) Riesgo de Constructor cada vez que Aerostar lleve a cabo cualquier construcción, mantenimiento o reparación a las instalaciones del Aeropuerto Internacional LMM, incluyendo mejoras de conformidad con el Contrato de Arrendamiento. El seguro de riesgo de construcción también deberá cubrir costos de reposición de materiales, suministros, equipo, maquinaria y accesorios que son o serán parte de las instalaciones del Aeropuerto Internacional LMM.

(f) Responsabilidad Profesional para cuando cualquier arquitecto, ingeniero, gerentes de Proyecto, gerentes de construcción, o cualquier otro consultor profesional realice un trabajo relacionado al Contrato de Arrendamiento, cubriendo actos, errores u omisiones, debe tener límites no menores a \$5,000,000 por incidente y \$5,000,000 global. Una póliza de reclamos que no es renovada o reemplazada debe tener un periodo de reporte o informe extendido a dos años.

(g) Cubierta de Costos de Seguro a la Propiedad en una base de reemplazo completa (no puede incluir cláusulas de margen), cubriendo toda pérdida, daño o destrucción a las instalaciones del Aeropuerto Internacional LMM, incluyendo mejoras. La Autoridad de los Puertos debe ser nombrada como un asegurado adicional en todas las pólizas de seguro a la propiedad.

(h) Seguro de Responsabilidad Legal de Contaminación debe cubrir todos los daños corporales a terceros, daños a la propiedad y otras pérdidas causadas por incidentes de contaminación durante el término con límites no menores de \$5,000,000 por incidente y \$25,000,000 global. La Autoridad de los Puertos debe ser nombrada como un asegurado adicional.

(i) Seguro de Interrupción de Negocio contra la interrupción o pérdida de ingresos proyectados por hasta seis meses del incidente de riesgo, resultando en daño físico al Aeropuerto. La Autoridad y cada Negocio Dependiente deben ser nombrados como asegurados adicionales bajo este seguro.

(j) Seguro de Responsabilidad Civil de Contratistas Propietarios o una cubierta equivalente con un límite no menor de \$2,000,000 por incidente.

(k) Seguro de Calderas y Maquinaria o cubierta de averías de equipo para estructuras completadas que contienen aparatos a presión, maquinaria, equipo o sistemas eléctricos con un valor total de reemplazo de \$25,000 o más.

(l) Responsabilidad Fiduciaria con un límite no menor de \$3,000,000 por incidente.

Esperamos que esta información sea satisfactoria. Cualquier información adicional puede comunicarse con esta servidora.

Cordialmente,



Ingrid C. Colberg Rodríguez
Directora Ejecutiva

U.S. Department of Transportation
Federal Aviation Administration



AIRPORT OPERATING CERTIFICATE

This certifies that Aerostar Airport Holdings, LLC as operator of Luis Muñoz Marín International Airport, San Juan, Puerto Rico,

has met the requirements of the Title 49 USC, Subtitle VII – Aviation Program, and the rules, regulations, and standards prescribed thereunder for the issuance of this certificate, and is hereby authorized to operate as a certificated airport in accordance with and subject to said statute and the rules, regulations, and standards prescribed thereunder, including but not limited to 14 CFR Part 139, and any additional terms, conditions, and limitations contained herein or in the approved Airport Certification Manual on file with the Federal Aviation Administration.

This certificate is not transferable and, unless sooner surrendered, suspended or revoked, shall continue in effect.

Effective Date: February 27, 2013
Issued at: Atlanta, Georgia

By Direction of the Administrator

Wendene A. Perfect
Manager, Airports Division



GOBIERNO DE PUERTO RICO
DEPARTAMENTO DE SALUD
SECRETARÍA AUXILIAR DE SALUD AMBIENTAL

13- 008866

LICENCIA SANITARIA

PUEBLO: CAROLINA LICENCIA NÚMERO: 925-12-13-CA

REGIÓN: METROPOLITANA EXPEDIDA: 6 DE MAYO DE 2013

**AEROSTAR AIRPORT HOLDINGS, LLC/
MARIA ROMAN**

POR LA PRESENTE SE AUTORIZA A _____

A OPERAR UN OFICINAS ADMINISTRATIVAS EN ESTA CIUDAD,
(CLASE DE ESTABLECIMIENTO, NEGOCIO O INSTITUCIÓN)

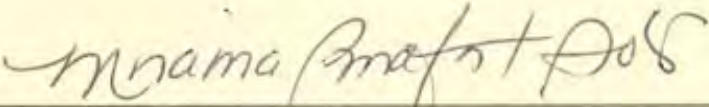
DIRECCIÓN: AEROPUERTO LUIS MUÑOZ MARIN, TERMINAL D, CAROLINA

SUJETO A LAS LEYES Y REGLAMENTOS VIGENTES DEL DEPARTAMENTO DE SALUD O A
LOS QUE EN EL FUTURO SE PROMULGUEN. ESTA LICENCIA NO ES TRANSFERIBLE Y PUEDE
REVOCARSE POR JUSTA CAUSA.

ESTA LICENCIA VENCE EL 6 DE MAYO DE 2016.

ADVERTENCIA:

COLOQUE ESTA LICENCIA EN UN SITIO VISIBLE
DEL ESTABLECIMIENTO. AL CESAR OPERACIONES,
DEVUELVA ESTA LICENCIA A LA OFICINA DE SALUD
AMBIENTAL. DEBERÁ RADICAR SU SOLICITUD DE
RENOVACION 30 DÍAS ANTES DE LA FECHA DE
VENCIMIENTO.


OFICIAL O SUPERVISOR DE SALUD AMBIENTAL



PATENTE MUNICIPAL

Estado Libre Asociado de Puerto Rico
Gobierno Municipal Autónomo de Carolina
Gerencia de Administración
Departamento de Finanzas y Presupuesto

2015-2016

PO BOX 8, Carolina PR 00986-0008

NOMBRE, TIPO DE NEGOCIO Y DIRECCIÓN FÍSICA

AEROSTAR AIRPORT HOLDINGS, LLC

0538968-0036

AEROPUERTO INT'L LMM

CAROLINA, PR 00979

ID GMAC

745396

REGIRÁ ESTA PATENTE

01/JUL/2015 - 30/JUN/2016

CUOTA

\$ 515,969.72

Coloque esta PATENTE en un lugar visible.

**ESTE DOCUMENTO NO CONSTITUYE
UN PERMISO DE USO / NO ES TRANSFERIBLE**

CERTIFICO QUE EL IMPORTE DE ESTA PATENTE HA SIDO SATISFECHO Y QUE ESTA PERSONA ESTÁ DEBIDAMENTE INSCRITA EN EL REGISTRO DE INDUSTRIA, COMERCIO, SERVICIOS Y EL SISTEMA INTEGRADO DE INFORMÁTICA DEL DEPARTAMENTO DE FINANZAS Y PRESUPUESTO DE ESTE MUNICIPIO.



Edwin Lebrón González, Director
Departamento de Finanzas y Presupuesto

www.municipiocarolina.com



30010182104386745396201606

Modelo SC 2918
Rev. 03 ene 13



ESTADO LIBRE ASOCIADO DE PUERTO RICO
DEPARTAMENTO DE HACIENDA



CERTIFICADO DE REGISTRO DE COMERCIANTE
0538968-0036
NO RETIENE IMPUESTO

Nombre Localidad:

AEROSTAR AIRPORT HOLDINGS, LLC

AEROPUERTO INTERNACIONAL
LUIS MUNOZ MARIN
SAN JUAN PR 00937-0000

Nombre Legal:

AEROSTAR AIRPORT HOLDINGS, LLC

1519 AVE. PONCE DE LEON
STE 1110
SAN JUAN PR 00909-1722

Código NAICS: 920000

Fecha de Emisión: 12 de abril de 2013

Actividad Comercial: PUBLIC PRIVATE PARTNERSHIP

Tipo de Certificado: COMERCIANTE

Yo, Melba Acosta Febo, certifico que este comerciante está inscrito en el Registro de Comerciantes del Departamento de Hacienda.

Secretaria de Hacienda

Este Certificado es intransferible y el mismo deberá exhibirse en todo momento en un lugar visible al público en la localidad arriba indicada.

El Certificado de Registro es propiedad del Estado Libre Asociado de Puerto Rico y contiene información única sobre su condición como comerciante. Es su responsabilidad proteger el mismo. Su uso o posesión no autorizada podrá dar lugar a sanciones civiles y/o criminales.

C03741874

CBPR - NPREV - 004
MAYO - 2009



ESTADO LIBRE ASOCIADO DE PUERTO RICO
CUERPO DE BOMBEROS DE PUERTO RICO
NEGOCIADO DE PREVENCIÓN DE INCENDIOS



CERTIFICADO DE INSPECCION Y PERMISO

AEROPUERTO LUIS MUÑOZ MARIN

Nombre del Establecimiento

AEROSTAR AIRPORT HOLDINGS, LLC

Dueño del Establecimiento

BO. CANGREJO ARRIBA, TERMINAL A

AEROPUERTO TERMINAL A

CAROLINA, PUERTO RICO

Dirección del Establecimiento

Tipo de Uso

DE CONFORMIDAD CON LAS DISPOSICIONES LEGALES Y REGLAMENTARIAS DEL CUERPO DE BOMBEROS DE PUERTO RICO, SE EXPIDE EL PRESENTE CERTIFICADO DE INSPECCION Y PERMISO.

14 DE OCTUBRE DE 2015

FECHA DE EXPEDICION

26 DE FEBRERO DE 2016

FECHA DE EXPIRACION

Inspeccionado por:

INSP. II REINALDO RIVERA TORRES

Nombre y firma del Inspector



07933779 \$ 550 274,000P/C

Núm. Comprobante

SR. ANGEL A. CRESPO ORTIZ

Jefe del Cuerpo de Bomberos

INSP. III RAMSEY PLANELL RAMOS

Nombre y firme del funcionario autorizado

415/03/14/3872

Núm. de caso y control

NOTA: Este Permiso deberá estar expuesto en todo momento en un lugar visible al público en el establecimiento para el cual fue otorgado. Este Permiso podrá ser revocado y/o imponer la sanciones que en Ley correspondan, de surgir alguna alteración en la estructura, uso o medidas de seguridad contra incendios, requeridas en el Código Contra Incendios de Puerto Rico, amparado en la Ley 43 del 21 de junio de 1988, según enmendada. Este permiso no le garantiza el otorgamiento del permiso ó licencia que sea necesario de cualquier otro organismo gubernamental.

Renovación Permiso de Bomberos - Terminal A

Solicitud: Locales Existentes

Servicio	Solicitud	Información Empresa	Información Adicional	Visitas	Facturas	Notas
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En Ejecución

Pagada: 02/09/2016

F. Expedición: 02/09/2016

Ver Orden de Compra

Agregar Otros Documentos

Enviar Mensaje a Inspector

Agregar al Carro

Datos de la Solicitud de Servicio

Servicio	Sucursal	Departamento
Locales Existentes 1/1	Aerostar Airport Holdings LLC - Terminal A (Carolina)	Bomberos

Tramitado por: Flor del Rio Loranca (Empresa)

Información de la Solicitud

Número de Control	02-245-0000078514-51-0000038950
Número de Licencia / Certificación	0000078514
Fecha de Solicitud	02/09/2016
Fecha de Pago	02/09/2016
Fecha de Expedición	02/09/2016
Precio de Servicio	\$735.00
Renovación	Cada 1 año
Localidad / Ubicación	Aeropuerto Internacional LMM, Carolina, PR, 00981, Cangrejo Arriba, Carolina

Información del Cliente

Cliente	Aerostar Airport Holdings LLC
Encargado	Flor del Rio Loranca
Sucursal	Terminal A
Localidad/Ubicación	Aeropuerto Internacional LMM, Carolina, PR, 00981, Cangrejo Arriba, Carolina
Superficie	348,537.00 pies ²
Tipo de Permiso de Uso	Aeropuerto Terminal A

Información del Inspector

Inspector Asignado: Herminio Ortiz Vazquez (02/23/2016 a las 18:17)

Información del Supervisor

Supervisor Asignado: *Esperando asignación de Supervisor

Documentos de Solicitud

Agregar Documento

Nombre	Categoría	Fecha	Acciones

Certificación para la Prevención de Incendios

Programa de Mejoramiento de Capacidad Aeropuerto Luis Muñoz Marín

Fecha de Expedición:

26/FEB/2016

Fecha de Expiración:

26/FEB/2017

Entidad

Conforme a las disposiciones legales y reglamentarias vigentes, se expide la presente Certificación para la Prevención de Incendios, para un establecimiento ubicado en:

Dirección Física:

Dirección CARR 187 BO CANGREJO ARRIBA

Municipio: Carolina

Estado: Puerto Rico

Código Postal: 00937

Dueño:

Aerostar Airport Holdings LLC

Arrendatario:

Aerostar Airport Holdings LLC

Usos

Aeropuerto

Atributos del Establecimiento:

Cantidad de Plantas: 2

Área de Construcción: 288539.0 pies cuadrados

Materiales de Construcción: Hormigón Armado, Hormigón Armado y Bloques, Acero Estructural

Condiciones de la certificación

Esta Certificación fue presentada por un Ingeniero o Arquitecto Licenciado, según dispuesto por la Ley núm. 161-2009, según enmendada conocida como "Ley para la Reforma del Proceso de Permisos de Puerto Rico" y Ley núm. 135-1967, según enmendada, conocida como "Ley de Certificaciones de Planos", por lo que Se recomienda favorable la Certificación de Prevención de Incendios. Deberá solicitar inspección del Cuerpo de Bomberos de Puerto Rico anualmente. El cumplir con las condiciones aquí indicadas no le exime que el Cuerpo de Bomberos de Puerto Rico realice una inspección en cualquier momento razonable para velar por que se cumpla con la Reglamentación Vigente, conforme se establece en el capítulo 53 del Reglamento Conjunto para Obras de Construcción y Usos de Terrenos, según enmendado.

Condiciones Especiales

Notas Legales

Esta Certificación deberá estar expuesta en todo momento en un lugar visible al público en el establecimiento para el cual fue otorgado. Esta Certificación podrá ser revocada, a la vez que se podrá imponer las sanciones que en Ley correspondan, de surgir alguna alteración en la estructura, el uso o las medidas de seguridad contra incendios, requeridas del Puerto Rico Building Code 2011, en particular el Código de Incendios del Puerto Rico (International Fire Code 2009), amparado en la Ley Núm. 161-2009, según enmendada. Esta Certificación no le garantiza el otorgamiento del permiso o de la licencia que se requiera de cualquier otro organismo gubernamental.

La renovación de esta Certificación se debe radicar directamente a través del Cuerpo de Bomberos de Puerto Rico.

Firma / Sellos

Fecha de Expedición:

26/FEB/2016



Este certificado deberá estar expuesto en todo momento en un lugar visible al público en el establecimiento para el cual ha sido



AEROSTAR AIRPORT HOLDINGS, LLC

OFFICER'S CERTIFICATE

Reference is made to the Lease Agreement, dated as of July 24, 2012 (the "Lease Agreement"), among Aerostar Airport Holdings, LLC ("The Lessee"), a limited liability company organized under the laws of the Commonwealth of Puerto Rico, and The Puerto Rico Ports Authority ("The Lessor").

This certificate is being delivered pursuant to Section 3.8 of the Lease Agreement.

The undersigned, Eduardo L. Balaguer-Muñoz controller of the Lessee, represents and warrants to the Lessor as follows:

1. The Lessee is in compliance with the requirements of Section 3.8 of the Lease Agreement.

IN WITNESS WHEREOF, the undersigned has executed this Certificate as of 1st day of March of 2014.

AEROSTAR AIRPORT HOLDINGS, LLC

By 

Name: Eduardo L. Balaguer-Muñoz

Title: Controller

Certified Mail
7012 2210 0001 4546 0755

COPY

AEROSTAR AIRPORT HOLDINGS, LLC

OFFICER'S CERTIFICATE

Reference is made to the Lease Agreement, dated as of July 24, 2012 (the "Lease Agreement"), among Aerostar Airport Holdings, LLC ("The Lessee"), a limited liability company organized under the laws of the Commonwealth of Puerto Rico, and The Puerto Rico Ports Authority ("The Lessor").

This certificate is being delivered pursuant to Section 3.8 of the Lease Agreement.

The undersigned, Eduardo L. Balaguer-Muñoz controller of the Lessee, represents and warrants to the Lessor as follows:

- I. The Lessee is in compliance with the requirements of Section 3.8 of the Lease Agreement.

IN WITNESS WHEREOF, the undersigned has executed this Certificate as of 1st day of June of 2014.

AEROSTAR AIRPORT HOLDINGS, LLC

By: _____

Name: Jorge Hernandez De Leon

Title: Chief Financial Officer

Certified Mail

7012 0470 0001 1903 4872

AEROSTAR AIRPORT HOLDINGS, LLC

OFFICER'S CERTIFICATE

Reference is made to the Lease Agreement, dated as of July 24, 2012 (the "Lease Agreement"), among Aerostar Airport Holdings, LLC ("The Lessee"), a limited liability company organized under the laws of the Commonwealth of Puerto Rico, and The Puerto Rico Ports Authority ("The Lessor").

This certificate is being delivered pursuant to Section 3.8 of the Lease Agreement.

The undersigned, Jorge Hernandez De León, Chief Financial Officer of the Lessee, represents and warrants to the Lessor as follows:

1. The Lessee is in compliance with the requirements of Section 3.8 of the Lease Agreement.

IN WITNESS WHEREOF, the undersigned has executed this Certificate as of 1st day of September of 2014.

AEROSTAR AIRPORT HOLDINGS, LLC

By 
Name: Jorge Hernandez De León
Title: Chief Financial Officer

7007 0710 0002 6662 6338

U.S. Postal Service
CERTIFIED MAIL RECEIPT
(Domestic Mail Only; No Insurance Coverage Provided)

For delivery information visit our website at www.usps.com.

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Restricted Delivery Fee (Endorsement Required)	
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Sent To: Victor Suárez
Street, Apt. No. or PO Box No. P. O. Box 362829
City, State, ZIP+4 San Juan, P.R. 00936-2829

PS Form 3800, August 2006 See Reverse for Instructions



AEROSTAR

AIRPORT HOLDINGS LLC

Zuheily Díaz-Navarro
Legal Compliance Officer
zuheily.diaz@aerostarairports.com

December 31, 2014

**CERTIFIED MAIL WITH RETURN RECEIPT:
7010-1060-0000-9847-1725**

Ingrid C. Colberg, Executive Director
Puerto Rico Ports Authority
PO Box 362829
San Juan, PR 00936-2829

Re.: Officer's Certificate (2014 - 4th Quarter)

Dear Ms. Colberg:

In compliance with Section 3.8 of the Luis Muñoz Marín International Airport ("LMMIA") Lease Agreement dated as of July 24, 2012 by and between The Puerto Rico Ports Authority ("PRPA") and Aerostar Airport Holdings, LLC ("Aerostar"), attached you will find the *Officer's Certificate* corresponding to the 4th Quarter of 2014.

Sincerely,



Zuheily Díaz-Navarro

Attachment

AEROSTAR AIRPORT HOLDINGS, LLC

OFFICER'S CERTIFICATE

Reference is made to the Lease Agreement, dated as of July 24, 2012 ("The Lease Agreement"), among Aerostar Airport Holdings, LLC ("The Lessee"), a limited liability company organized under the laws of the Commonwealth of Puerto Rico, and the Puerto Rico Ports Authority ("The Lessor").

This certificate is being delivered pursuant to Section 3.8 of the Lease Agreement.

The undersigned, Jorge Hernández De León, Chief Financial Officer of the Lessee, represents and warrants to the Lessor as follows:

1. The Lessee is in compliance with the requirements of Section 3.8 of the Lease Agreement.

IN WITNESS WHEREOF, the undersigned has executed this Certificate as of 1st day of January of 2015.

AEROSTAR AIRPORT HOLDINGS, LLC

By 

Name: Jorge Hernández De León

Title: Chief Financial Officer

Certified Mail

7010 1060 0000 9847 1725

AEROSTAR

AIRPORT HOLDINGS LLC

Agustín Arellano Rodríguez
President & CEO
agustin.arella@airportairports.com

April 1, 2015

**CERTIFIED MAIL WITH RETURN RECEIPT:
7010-1060-0000-9851-7270**


Ingrid C. Colberg, Executive Director
Puerto Rico Ports Authority
PO Box 362829
San Juan, PR 00936-2829

Re.: Officer's Certificate (2015 - 1st Quarter)

Dear Ms. Colberg:

In compliance with Section 3.8 of the Luis Muñoz Marín International Airport ("LMMIA") Lease Agreement dated as of July 24, 2012 by and between The Puerto Rico Ports Authority ("PRPA") and Aerostar Airport Holdings, LLC ("Aerostar"), attached you will find the *Officer's Certificate* corresponding to the 1st Quarter of 2015.

Sincerely,


Agustín Arellano

Attachment

cc: Jorge Hernández, Chief Financial Officer
Vaelin Vissopó, Chief Legal Officer
Aerostar Airport Holdings, LLC

AEROSTAR AIRPORT HOLDINGS, LLC

OFFICER'S CERTIFICATE

Reference is made to the Lease Agreement, dated as of July 24, 2012 (the "Lease Agreement"), among Aerostar Airport Holdings, LLC ("The Lessee"), a limited liability company organized under the laws of the Commonwealth of Puerto Rico, and The Puerto Rico Ports Authority ("The Lessor").

This certificate is being delivered pursuant to Section 3.8 of the Lease Agreement.

The undersigned, Jorge Hernandez De León, Chief Financial Officer of the Lessee, represents and warrants to the Lessor as follows:

1. The Lessee is in compliance with the requirements of Section 3.8 of the Lease Agreement.

IN WITNESS WHEREOF, the undersigned has executed this Certificate as of 1st day of April of 2015.

AEROSTAR AIRPORT HOLDINGS, LLC

By 

Name: Jorge Hernandez De León

Title: Chief Financial Officer

Certified Mail

7010 1060 0000 9851 7270

AEROSTAR

AIRPORT HOLDINGS LLC

Agustín Arellano-Rodríguez
President & CEO
agustin.arellano@aerostarairports.com

July 1, 2015

**CERTIFIED MAIL WITH RETURN RECEIPT:
7007-0710-0002-6882-1593**

Ingrid C. Colberg, Executive Director
Puerto Rico Ports Authority
PO Box 362829
San Juan, PR 00936-2829

Re.: Officer's Certificate (2015 - 2nd Quarter)

Dear Ms. Colberg:

In compliance with Section 3.8 of the Luis Muñoz Marín International Airport ("LMMIA") Lease Agreement dated as of July 24, 2012 by and between The Puerto Rico Ports Authority ("PRPA") and Aerostar Airport Holdings, LLC ("Aerostar"), attached you will find the *Officer's Certificate* corresponding to the 2nd Quarter of 2015.

Sincerely,



Agustín Arellano

Attachment

c Jorge Hernández, Chief Financial Officer
Varón Vissepó, Chief Legal Officer
Aerostar Airport Holdings, LLC

AEROSTAR AIRPORT HOLDINGS, LLC

OFFICER'S CERTIFICATE

Reference is made to the Lease Agreement, dated as of July 24, 2012 (the "Lease Agreement"), among Aerostar Airport Holdings, LLC ("The Lessee"), a limited liability company organized under the laws of the Commonwealth of Puerto Rico, and The Puerto Rico Ports Authority ("The Lessor").

This certificate is being delivered pursuant to Section 3.8 of the Lease Agreement.

The undersigned, Jorge Hernandez De León, Chief Financial Officer of the Lessee, represents and warrants to the Lessor as follows:

1. The Lessee is in compliance with the requirements of Section 3.8 of the Lease Agreement.

IN WITNESS WHEREOF, the undersigned has executed this Certificate as of 1st day of July of 2015.

AEROSTAR AIRPORT HOLDINGS, LLC

By 

Name: Jorge Hernandez De León

Title: Chief Financial Officer

Certified Mail

7007 0710 0002 6882 1593

AEROSTAR

AIRPORT HOLDINGS LLC

Agustín Arellano-Rodríguez
President & CEO
agustin.arellano@aerostarairports.com

September 30, 2015

**CERTIFIED MAIL WITH RETURN RECEIPT:
7010-1060-0000-9846-8824**

Ingrid C. Colberg, Executive Director
Puerto Rico Ports Authority
PO Box 362829
San Juan, PR 00936-2829

Re.: Officer's Certificate (2015 - 3rd Quarter)

Dear Ms. Colberg:

In compliance with Section 3.8 of the Luis Muñoz Marín International Airport ("LMMIA") Lease Agreement dated as of July 24, 2012 by and between The Puerto Rico Ports Authority ("PRPA") and Aerostar Airport Holdings, LLC ("Aerostar"), attached you will find the *Officer's Certificate* corresponding to the 3rd Quarter of 2015.

Sincerely,



Agustín Arellano

Attachment

c Jorge Hernández, Chief Financial Officer
Varlin Vissepó, Chief Legal Officer
Aerostar Airport Holdings, LLC

AEROSTAR AIRPORT HOLDINGS, LLC

OFFICER'S CERTIFICATE

Reference is made to the Lease Agreement, dated as of July 24, 2012 (the "Lease Agreement"), among Aerostar Airport Holdings, LLC ("The Lessee"), a limited liability company organized under the laws of the Commonwealth of Puerto Rico, and The Puerto Rico Ports Authority ("The Lessor").

This certificate is being delivered pursuant to Section 3.8 of the Lease Agreement.

The undersigned, Jorge Hernandez De León, Chief Financial Officer of the Lessee, represents and warrants to the Lessor as follows:

1. The Lessee is in compliance with the requirements of Section 3.8 of the Lease Agreement.

IN WITNESS WHEREOF, the undersigned has executed this Certificate as of 1st day of October of 2015.

AEROSTAR AIRPORT HOLDINGS, LLC

By 

Name: Jorge Hernandez De León

Title: Chief Financial Officer

Certified Mail

7010 1060 0000 9846 8824

AEROSTAR

AIRPORT HOLDINGS LLC

Agustín Arellano-Rodríguez
President & CEO
agustin.arelano@aerostarairports.com

December 31, 2015

**CERTIFIED MAIL WITH RETURN RECEIPT:
7010-1060-0000-9852-3714**

Ingrid C. Colberg, Executive Director
Puerto Rico Ports Authority
PO Box 362829
San Juan, PR 00936-2829

Re.: Officer's Certificate (2015 – 4th Quarter)

Dear Ms. Colberg:

In compliance with Section 3.8 of the Luis Muñoz Marín International Airport ("LMMIA") Lease Agreement dated as of July 24, 2012 by and between The Puerto Rico Ports Authority ("PRPA") and Aerostar Airport Holdings, LLC ("Aerostar"), attached you will find the *Officer's Certificate* corresponding to the 4th Quarter of 2015.

Sincerely,



Agustín Arellano

Attachment

c Jorge Hernández, Chief Financial Officer
Varlín Vissepó, Chief Legal Officer
Aerostar Airport Holdings, LLC

AEROSTAR AIRPORT HOLDINGS, LLC

OFFICER'S CERTIFICATE

Reference is made to the Lease Agreement, dated as of July 24, 2012 (the "Lease Agreement"), among Aerostar Airport Holdings, LLC ("The Lessee"), a limited liability company organized under the laws of the Commonwealth of Puerto Rico, and The Puerto Rico Ports Authority ("The Lessor").

This certificate is being delivered pursuant to Section 3.8 of the Lease Agreement.

The undersigned, Jorge Hernandez De León, Chief Financial Officer of the Lessee, represents and warrants to the Lessor as follows:

1. The Lessee is in compliance with the requirements of Section 3.8 of the Lease Agreement.

IN WITNESS WHEREOF, the undersigned has executed this Certificate as of 1st day of January of 2016.

AEROSTAR AIRPORT HOLDINGS, LLC

By 

Name: Jorge Hernandez De León

Title: Chief Financial Officer

Certified Mail

7010 1060 0000 9852 3714

MODELO
SI 6296A
17 MAY 10

ESTADO LIBRE ASOCIADO DE PUERTO RICO
DEPARTAMENTO DE HACIENDA
AREA DE RENTAS INTERNAS

FECHA: 29 02 2016
HORA : 15:36
PAG. 1 DE 1

CERTIFICACION DE DEUDA VIA ELECTRONICA

NUM. CUENTA: 001 XX XXX7776/000 APROSTAR AIRPORT HOLDINGS, LLC

PO BOX 18085
SAN JUAN

PR 00937

*COMPUTOS HASTA: 29 02-2016

CERTIFICO QUE EL CONTRIBUYENTE ARRIBA DESCRITO
NO TIENE DEUDAS TASADAS POR CONCEPTO DE
CONTRIBUCION SOBRE INGRESOS, PATRONAL Y
ARBITRIOS AL DIA DE 29 02-2016 EN NUESTRO
SISTEMA PRITAS.

ESTA CERTIFICACION NO INCLUYE DEUDAS PENDIENTES POR TASAR O EN PROCESO DE
INVESTIGACION POR EL MECANISMO IMPOSITIVO A LA FECHA DE ESTA CERTIFICACION.

A D V E R T E N C I A :

FAVOR DE REVISAR ESTE DOCUMENTO EN DETALLES. DE EXISTIR DEUDA, Y ESTAR DE
ACUERDO, PUEDE REALIZAR EL PAGO EN CUALQUIERA DE LAS COLECTORIAS DE RENTAS
INTERNAS DEL DEPARTAMENTO DE HACIENDA O COLECTORIA VIRTUAL. DE NO ESTAR DE
ACUERDO, DEBERA PRESENTAR SU RECLAMACION EN LOS CENTROS DE SERVICIO AL
CONTRIBUYENTE. LA RECLAMACION DEBE DE INCLUIR LA EVIDENCIA DEL PAGO PARA
CADA UNO DE LOS PERIODOS CONTRIBUTIVOS RECLAMADOS, COPIAS DE LAS PLANILLAS
O CUALQUIER OTRO DOCUMENTO QUE EVIDENCIE QUE LA DEUDA NO PROCEDE.

CODIGO: D1606040075849

SI NECESITA VALIDAR LA INFORMACION CONTENIDA EN ESTE DOCUMENTO,
FAVOR DE ACCEDER A [HTTP://WWW.PR.GOV](http://WWW.PR.GOV)

CERTIFICACION DE RADICACION DE PLANILLAS DE
CONTRIBUCION SOBRE INGRESOS
VIA ELECTRONICA

NUM. CUENTA: XX-XXX/776 ARROSTAS AIRPORT HOLDINGS, LLC

PO BOX 30085
SAN JUAN PR 00937

PERIODO | INFORMACION SEGUN SISTEMA
CONTRIBUTIVO |

2014 | 1 RENDIO PLANILLA

2013 | 1 RENDIO PLANILLA

2012 | 1 RENDIO PLANILLA

2011 | 1 NO RENDIO PLANILLA

2010 | 1 NO RENDIO PLANILLA

INFORMACION AL CONTRIBUYENTE

DE NO ESTAR DE ACUERDO CON LA INFORMACION CONTENIDA EN ESTA CERTIFICACION DEBERA PRESENTAR SU RECLAMACION CON LA EVIDENCIA DE RADICACION EN CUALQUIERA DE LOS CENTROS DE SERVICIO AL CONTRIBUYENTE.

DE NO ESTAR OBLIGADO POR LEY A RENDIR UNA PLANILLA (APLICA SOLO A INDIVIDUOS) DEBERA LLENAR EL MODELO SC 2781, CERTIFICACION DE RAZONES POR LAS CUALES EL CONTRIBUYENTE NO ESTA OBLIGADO POR LEY A RENDIR UNA PLANILLA DE CONTRIBUCION SOBRE INGRESOS DE INDIVIDUOS, EN CUALQUIERA DE LOS CENTROS DE SERVICIO AL CONTRIBUYENTE (CENTROS) Y PRESENTAR LA EVIDENCIA SOLICITADA.

PARA LA UBICACION DE LOS CENTROS, PUEDE COMUNICARSE A LOS SIGUIENTES TELEFONOS:

SAN JUAN (787) 723 5556 / 1 877 684 3422

PONCE (787) 844 8800

BAYAMON (787) 778 4949 / (787) 778-4973 / (787) 778 4974

CAGUAS (787) 258-5272 / (787) 745-0666

MAYAGUEZ (787) 265 5200

CODIGO: C1006000075852

SI NECESITA VALIDAR LA INFORMACION CONTENIDA EN ESTE DOCUMENTO,
FAVOR DE ACCEDER A [HTTP://WWW.PR.GOV](http://www.pr.gov)



ESTADO LIBRE ASOCIADO
CENTRO DE RECAUDACION DE INGRESOS MUNICIPALES
ESTADO DE CUENTA /STATEMENT OF ACCOUNT

Fecha Impresion: 01/03/2016
Hora Impresion: 2:37:26PM

Fecha de Intereses/Descuento
Int/Disc Date:01/03/2016

Certificate # 9533726

Número de Catastro (Pin Number)	Número de Prestamo (Loan Number)	HIP MTG ID	Municipio (Municipality) 20					Cantidad Adeudada Amount Due
Tipo Notif/ Bill Type	Fecha Notif/ Bill Date	Principal Unpaid Tax	Descuento Discount	Penalidad Penalty	Intereses Interest	Recargos Surcharge		
042-000-006-01-005								
Grand Total		0.00	0.00	0.00	0.00	0.00		0.00

Total Adeudado Al CRIM	0.00
---------------------------	------

Esta certificación no sera oficial sin el importe de \$2.50 en estampillas emitidas por el CRIM. Es valida para gestiones de cobro.

Esta Certificación no incluye deudas por mejoras que estuvieran sin tasar.

Si mediante investigación realizada posteriormente se comprueba que esta propiedad no reúne los requisitos para disfrutar de la Exención y/o Exoneración, se pondran al cobro las Notificaciones Retroactivas para los años correspondientes.

Direccion Postal / Postal Address
AUTORIDAD DE LOS PUERTOS DE PR
PO BOX 364267
SAN JUAN PR 00936-4267

Localización de la Propiedad / (Property Location)
. AEROPUERTO INTL
. CANGREJO ARRIBA
CAROLINA





ESTADO LIBRE ASOCIADO
CENTRO DE RECAUDACION DE INGRESOS MUNICIPALES
ESTADO DE CUENTA /STATEMENT OF ACCOUNT

Fecha Impresión: 01/03/2016
Hora Impresión: 2:37:49PM

Fecha de Intereses/Descuento
Int/Disc Date:01/03/2016

Certificate # 9533733

Número de Catastro (Pin Number)	Número de Prestamo (Loan Number)	HIP MTG ID	Municipio (Municipality) 20					Cantidad Adeudada Amount Due
Tipo Notif/ Bill Type	Fecha Notif/ Bill Date	Principal Unpaid Tax	Descuento Discount	Penalidad Penalty	Intereses Interest	Recargos Surcharge		
042-000-006-01-004								
Grand Total		0.00	0.00	0.00	0.00	0.00	0.00	

Total Adeudado Al CRIM	0.00
-----------------------------------	-------------

Esta certificación no sera oficial sin el importe de \$2.50 en estampillas emitidas por el CRIM. Es valida para gestiones de cobro.

Esta Certification no incluye deudas por mejoras que estuvieran sin tasar.

Si mediante Investigación realizada posteriormente se comprueba que esta propiedad no reúne los requisitos para disfrutar de la Exención y/o Exoneración, se pondran al cobro las Notificaciones Retroactivas para los años correspondientes.

Dirección Postal / Postal Address
AUTORIDAD DE LOS PUERTOS DE PR
PO BOX 364267
SAN JUAN PR 00936-4267

Localización de la Propiedad / (Property Location)
. AREOPUERTO INTERNAT
CAROLINA





GOBIERNO DE PUERTO RICO
CENTRO DE RECAUDACION DE INGRESOS MUNICIPALES

CERTIFICACION DE RADICACION DE PLANILLAS SOBRE LA PROPIEDAD MUEBLE

Número de Seguro Social: XXX-XX-7776

Init Date: 27-Feb-2013

AEROSTAR AIRPORT HOLDINGS LLC

P O BOX 38085

SAN JUAN PR 00937-1085

Periodo Contributivo

Información según sistema

Periodo Contributivo	Información según sistema
2014	Rindió Planilla
2013	Rindió Planilla
2012	No Rindió Planilla
2011	No Rindió Planilla
2010	No Rindió Planilla

Aviso al Contribuyente

La información suministrada en esta certificación puede ser afectada por cualquier investigación o intervención de cuenta que se haya iniciado o esté por iniciarse a este contribuyente.

Esta certificación no será oficial sin el importe de \$5.00 (cinco) dólares en estampillas emitidas por el CRIM.

Luis Rivera Monzon

NOMBRE DEL EMPLEADO

[Signature]

FIRMA DEL EMPLEADO



ESTADO LIBRE ASOCIADO DE PUERTO RICO
DEPARTAMENTO DE HACIENDA
ÁREA DE RENTAS INTERNAS

VENTAS/USO(550)



CERTIFICACIÓN DE DEUDA
IMPUESTO SOBRE VENTAS Y USO

NÚMERO DE REGISTRO DE COMERCIANTE: 0538968-0036 (LOCALIDAD) SSN/EIN: 001-XXXXX7776/000
AEROSTAR AIRPORT HOLDINGS, LLC CERTIFICACIÓN AL: 21/01/16
AEROPUERTO INTERNACIONAL NO RETENEDOR
LUIS MUNOZ MARIN
SAN JUAN PR 00937-0000

TOTALES:	PRINCIPAL	PENALIDADES	INTERESES	RECARGOS	TOTAL
	0	0	0	0	0

ESTA CERTIFICACIÓN NO INCLUYE DEUDAS PENDIENTES POR TÁSAR O EN PROCESO DE INVESTIGACIÓN POR EL NEGOCIADO IMPOSITIVO A LA FECHA DE ESTA CERTIFICACIÓN.

ADVERTENCIA:

FAVOR DE REVISAR ESTE DOCUMENTO EN DETALLE, DE ESTAR DE ACUERDO, PUEDE REALIZAR EL PAGO EN CUALQUIER SUCURSAL BANCARIA PARTICIPANTE MEDIANTE EL CUPÓN ADJUNTO. DE NO ESTAR DE ACUERDO CON LA INFORMACIÓN AQUÍ PROVISTA DEBERÁ PRESENTAR SU RECLAMACIÓN, ACOMPAÑADA DE LA EVIDENCIA CORRESPONDIENTE, EN EL CENTRO DE SERVICIO DEL NEGOCIADO DE SERVICIO AL CONTRIBUYENTE MÁS CERCAÑO A SU PUEBLO. PARA DIRECCIONES PUEDE COMUNICARSE A TRAVÉS DEL (787-722-0216).

ESTA CERTIFICACIÓN NO ES VÁLIDA SIN LA FIRMA AUTORIZADA Y EL SELLO OFICIAL EN ORIGINAL DEL DEPARTAMENTO DE HACIENDA.


SECRETARIO AUXILIAR DE RENTAS INTERNAS
O SU REPRESENTANTE AUTORIZADO

21-01-16
FECHA



Modelo SC 2942

16 Nov 10

ESTADO LIBRE ASOCIADO DE DE PUERTO RICO
DEPARTAMENTO DE HACIENDA
ÁREA DE RENTAS INTERNAS

FECHA: 21/01/16
HORA: 13:03
MSS4212



CERTIFICACIÓN DE RADICACIÓN DE PLANILLAS
DEL IMPUESTO SOBRE VENTAS Y USO

NÚMERO DE REGISTRO DE COMERCIANTE: 0538968-0038

Base/Localidad: (LOCALIDAD)

SSN/EIN: 001-XXXXX7776/00

AEROSTAR AIRPORT HOLDINGS, LLC

CERTIFICACIÓN AL: 21/01/16

AEROPUERTO INTERNACIONAL

NO RETENEDOR

LUIS MUNOZ MARIN

INICIO OPERACIONES: 27-02-2013

SAN JUAN PR 00937-0000

RADICACIÓN DE PLANILLAS

EL COMERCIANTE, NO VIENE OBLIGADO A RENDIR PLANILLAS DEL IMPUESTO SOBRE VENTAS Y USO.

ADVERTENCIA:

FAVOR DE REVISAR ESTE DOCUMENTO EN DETALLE, DE NO ESTAR DE ACUERDO CON LA INFORMACIÓN AQUÍ PROVISTA DEBERÁ PRESENTAR SU RECLAMACIÓN, ACOMPAÑADA DE LA EVIDENCIA CORRESPONDIENTE, EN EL CENTRO DE SERVICIO DEL NEGOCIADO DE SERVICIO AL CONTRIBUYENTE MÁS CERCANO A SU PUEBLO PARA DIRECCIONES PUEDE COMUNICARSE A TRAVÉS DEL (787-722-0216).

ESTA CERTIFICACIÓN NO ES VÁLIDA SIN LA FIRMA AUTORIZADA Y EL SELLO OFICIAL EN ORIGINAL DEL DEPARTAMENTO DE HACIENDA.



Melba Sabina

SECRETARIO AUXILIAR DE RENTAS INTERNAS
O SU REPRESENTANTE AUTORIZADO

21-01-16

FECHA

SELLO OFICIAL



Estado Libre Asociado de Puerto Rico
DEPARTAMENTO DE ESTADO
San Juan, Puerto Rico

CERTIFICADO DE CUMPLIMIENTO ("GOOD STANDING")

Yo, **DAVID E. BERNIER RIVERA**, Secretario de Estado del Estado Libre Asociado de Puerto Rico,

CERTIFICO: Que, a tenor con la Ley General de Corporaciones de Puerto Rico, **AEROSTAR AIRPORT HOLDINGS, LLC**, registro número **310250**, una Compañía de Responsabilidad Limitada **doméstica con fines de lucro** organizada bajo las leyes de Puerto Rico el **14 de marzo de 2012**, ha cumplido con el pago de los Derechos Anuales.



EN TESTIMONIO DE LO CUAL, firmo el presente y hago estampar en él el Gran Sello del Estado Libre Asociado de Puerto Rico, en la ciudad de San Juan, Puerto Rico, hoy, **08 de octubre de 2015**.

DAVID E. BERNIER RIVERA
Secretario de Estado

Para validar este certificado acceda a: <http://estado.pr.gov/>

Este certificado podrá ser validado un número ilimitado de veces antes de la fecha de expiración 07-oct-2016.

Número de Validación del Certificado: **135599-78083892**

TRANSITION AGREEMENT

This TRANSITION AGREEMENT (this "Agreement"), dated as of October 3, 2015 (the "Effective Date"), is entered into by and between the Puerto Rico Ports Authority (the "Authority"), a public corporation and governmental instrumentality of the Commonwealth of Puerto Rico, created pursuant to Act. 125 of the Legislative Assembly of Puerto Rico enacted on May 7, 1942, as amended, and Aerostar Airport Holdings, LLC (the "Lessee"), a limited liability company organized under the laws of the Commonwealth of Puerto Rico. The Authority and the Lessee are hereinafter collectively referred to as the "Parties" or individually, as applicable, as a "Party."

WITNESSETH

WHEREAS, the Authority and Lessee have entered into that certain Lease Agreement, dated as of July 24, 2012, as amended (the "Lease Agreement"), pursuant to which the Authority granted an exclusive lease, which is also a Partnership Contract (*contrato de alianza*) pursuant to Act No. 29 of the Legislative Assembly of Puerto Rico enacted on June 8, 2009 (the "Act"), to the Lessee to operate the LMM Airport Facility in accordance with the Lease Agreement.

WHEREAS, the Authority and Lessee have amended the Lease Agreement pursuant to that certain Amendment No. #2 to Luis Muñoz Marín International Airport Lease Agreement, dated as of the date hereof (the "Second Amendment"), in order to transfer the responsibility of providing certain firefighting and security services at the LMM Airport Facility from the Authority to the Lessee.

WHEREAS, pursuant to the Second Amendment, the Authority has agreed to lease to the Lessee certain personal property in order to fulfill the purposes of the Second Amendment.

WHEREAS, except insofar as it necessary to implement the amendments made to the Lease Agreement by the Second Amendment, this Agreement does not in any way constitute an amendment to the Lease Agreement, and it shall not limit in any way the rights, obligations, liabilities, responsibilities, authorities and powers established under the Lease Agreement.

WHEREAS, pursuant to, and under the terms and conditions contained in Act No. 125 of the Legislative Assembly of Puerto Rico, enacted on May 7, 1942, as amended, also known as the "Puerto Rico Ports Authority Act" (the "PRPA Act"), the Authority is authorized to execute and deliver this Agreement and perform its obligations hereunder.

NOW, THEREFORE, in consideration of the foregoing and the mutual covenants and agreements set forth herein, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

1. Definitions. Capitalized terms used herein but not otherwise defined herein or therein shall have the meanings ascribed to such terms in the Lease Agreement. The principles of interpretation set forth in Section 1.4 of the Lease Agreement shall be incorporated herein *mutatis mutandis*.

2. Payment for Services Provided.

a. The Parties acknowledge and agree that the Authority has provided the services contemplated by Section 3.17(c) of the Lease Agreement (as in effect prior to the execution of the Second Amendment) and, as such, and in consideration for the agreements established herein, the Lessee agrees to pay the amount of TWO MILLION DOLLARS (\$2,000,000) due thereunder to the Authority upon the execution of this Agreement.

b. The Parties also acknowledge and agree that the payment contemplated in Section 2(a) of this Agreement also covers any and all expenses incurred by the Authority in connection with:

i. the training and certification of air rescue and firefighting personnel for the current year, valued at ONE HUNDRED THREE THOUSAND SEVEN HUNDRED SIXTY DOLLARS AND SIXTY-FOUR CENTS (\$103,760.64); and

ii. the maintenance of the real property allocated and used by the air rescue and firefighting unit at the LMM Airport Facility for which the Lessee is responsible pursuant to the Lease Agreement.

3. Lease of Personal Property. The Authority hereby, effective as of the Effective Date, agrees to lease to the Lessee and the Lessee agrees to lease from the Authority, for the term of this Agreement, all of the Authority's equipment used for the purpose of providing firefighting services at the LMM Airport Facility (the "Leased Property"), subject to the terms and conditions in this Agreement and the Second Amendment. The payment contemplated in Section 2(a) of this Agreement shall also cover the lease of the Leased Property by the Lessee from the date of execution of this Agreement until December 31, 2015.

The Parties further agree that, on January 15, 2016, the Lessee shall make another payment to the Authority in the amount of SEVEN HUNDRED THOUSAND DOLLARS (\$700,000) as consideration for the lease of four (4) firefighting vehicles currently providing services at the LMM Airport Facility and included as part of the Leased Property (the "FF Leased Property") from January 1, 2016 until the September 30, 2016. For the avoidance of doubt, the Parties agree that (i) two of the firefighting vehicles included as part of the FF Leased Property are currently being repaired by the Lessee, at its own cost, (ii) the Lessee will return to the Authority firefighting vehicle number 16 assigned to the Vieques airport immediately upon the return to service of the firefighting vehicles currently being repaired by the Lessee, and (iii) the Lessee has ordered three (3) new firefighting vehicles and the firefighting vehicles constituting the FF Leased Property will be returned to the Authority one by one as the Lessee takes delivery of new firefighting vehicles until such time as all three (3) remaining firefighting vehicles, constituting FF Lease Property, have been returned to the Authority. The Lessee shall return to the Authority all firefighting vehicles constituting FF Lease Property no later than September 30, 2016 in at least the same condition in which they were received by the Lessee. For purpose of clarification the payment contemplated in Section 2(a) of this Agreement also

covers the lease of the FF Leased Property from the execution of this Agreement until December 31, 2015.

4. Term. The term of this Agreement shall commence on the Effective Date and continue until December 31, 2015 (the "Lease Term"); provided, that, to the extent the Lessee makes the payment required by the second paragraph of Section 3, the term of the lease for the FF Leased Property shall be automatically extended until September 30, 2016. To the extent that the Lessee requires the use of any Leased Property after the expiration of the Lease Term, the Parties shall agree to the duration of such lease and the amounts payable by the Lessee for the equipment required during the additional term; provided, that, to the extent the Lessee requires the use of any FF Leased Property after September 30, 2016, the Lessee agrees to pay a monthly rent of TEN THOUSAND DOLLARS (\$10,000) for each such FF Leased Property it retains until such time as the FF Leased Property is returned to the Authority. The Lessee may terminate this Agreement, or any portion thereof, without cause, by providing written notice to the Authority at least five (5) business days prior to the proposed termination date.

5. Condition of the Leased Assets. The Authority leases all of the Leased Property on an "AS IS, WHERE IS - WITH ALL FAULTS" basis, with no express or implied warranties as to condition or fitness for the Lessee's proposed use.

6. Maintenance and Repair of Leased Assets. The Lessee may, at the Lessee's sole cost and expense, repair and perform maintenance on the Leased Property, as necessary, in order to perform its obligations under the Lease Agreement and the Second Amendment. Such repair and maintenance shall be performed in compliance with all requirements necessary to enforce all warranty rights and with all applicable legal and regulatory requirements. All additions or repairs made to the Leased Property shall become a part of the Leased Property and the Authority's property at the time made. If the Authority were to retain any of the Leased Property pursuant to Sections 7 & 8 hereof, the costs of repair and maintenance shall be reduced from the from the payment established in Section 2(a) of this Agreement after the Lessee evidences said costs in a manner satisfactory to the Authority; provided, that the Authority shall only reimburse those costs it approves in order to return any equipment to working order and will not be responsible for any expense in excess of such repairs.

7. Inventory List. Within the first two (2) full months following the Effective Date, the Parties shall draft an inventory list in order to properly identify all of the Leased Property (the "Inventory List"). The Inventory List shall include the following information for each item: (i) the type of item, (ii) the location of the item, (iii) the condition of the item, and (iv) any other relevant comments.

8. Purchase of Leased Property.

a. As part of the development of the Inventory List, the Authority may agree to transfer to the Lessee certain personal property. Such personal property will be transferred to the Lessee in its "as is" condition and for a price agreed to between the Parties; provided, that

such price shall be paid separately by the Lessee and shall not form part of the amounts due to the Authority pursuant to Section 2(a) and 3 of this Agreement.

b. If, upon the expiration of the Lease Term, the Lessee wishes to purchase any of the equipment described in the Inventory List that it did not purchase pursuant to Section 8(a) above, the Lessee shall provide a list to the Authority detailing the Leased Property it desires to purchase and the price at which the Lessee is willing to purchase such Leased Property. To the extent the Parties reach an agreement as to price at which such Leased Property will be purchased by the Lessee, the Authority shall transfer to the Lessee all of the Authority's right, title and interest in and to each individual item of Leased Property to be acquired by the Lessee. All Leased Property which has not been purchased by the Lessee upon the expiration of the Lease Term shall remain the property of the Authority and shall be immediately returned to the Authority.

c. For the avoidance of doubt, the provisions of Section 8(a) and 8(b) do not create an obligation for the Authority to sell any of the Leased Property to the Lessee unless the Parties reach an agreement and any decision to sell or transfer any Leased Property to the Lessee shall be at the Authority's sole discretion.

9. Cooperation with the Authority. The Parties acknowledge and agree that the Authority had previously scheduled certain tests to the underground fuel system for which certain of the firefighting equipment included in the Leased Property would be needed. As a result, the Lessee agrees to make such equipment readily available to the Authority upon its request in order to conduct such tests. Moreover, the Lessee agrees to provide any and all personnel required to operate such Leased Property in order to properly conduct such tests.

The Parties also agree that, after the execution of this Agreement, the Authority's aircraft rescue and firefighting team may attend free of cost in house seminars and trainings provided by the Lessee's personnel to its aircraft rescue and firefighting team. The Parties agree that the seminars and trainings offered by the Lessee to the Authority's personnel is in consideration for the Lessee retaining the equipment listed in Schedule I hereto.

10. Representations and Warranties. Each of the Parties represents and warrants to the other Party that:

(a) It has the power and authority to enter into this Agreement and to do all acts and things to execute and deliver all other documents as are required hereunder to be done observed, or performed by it in accordance with the terms hereof;

(b) This Agreement has been duly authorized, executed and delivered by it and constitutes a valid and legally binding obligation of it, enforceable against it in accordance with the terms hereof, subject only to (i) the effect of bankruptcy, insolvency, reorganization, moratorium or other similar requirements of Law and judicial decisions now or hereafter in effect generally affecting the enforcement of creditors' rights and remedies and (ii) the effect of requirements of Law governing equitable remedies and

defenses and the discretion of any court of competent jurisdiction in awarding equitable remedies;

(c) The execution and delivery of this Agreement by it and the performance by it of the terms, conditions and provisions hereof do not and/or will not contravene or violate or result in the breach of (with or without the giving of notice or lapse of time, or both) or acceleration of any material obligations of such Party or give rise to a right of termination, cancellation or augmentation of any obligation or loss of a material benefit under or result in the creation of any material Encumbrance under (i) any Applicable Law or (ii) any agreement, instrument or document to which such Party is a party or by which such Party is bound; and

(d) No consent is required to be obtained by it from, and no notice or filing (other than the filing requirement with the Office of the Comptroller of the Commonwealth as set forth in Section 17) is required to be given by it to or made by it with, any Person (including any Governmental Authority) in connection with the execution, delivery and performance by it of this Agreement or the consummation of the transactions contemplated hereby;

11. Continuing Effect. Except as expressly provided in this Agreement, the provisions of the Lease Agreement shall remain in full force and effect, and the Parties hereby reserve all rights and remedies under the Lease Agreement at law and in equity. This Agreement shall not constitute an amendment or waiver of any consent or any provision of the Lease Agreement except as expressly stated herein and shall not be construed as an amendment, waiver or consent to any action on the part of the Lessee that would require an amendment, waiver or consent of the Authority except as expressly stated herein.

12. Further Acts. The parties will sign all other documents and take all other action reasonable necessary to further effect this Agreement.

13. References to Lease Agreement. All references to the Lease Agreement from and after the execution and delivery of this Agreement, shall be deemed a reference to the Lease Agreement as amended hereby, unless the context expressly requires otherwise.

14. Governing Law. This Agreement shall be governed by the laws of the Commonwealth of Puerto Rico, without regard to the choice of law provisions thereof, except that the provisions of Section 19.4 of the Lease Agreement, and any arbitration conducted thereunder, shall be governed exclusively by the Federal Arbitration Act, Article 9 §1-16 United States Code, to the exclusion of any State, Commonwealth or Municipal Law or Arbitration.

15. Incorporation by Reference. Articles 12, 19 and 20 of the Lease Agreement are hereby incorporated herein in *mutatis mutandis*.

16. Severability. If a provision of this Agreement is determined to be unenforceable in any respect, the enforceability of the provision in any other respect and of the remaining provisions of this Agreement will not be impaired.

17. Counterparts. This Agreement may be executed in any number of counterparts, each of which when so executed and delivered shall be an original, but all of which shall constitute one and the same instrument.

18. Comptroller Filing. The Parties shall do or cause to be done all such further acts and things as may be reasonably necessary or desirable to give full effect to this Second Amendment, including submission of this Second Amendment for filing with the Office of the Comptroller of the Commonwealth, pursuant to the provisions of Act. No. 18 of the Legislative Assembly of Puerto Rico, approved October 30, 1975, as amended. The obligations pursuant to this Second Amendment shall not be enforceable until it shall have been submitted for filing with the Office of the Comptroller of the Commonwealth as provided by such Act No. 18. Without limiting the foregoing, each Party will, at any time and from time to time, execute and deliver or cause to be executed and delivered such further instruments and take such further actions as may be reasonably requested by the other Party in order to cure any defect in the execution or delivery of this Agreement.

19. Insurance. The Authority shall pay and maintain during the effectiveness of this Agreement the pertinent public liability insurance consistent with the requirements promulgated by the Department of the Treasury of the Commonwealth of Puerto Rico and the current insurance program maintained by the Authority. The Authority shall not be required to obtain any insurance policy or coverage which it does not currently have in place for these operations. The Authority shall submit the certificates of insurance evidencing such coverage to the Lessee within 15 days of the execution of this Agreement.

[Signature Pages Follow]

IN WITNESS WHEREOF, the Authority hereto has caused this Agreement to be duly executed and delivered as of the day and year first above written.

PUERTO RICO PORTS AUTHORITY

By: _____

Name: Ingrid C. Colberg Rodriguez
Title: Executive Director

IN WITNESS WHEREOF, the Lessee hereto has caused this Agreement to be duly executed and delivered as of the day and year first above written.

AEROSTAR AIRPORT HOLDINGS, LLC

By: _____

Name: Agustín Arellano

Title: CEO

Schedule I

[Firefighting Equipment to be Retained by Lessee pursuant to Section 9]

AEROSTAR

AIRPORT HOLDINGS LLC

Ms. Ingrid C. Colberg
Executive Director
Puerto Rico Ports Authority
P.O. Box 362829
San Juan, PR 00936-2829

Dear Ms. Colberg:

Reference is made to the Lease Agreement, dated as of July 24, 2012 (the "Lease Agreement"), by and between the Puerto Rico Ports Authority (the "PRPA") and Aerostar Airport Holdings, LLC ("Aerostar"). Capitalized terms used herein and not defined shall have the meanings set forth in the Lease Agreement.

Section 3.17(c) of the Lease Agreement requires Aerostar to pay PRPA \$2,800,000, Adjusted for Inflation, for police, perimeter security and/or firefighting to be provided with respect to the LMM Airport Facility (the "ARFF" Payment). For the Term year ended February 26, 2015, the adjusted amount is \$2,847,600 at 1.7% inflation rate.

On February 27, 2015, Aerostar will initiate an electronic funds transfer in the amount of \$2,799,203.78 which represents the ARFF Payment less \$48,396.22 related to amounts due from PRPA to Aerostar.

Exhibit A, attached hereto, contains a detailed description of the computation used to reach the net payment amount.

Cordially,



Jorge Hernandez De Leon
Chief Financial Officer

AEROSTAR

AIRPORT HOLDINGS LLC

Exhibit A to letter dated February 27, 2015 from Aerostar to PRPA

1. Amounts to from Aerostar to PRPA		
a. ARFF (TERM YEAR 02/27/2014 – 02/27/2015)	\$ 2,847,600.00	
Total amount due from Aerostar to PRPA	\$ 2,847,600.00	\$ 2,800,647.00
2. Amounts due from PRPA to Aerostar		
a. Retainage payment to contractor	\$ 92,107.79	
b. Base Rent US General Services- DEA	\$ 5,881.12	
c. Base Rent Municipality of Carolina	\$ 1,000.00	
d. Reimbursement Received from GDB related to payment for invoices from projects Aerostar made on behalf of PRPA and cancelled with Payment made to PRPA on January 2014.	<u>(\$ 50,592.69)</u>	
Total amount due from PRPA to Aerostar	\$ 48,396.22	\$ 48,396.22
3. Net amount due from Aerostar to PRPA		\$ 2,799,203.78

AEROSTAR

AIRPORT HOLDINGS LLC

Agustín Arellano-Rodríguez
President & CEO
agustin.arelano@aerostarairports.com

October 15, 2015

HAND DELIVERY

Ingrid C. Colberg, Executive Director
Puerto Rico Ports Authority
PO Box 362829
San Juan, PR 00936-2829

Re.: ARFF Transition Agreement | Payment

Dear Ms. Colberg:

Attached please find check number 0000006611 in the amount of **TWO MILLION DOLLARS** (\$2,000,000.00) payable to Puerto Rico Ports Authority ("PRPA") regarding the ARFF Transition Agreement executed on October 3, 2015, between PRPA and Aerostar Airport Holdings, LLC.

Regards,

Agustín Arellano

zdr

Attachment

Acknowledged and Received:

By: Cristina Rivera

Name: CR

Date: 10/16/15

AEROSTAR AIRPORT HOLDINGS LLC
CHECK NO. 000006611

DATE: OCTOBER/14/2015
CHECK AMOUNT: \$2,000,000.00

TO THE ORDER OF: PUERTO RICO PORTS AUTHORITY *****
REFERENCE: 8750V45EDW

REFERENCE DETAIL:

*Received
CUT
10/16/15*

0046689



AEROSTAR AIRPORT HOLDINGS LLC
P.O. BOX 38085
SAN JUAN, PR 00937

CITIBANK, N.A.
PUERTO RICO

101-204/215
0-101811-026

REFERENCE: 8750V45EDW

DATE
OCTOBER/14/2015

CHECK NO.
000006611

PAY: TWO MILLION WITH 00/100 *****

CHECK AMOUNT
\$2,000,000.00

TO THE
ORDER OF: PUERTO RICO PORTS AUTHORITY *****
PO BOX 362829
SAN JUAN PR 00936

NO SIGNATURE REQUIRED

AUTHORIZED SIGNATURE

⑈0000006611⑈ ⑆021502040⑆ 0101811026⑈

AEROSTAR

AIRPORT HOLDINGS LLC
EXECUTIVE OFFICES

ACUSE DE RECIBO

FECHA: 17 de enero de 2016

REF.: Carta dirigida a Ingrid C. Colberg, en
relación a FF Leased Property Payment
ARFF Transition Agreement
Check No. 0000007357
Dated: January 11, 2016
Pay to the Order: PR Ports Authority

ENTREGADO POR: Luis González

RECIBIDO POR:

Idalie López de Victoria

(Letra de Molde)

[Firma manuscrita]

(Firma)

16 / 2 / 2016

(Fecha)

RECIBIDO
ARFF
FEB 17 PM 12:51

Asistente: Idalie López de Victoria
Oficina Directora Ejecutiva

AEROSTAR

AIRPORT HOLDINGS LLC

Agustín Arellano-Rodríguez
President & CEO
agustin.arellano@aerostarairports.com

February 16, 2016

HAND DELIVERY

Ms. Ingrid C. Colberg, Esq.
Executive Director
Puerto Rico Ports Authority
P.O. Box 362829
San Juan, PR 00936-2829

Re.: ARFF Transition Agreement | Payment

Dear Ms. Colberg:

In compliance with Section 3 of the Transition Agreement dated October 3, 2015 by and between the Puerto Rico Ports Authority ("PRPA") and Aerostar Airport Holdings, LLC ("Aerostar"), regarding the FF Leased Property payment, attached you will find Check No. 0000007357, dated January 11, 2016, to Pay to the Order of Puerto Rico Ports Authority for the amount of Seven Hundred Thousand Dollars (\$700,000.00).

Regards,



Agustín Arellano

Attachment

RECIBIDO
AEROSTAR
2016 FEB 17 PM 12:56

AEROSTAR AIRPORT HOLDINGS LLC

CHECK NO. 000007357

DATE: JANUARY/11/2016

CHECK AMOUNT: \$200,000.00

TO THE ORDER OF: PUERTO RICO PORTS AUTHORITY *****

REFERENCE: 1160WB7250

REFERENCE DETAIL:

REURBIDO
A.P.P.R.
DIRECTOR EFEDJIMO
2016 FEB 17 PM 12:54

0064394

THIS CHECK PAPER CONTAINS A CHAIN WATERMARK AND COLORED BACKGROUND - DO NOT ACCEPT WITHOUT EITHER HOLD TO LIGHT TO VERIFY WATERMARK

AEROSTAR AIRPORT HOLDINGS LLC
P.O. BOX 38085
SAN JUAN, PR 00937

CITIBANK, N.A.
PUERTO RICO

101-204/215
0-101811-026

REFERENCE: 1160WB7250

DATE
JANUARY/11/2016

CHECK NO.
000007357

PAY: SEVEN HUNDRED THOUSAND WITH 00/100 *****

CHECK AMOUNT
\$700,000.00

TO THE

ORDER OF: PUERTO RICO PORTS AUTHORITY *****
PO BOX 362829
SAN JUAN PR 00936

NO SIGNATURE REQUIRED

AUTHORIZED SIGNATURE

⑈0000007357⑈ ⑆021502040⑆ 0101811026⑈

**General Accelerated Upgrades
Lease Agreement –Schedule 13**

TASK	STATUS
1. Improve Landscaping	Completed – December 2013
2. Repair & Refurbish Jet Bridges	Completed – August 2014
3. Repair damage Roadways and Markings, Curbs and Walkways	Completed – December 2013
4. Replace deteriorating Flooring throughout the Interior of Terminals and Buildings of the Airport	Completed – March 2014
5. Install Wi-Fi connectivity throughout terminals	Phase I (Wi-Fi connectivity thru terminals) <ul style="list-style-type: none"> • Completed – June 2014 Phase II (Wi-Fi connectivity thru ticket counters) <ul style="list-style-type: none"> • Completed – August 2014
6. Install Electrical Outlets throughout the terminal for passenger use	Completed – February 2014
7. Upgrade, Enhance, Repair and Replace deficient and unsafe areas of lighting	Completed – November 2013
8. Repair or Replace elevators, escalators and stairwells.	Completed – February 2014

**Initial Capital Projects
Airport Use Agreement –Schedule J**

TASK	STATUS
1. Construction of South General Aviation Access Road and Utilities	Completed.
2. Relocation of Terminal D USDA Baggage Inspection Facility	Completed.
3. Parking Garage Stairs Refurbishment	Completed.
4. Repair of Taxiway N Concrete Surfaces	Completed.
5. Reconstruction of Taxiway Sierra	Completed.
6. Improvement of Terminal and Roadway Signage	Completed.
7. Repair of All Terminal Roof Leaks	Completed.
8. Repair of Authority Maintenance Division and Motor Pool Building	Completed.
9. Relocation of Terminal A USDA Baggage Inspection Facility	Completed.
10. Repair Curbside Water Leaks	Completed.
11. Construction of Pedestrian Walkway from Garage to Terminal A	Commencement Date: TBD based upon outcome of airline decisions and jetBlue. Estimated End Date: 12 months from identified start date.
12. Provision of Oversized Bag Drop	Completed.
13. Implementation of Airport Physical Vulnerabilities Security Plan, Including Airport Perimeter Security System	In process. Estimated End Date: 2016
14. Repair Existing Ramp, Apron and Taxiway Concrete Surfaces	In process. Estimated End Date: TBD
15. Modification to Passenger Circulation from Terminal C to Baggage Claim of Terminal B	Completed.
16. Provision of Ground Power, PC Air and Potable Water at Terminal B and C Gates	Completed.
17. Refurbishment of Air Conditioning	Completed.
18. Terminal Bathroom Remodeling	Completed.
19. Terminal A FIS Capability	Estimated End Date: 3 rd Qtr - 2016
20. Expanded Curbside in Terminal A	Completed.
21. Functional Public Address System	Completed.
22. In-Line Baggage System Study	Completed.

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: L Colon

Date: January 3, 2014

Time: 1802Z

Alert Category: II

Aircraft Identification: N21W

Airline/Company: Air America

Aircraft Make & Model: PA23

Aircraft Location (If On Ground):

Nature of the Emergency: Fuel leak

ETA: 1807z

ATA: 1807z

Landing RWY: B

Persons on board (SOB): 1

Fuel on board: 1.5hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: OPS/Rescue, and EMS

Departure Airport: VIJ

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: C. Marrero

Time Alert Canceled: 1815z

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1808z	JT
Airport Manager	787-216-9244		X	X	1810z	IB
Safety	787-216-0288		X	X	1805z	EG
Security	787-253-2500		X	X	1802z	JE
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-6160(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: L Colon

Date: January 3, 2014

Time: 1942z

Alert Category: I

Aircraft Identification: N706NK

Airline/Company: Spirit

Aircraft Make & Model: A320

Aircraft Location (If On Ground): TWY A

Nature of the Emergency: Rear Door Indication

ETA: 1947z

ATA: 1947z

Landing RWY: 8

Persons on board (SOB): 168

Fuel on board: 3.5hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Operation, ARFF

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: J. Lugo

Time Alert Canceled: 2010z

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1947Z	JT
Airport Manager	787-216-9244		X	X	_____	_____
Safety	787-216-0288		X	X	_____	_____
Security	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: N. Lao

Date: January 25, 2014

Time: 1533z

Alert Category: II

Aircraft Identification: N402VN

Airline/Company: KAP

Aircraft Make & Model: C402

Aircraft Location (If On Ground):

Nature of the Emergency: Right rough engine malfunction

ETA: 1538z

ATA: 1538z

Landing RWY: 10

Persons on board (SOB): 1

Fuel on board: 2.5hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, PRPD, EMS and OPS

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: A. Francisco

Time Alert Canceled: 1548z

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1540z	JT
Airport Manager	787-216-9244		X	X	1535z	IB
Safety	787-216-0288		X	X	1538z	EG
Security	787-253-2500		X	X	1541z	RU
Airline Representative	Airline Ops		X	X	1543z	AL
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: P. Gill

Date: February 11, 2014

Time: 0010z

Alert Category: II

Aircraft Identification: N31704

Airline/Company: Ameriflight

Aircraft Make & Model: B-1900

Aircraft Location (If On Ground):

Nature of the Emergency: Problem with landing gear

ETA: 0013z

ATA: 0013z

Landing RWY: 10

Persons on board (SOB): 2

Fuel on board: 1.5hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, OPS, EMS, Security

Departure Airport: UNKWN

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: J. Polanco

Time Alert Canceled: 0025Z

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	0011z	FJ
Airport Manager	787-216-9244		X	X	0013z	IB
Safety	787-216-0288		X	X	0016z	EG
Security	787-253-2500		X	X	0019z	RU
Airline Representative	Airline Ops		X	X	0020z	EB
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: P. Gill

Date: February 15, 2014

Time: 2048z

Alert Category: II

Aircraft Identification: N

Airline/Company: JetBlue

Aircraft Make & Model: A320

Aircraft Location (If On Ground):

Nature of the Emergency: Problem with landing gear

ETA: 2053z

ATA: 2053z

Landing RWY: 8

Persons on board (SOB): 146

Fuel on board: 6.0Hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, OPS, EMS, Security

Departure Airport: UNKWN

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: J. Lugo

Time Alert Canceled: 2140z

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	2050z	FJ
Airport Manager	787-216-9244		X	X	2051z	IB
Safety	787-216-0288		X	X	2056z	EG
Security	787-253-2500		X	X	2059z	RU
Airline Representative	Airline Ops		X	X	2048z	EB
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: E Velazquez

Date: February 17, 2014

Time: 1314z

Alert Category: II

Aircraft Identification: N161TA

Airline/Company: KAP

Aircraft Make & Model: C402

Aircraft Location (If On Ground):

Nature of the Emergency: Problem with landing gear

ETA: 1316z

ATA: 1316z

Landing RWY: 8

Persons on board (SOB): 2

Fuel on board: 500 lbs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: OPS, ARFF, Sec., EMS

Departure Airport: SJU Practice

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: C. Marrero

Time Alert Canceled: 1321z

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1315Z	FJ
Airport Manager	787-216-9244		X	X	1316	IB
Safety	787-216-0288		X	X	1317	EG
Security	787-253-2500		X	X	1317	RU
Airline Representative	Airline Ops		X	X	1320	EB
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: J Rodriguez

Date: February 17, 2014

Time: 1958z

Alert Category: I

Aircraft Identification: N388PD

Airline/Company: PVT

Aircraft Make & Model: LJ 35

Aircraft Location (If On Ground):

Nature of the Emergency: Engine Problems

ETA: 2020Z

ATA:

Landing RWY: 10

Persons on board (SOB): 8

Fuel on board: 2Hrs.

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Operations, ARFF, EMS, Sec.

Departure Airport: ANU-SJU-BDA

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: J. Polanco

Time Alert Canceled: 2027z

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	20:00Z	FJ
Airport Manager	787-216-9244		X	X	_____	_____
Safety	787-216-0288		X	X	_____	_____
Security	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: P Gill
 Date: February 19, 2014 Time: 0018z Alert Category: II
 Aircraft Identification: N468QS Airline/Company: Private
 Aircraft Make & Model: GLF 4 Aircraft Location (If On Ground):
 Nature of the Emergency: Flaps Problems reported
 ETA: 0026z ATA: 0026z Landing RWY: 8
 # Persons on board (SOB): 3 Fuel on board: 4Hrs
 Type, location & amount of dangerous cargo on board: N/A
 Emergency Equipment & Personnel Requested: ARFF and Rescue, EMS, Sec.
 Departure Airport: TIST/ STT NOTAM Number: N/A
 Runway & Safety Areas Swept & FOD Checked by: J. Polanco
 Time Alert Canceled: 0045z

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	0019z	JT
Airport Manager	787-216-9244		X	X	0022z	IB
Safety	787-216-0288		X	X	0024z	EG
Security	787-253-2500		X	X	0026z	RU
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: S. Gonzalez

Date: February 19, 2014

Time: 1142Z

Alert Category: II

Aircraft Identification: N50968

Airline/Company: ANG

Aircraft Make & Model: C130

Aircraft Location (If On Ground): H9 H11

Nature of the Emergency: 2nd Engine Off, hot breaks

ETA: 1148z

ATA: 1148z

Departing RWY: 10

Persons on board (SOB): 22

Fuel on board: 7hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, PRANG, EMS, OPS, SEC.

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: A. Francisco

Time Alert Canceled: 1205z

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1145Z	JT
Airport Manager	787-216-9244		X	X	1147	IB
Safety	787-216-0288		X	X	1148	EG
Security	787-253-2500		X	X	1143	RU
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: L. Castillo

Date: March 2, 2014

Time: 1544z

Alert Category: II

Aircraft Identification: N267JB

Airline/Company: JB

Aircraft Make & Model: E190

Aircraft Location (If On Ground):

Nature of the Emergency: Smoke on the cockpit

ETA: 1548z

ATA: 1549z

Landing RWY: 10

Persons on board (SOB): 89

Fuel on board: 1hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: PPR, ARFF, OPS

Departure Airport: SDQ

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Jose Lugo

Time Alert Canceled: 1610z

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1545z	JT
Airport Manager	787-216-9244		X	X	1550z	IB
Safety	787-216-0288		X	X	1552z	EG
Security	787-253-2500		X	X	1548z	NC
Airline Representative	Airline Ops		X	X	1554z	DM
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: L Castillo/ J Rodriguez

Date: March 11, 2014

Time: 1445z

Alert Category: II

Aircraft Identification: 44861

Airline/Company: PRANG

Aircraft Make & Model: C130

Aircraft Location (If On Ground):

Nature of the Emergency: Engine 2 out

ETA: 1452z

ATA: 1451z

Landing RWY: 10

Persons on board (SOB): 7

Fuel on board: 8hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Rescue, ops, guard rescue and ems

Departure Airport: BTTM

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: C. Marrero

Time Alert Canceled: 1500z

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1441z	JT
Airport Manager	787-216-9244		X	X	1442z	IB
Safety	787-216-0288		X	X	1444z	OR
Security	787-253-2500		X	X	1146z	NC
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Depl.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: L Colon

Date: March 12, 2014

Time: 1413z

Alert Category: II

Aircraft Identification: N385CA

Airline/Company: KAP

Aircraft Make & Model: C402

Aircraft Location (If On Ground):

Nature of the Emergency: Fuel Problems

ETA: 1419z

ATA: 1419z

Landing RWY: 10

Persons on board (SOB): 4

Fuel on board: 1hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: OPS, Rescue, PRPA, Security

Departure Airport: STX

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: N. Leon

Time Alert Canceled: 1430z

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1415z	JT
Airport Manager	787-216-9244		X	X	1417z	JB
Safety	787-216-0288		X	X	1418z	EG
Security	787-253-2500		X	X	1420z	RU
Airline Representative	Airline Ops		X	X	1422z	AL
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: L Colon

Date: March 19, 2014

Time: 1244z

Alert Category: II

Aircraft Identification: N350CJ

Airline/Company: Seaborne Airlines

Aircraft Make & Model: Saab 340

Aircraft Location (If On Ground):

Nature of the Emergency: Flaps Malfunction

ETA: 1250z

ATA: 1250z

Landing RWY: 8

Persons on board (SOB): 21

Fuel on board: 1,200 pounds

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: OPS, Rescue, PRPA, Security and Ems

Departure Airport: ST Kitts

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Arturo Francisco

Time Alert Canceled: 1306z

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1242Z	FJ
Airport Manager	787-216-9244		X	X	1243	JB
Safety	787-216-0288		X	X	1244	EG
Security	787-253-2500		X	X	1245	JE
Airline Representative	Airline Ops		X	X	1245	AM
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: N. Lao

Date: March 19, 2014

Time: 2130z

Alert Category: I

Aircraft Identification:

Airline/Company: KAP

Aircraft Make & Model: C402

Aircraft Location (If On Ground):

Nature of the Emergency: Capt feels something strange on

ETA: 2135z

ATA: 2135z

Landing RWY: 10

Persons on board (SOB): 8

Fuel on board: 2 hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: OPS, Rescue, EMS, Sec

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: J. Lugo

Time Alert Canceled: 2140z

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	2129Z	JT
Airport Manager	787-216-9244		X	X	_____	_____
Safety	787-216-0288		X	X	_____	_____
Security	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: J Rodriguez

Date: March 22, 2014

Time: 1334z

Alert Category: IIF

Aircraft Identification: N350CJ

Airline/Company: Seaborne

Aircraft Make & Model: Saab 340

Aircraft Location (If On Ground):

Nature of the Emergency: No flaps landing

ETA: 1340z

ATA: 1340z

Landing RWY: 8

Persons on board (SOB): 18

Fuel on board: 2.5 hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: OPS, Rescue, Security, EMS

Departure Airport: SXM

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: N. Leon

Time Alert Canceled: 1350z

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1333z	FJ
Airport Manager	787-216-9244		X	X	1334z	AB
Safety	787-216-0288		X	X	1333z	EG
Security	787-253-2500		X	X	1332z	FA
Airline Representative	Airline Ops		X	X	1338z	MN
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: S. Gonzalez/ E Velazquez

Date: March 23, 2014

Time: 1848z

Alert Category: II

Aircraft Identification: N73299

Airline/Company: United 1587

Aircraft Make & Model: B737

Aircraft Location (If On Ground):

Nature of the Emergency: Right engine over heated

ETA: 1858z

ATA: 1900z

Landing RWY: 8

Persons on board (SOB): 140

Fuel on board: 6 hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, OPS, EMS, Sec.

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: CM

Time Alert Canceled: 1918z

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1850z	JT
Airport Manager	787-216-9244		X	X	1848z	IB
Safety	787-216-0288		X	X	1853z	EG
Security	787-253-2500		X	X	1849z	OM
Airline Representative	Airline Ops		X	X	1850z	OC
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: L. Colon

Date: March 26, 2014

Time: 1150z

Alert Category: II

Aircraft Identification: N248AY

Airline/Company: US Air

Aircraft Make & Model: B767-2

Aircraft Location (If On Ground):

Nature of the Emergency: Right engine oil pressure

ETA: 1200z

ATA: 1200z

Landing RWY: 8

Persons on board (SOB): 89

Fuel on board: 4,200 lbs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: OPS, Rescue, Security, EMS

Departure Airport: GRU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: A. Francisco

Time Alert Canceled: 1210z

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1154z	FJ
Airport Manager	787-216-9244		X	X	1152z	IB
Safety	787-216-0288		X	X	1155z	EG
Security	787-253-2500		X	X	1202z	AR
Airline Representative	Airline Ops		X	X	11:50z	GR
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: J. Rodriguez

Date: March 29, 2014

Time: 2022z

Alert Category: I

Aircraft Identification: N106CA

Airline/Company: KAP

Aircraft Make & Model: C402

Aircraft Location (If On Ground):

Nature of the Emergency: Alternator Indication

ETA: 2024z

ATA: 2024z

Landing RWY: 10

Persons on board (SOB): 2

Fuel on board: 3hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: OPS, ARF,

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: J. Lugo

Time Alert Canceled: 2029z

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	2023Z	FT
Airport Manager	787-216-9244		X	X	_____	_____
Safety	787-216-0288		X	X	_____	_____
Security	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: J. Cruz

Date: April 4, 2014

Time: 2106z

Alert Category: I

Aircraft Identification: N2748Y

Airline/Company: KAP

Aircraft Make & Model: C402

Aircraft Location (If On Ground):

Nature of the Emergency: Landing Gear

ETA: 2107z

ATA: 2107z

Landing RWY: 10

Persons on board (SOB): 9

Fuel on board: 2.0hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF/OPS

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: J. Polanco

Time Alert Canceled: 2113z

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	21:00Z	FJ
Airport Manager	787-216-9244		X	X	_____	_____
Safety	787-216-0288		X	X	_____	_____
Security	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: S. Gonzalez

Date: April 6, 2014

Time: 0144z

Alert Category: I

Aircraft Identification: DL348

Airline/Company: Delta Airlines

Aircraft Make & Model: B737-800

Aircraft Location (If On Ground):

Nature of the Emergency: Smoke in cabin

ETA: 0151z

ATA: 0151z

Landing RWY: 10

Persons on board (SOB): 99

Fuel on board: 4.5 hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF/OPS, EMS, Sec

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: J. Lugo

Time Alert Canceled: 0200z

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	0146Z	FJ
Airport Manager	787-216-9244		X	X	_____	_____
Safety	787-216-0288		X	X	_____	_____
Security	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-8000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: E Velazquez/ J Rodriguez

Date: April 9, 2014

Time: 1457z

Alert Category: II

Aircraft Identification: N31704

Airline/Company: Ameriflight

Aircraft Make & Model: B1900

Aircraft Location (If On Ground):

Nature of the Emergency: Landing Gear Indicator Issue

ETA: 1512z

ATA: 1511z

Landing RWY: 10

Persons on board (SOB): 2

Fuel on board: 2,800 lbs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Rescue, Ops, Ems

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: C. Marrero

Time Alert Canceled: 1520z

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1454Z	FJ
Airport Manager	787-216-9244		X	X	1457	IB
Safety	787-216-0288		X	X	1455	EG
Security	787-253-2500		X	X	1455	OM
Airline Representative	Airline Ops		X	X	1513	JV
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: L. Colon

Date: April 11, 2014

Time: 0625z

Alert Category: II

Aircraft Identification: N363AA

Airline/Company: AAL

Aircraft Make & Model: 767-300

Aircraft Location (If On Ground):

Nature of the Emergency: Fuel system

ETA: 0630z

ATA: 0630z

Landing RWY: 8

Persons on board (SOB): 203

Fuel on board: 4 hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Rescue, Ops, Ems and Security

Departure Airport: GIG

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: J. Oliveras

Time Alert Canceled: 0642z

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	0610Z	GT
Airport Manager	787-216-9244		X	X	0621	JB
Safety	787-216-0288		X	X	0614	EG
Security	787-253-2500		X	X	0600	OH
Airline Representative	Airline Ops		X	X	0605	JR
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Juan C. Rodriguez & Luis Sanchez

Date: 05/09/2014 Time: 10:55 Alert Category: II

Aircraft Identification: N350CJ Airline/Company: Sea Borne Airlines (BB)

Aircraft Make & Model: SF3 Aircraft Location (If On Ground): N/A

Nature of the Emergency: Low Hydraulic issue

ETA: 1100 ATA: 1101 Landing RWY: 8

Persons on board (SOB): 13 Fuel on board: 2 Hours ½

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Rescue, paramedic and operation personnel

Departure Airport: SDQ Las Americas International Airport NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Carlos Marrero

Time Alert Canceled: 11:06

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	<u>1056</u>	<u>FJ</u>
Airport Manager	787-216-9244		X	X	<u>1056</u>	<u>IB</u>
Safety	787-216-0288		X	X	<u>1056</u>	<u>EG</u>
Security	787-253-2500		X	X	<u>1057</u>	<u>RU</u>
Airline Representative	Airline Ops		X	X	<u>1057</u>	<u>MN</u>
Press & Comm. Officer	787-543-5357			X		
PRPA-PREMA Coordinator				X		
- 911	9-1-1			X		
- Emerg. Management Agency	787-724-0124/787-769-4000			X		
- Municipal & State Fire Dept.	787-769-4848/2330			X		
- American Red Cross	1-877-763-8717/787-785-8150			X		
Airport Police (PRPD)	787-791-0098			X		
Coast Guard (Water Accidents)	787-729-6770			X		
FURA (Water Accidents)	787-273-5338			X		
US Customs (Int'l Flights)	787-253-4520			X		
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X		
- NTSB	202-314-6000			X		
TSA OPS Center	787-253-4591			X		
Maintenance	787-3888530			X		
Environmental Manager	787-453-0567			X		

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Juan C. Rodriguez

Date: 05/14/2014 Time: 1026 Alert Category: II

Aircraft Identification: N788AX Airline/Company: ABX Air (ABX)

Aircraft Make & Model: B762 Aircraft Location (If On Ground): N/A

Nature of the Emergency: Hot Brake indicators Alert

ETA: 1045 ATA: 1047 Landing RWY: 8

Persons on board (SOB): 2 Fuel on board: 2 hours

Type, location & amount of dangerous cargo on board: Not Dangerous Cargo on board

Emergency Equipment & Personnel Requested: Rescue, Paramedic and Operation personnel

Departure Airport: (GSO) Greenville-Spartanburg NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Nydia Leon

Time Alert Canceled: 1101

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	<u>1029</u>	<u>JF</u>
Airport Manager	787-216-9244		X	X	<u>1032</u>	<u>IB</u>
Safety	787-216-0288		X	X	<u>1033</u>	<u>EG</u>
Security	787-253-2500		X	X	<u>1033</u>	<u>NO ANSW</u>
Airline Representative	Airline Ops		X	X	<u>1034</u>	<u>JG</u>
Press & Comm. Officer	787-543-5357			X		
PRPA-PREMA Coordinator				X		
- 911	9-1-1			X		
- Emerg. Management Agency	787-724-0124/787-769-4000			X		
- Municipal & State Fire Dept.	787-769-4848/2330			X		
- American Red Cross	1-877-763-8717/787-785-8150			X		
Airport Police (PRPD)	787-791-0098			X		
Coast Guard (Water Accidents)	787-729-6770			X		
FURA (Water Accidents)	787-273-5338			X		
US Customs (Int'l Flights)	787-253-4520			X		
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X		
- NTSB	202-314-6000			X		
TSA OPS Center	787-253-4591			X		
Maintenance	787-3888530			X		
Environmental Manager	787-453-0567			X		

ALERT NOTIFICATION AND CANCELTION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: _____ J Cruz _____
 Date: _____ 5/21/2014 _____ Time: _____ 17:26 _____ Alert Category: _____ I _____
 Aircraft Identification: _____ N888PV _____ Airline/Company: _____ BB _____
 Aircraft Make & Model: _____ DH6 _____ Aircraft Location (If On Ground): _____
 Nature of the Emergency _____ Hydraulics Indication _____
 ETA: _____ 17:31 _____ ATA: _____ 17:33 _____ Landing RWY _____ 10 _____
 # Persons on board (SOB): _____ 4 _____ Fuel on board: _____ 1 ½ hours _____
 Type, location & amount of dangerous cargo on board: _____ NA _____
 Emergency Equipment & Personnel Requested: Not requested
 Departure Airport: _____ VIJ _____ NOTAM Number: _____
 Runway & Safety Areas Swept & FOD Checked by: Not needed since it was a hydraulics indication
 Time Alert Canceled: _____ 17:34 _____

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	17:27	FJT
Airport Manager	787-216-9244		X	X	_____	_____
Safety	787-216-0288		X	X	_____	_____
Security	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: _____ L Colon _____
 Date: _____ 5/23/2014 _____ Time: _____ 19:06 _____ Alert Category: _____ 2 _____
 Aircraft Identification: _____ N574FE _____ Airline/Company: _____ FEDEX _____
 Aircraft Make & Model: _____ MD11 _____ Aircraft Location (If On Ground): _____ N/A _____
 Nature of the Emergency _____ Engine#3 Out .Oil pressure. _____
 ETA: _____ 19:16 _____ ATA: _____ 19:14 _____ Landing RWY _____ 10 _____
 # Persons on board (SOB): _____ 3 _____ Fuel on board: _____ Not provided _____
 Type, location & amount of dangerous cargo on board: _____ NA _____
 Emergency Equipment & Personnel Requested: Rescue, Security, Operations, National Guard, Crystal
 Departure Airport: _____ MEM _____ NOTAM Number: _____

Runway & Safety Areas Swept & FOD Checked by: Ulpiano Castillo

Time Alert Canceled: _____ 19:15 _____

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	19:06	FJT
Airport Manager	787-216-9244		X	X	19:07	IB
Safety	787-216-0288		X	X	19:08	EG
Security	787-253-2500		X	X	19:08	RR
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis Sánchez

Date: 5/24/14

Time: 1315

Alert Category: 2

Aircraft Identification: N161TA

Airline/Company: Cape Air

Aircraft Make & Model: C402

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Problems with landing gear

ETA: N/A

ATA: 1317

Landing RWY 10/28

Persons on board (SOB): 10

Fuel on board: 3 hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: J.O.

Time Alert Canceled: 1317

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	<u>1315</u>	<u>F.J.</u>
Airport Manager	787-216-9244		X	X	<u>1316</u>	<u>Voice mail</u>
Safety	787-216-0288		X	X	<u>1317</u>	<u>E.G.</u>
Security	787-253-2500		X	X	<u>1317</u>	<u>J.O.</u>
Airline Representative	Airline Ops		X	X	<u>1318</u>	<u>A.S.</u>
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELTION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Eduardo Velazquez Orozco
 Date: Jun 17 2014 Time: 08:36 am Alert Category: II
 Aircraft Identification: N343CJ Airline/Company: Seaborne Airlines BB
 Aircraft Make & Model: SF3 Aircraft Location (If On Ground): N/A
 Nature of the Emergency Right Engine problem
 ETA: 0835 ATA: 0836 Landing RWY 10
 # Persons on board (SOB): 17 Fuel on board: 11,000 pounds
 Type, location & amount of dangerous cargo on board: N/A
 Emergency Equipment & Personnel Requested: Rescues, ambulance, Safety Ramp Personnel, Police dpt
 Departure Airport: PTP (Ponte A Pitre) NOTAM Number: N/A
 Runway & Safety Areas Swept & FOD Checked by: Nydia Leon
 Time Alert Canceled: 08:46

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	<u>08:36</u>	<u>F J</u>
Airport Manager	787-216-9244		X	X	<u>08:37</u>	<u>I B</u>
Safety	787-216-0288		X	X	<u>08:37</u>	<u>NO ASW</u>
Security	787-253-2500		X	X	<u>08:39</u>	<u>L O</u>
Airline Representative	Airline Ops		X	X	<u>08:40</u>	<u>G O</u>
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Juan Cruz
 Date: 06/18/2014 Time: 17:50 Alert Category: 2
 Aircraft Identification: N176AA Airline/Company: AA
 Aircraft Make & Model: 752 Aircraft Location (If On Ground):
 Nature of the Emergency Engine vibration
 ETA: 18:01 ATA: 18:03 Landing RWY 8
 # Persons on board (SOB): 186 Fuel on board: 31,900 lbs
 Type, location & amount of dangerous cargo on board: NA
 Emergency Equipment & Personnel Requested: Requested
 Departure Airport: SJU NOTAM Number: NA
 Runway & Safety Areas Swept & FOD Checked by: O.Perez
 Time Alert Canceled: 18:05

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	17:50	FJ
Airport Manager	787-216-9244		X	X	17:52	IB Voice
Safety	787-216-0288		X	X	17:53	EG
Security	787-253-2500		X	X	17:53	EV
Airline Representative	Airline Ops		X	X	17:54	HO
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Sully González Rodríguez

Date: 06/20/2014

Time: 0844

Alert Category: 2

Aircraft Identification: N176AA

Airline/Company: AA

Aircraft Make & Model: 752

Aircraft Location (If On Ground): N/A

Nature of the Emergence: Compressor stall

ETA: 1015

ATA: 0852

Landing RWY: 8

Persons on board (SOB): 2

Fuel on board: 40,000 lbs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: N. León

Time Alert Canceled: 0901

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	0846	FJ
Airport Manager	787-216-9244		X	X	0851	IB
Safety	787-216-0288		X	X	0852	EG
Security	787-253-2500		X	X	0854	JO
Airline Representative	Airline Ops		X	X	0853	AB
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELTION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Lisa Castillo

Date: June 23, 2014

Time: 8:22

Alert Category: 2

Aircraft Identification: N176AA Airline/Company: American Airlines

Aircraft Make & Model: 757-200 Aircraft Location (If On Ground): _____

Nature of the Emergency Fire on right side engine

ETA: 8:30 ATA: 8:32 Landing RWY 10-28

Persons on board (SOB): 3 Fuel on board: 40,000 pounds

Type, location & amount of dangerous cargo on board: _____

Emergency Equipment & Personnel Requested: Rescue, paramedics, Safety

Departure Airport: SJU NOTAM Number: _____

Runway & Safety Areas Swept & FOD Checked by: Urpiano Castillo

Time Alert Canceled: 8:41

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	<u>8:25</u>	<u>JT</u>
Airport Manager	787-216-9244		X	X	<u>8:26</u>	<u>IB</u>
Safety	787-216-0288		X	X	<u>8:28</u>	<u>MSG-EG</u>
Security	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	<u>8:29</u>	<u>WP</u>
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Leslie Colon

Date: 06/23/2014 Time: 11:26 Alert Category: 2

Aircraft Identification: N812AN Airline/Company: Cape Air

Aircraft Make & Model: C402 Aircraft Location (If On Ground): _____

Nature of the Emergency Landing Gear Indication

ETA: 11:30 ATA: _____ Landing RWY 8

Persons on board (SOB): 10 Fuel on board: 2.5 HRS

Type, location & amount of dangerous cargo on board: _____

Emergency Equipment & Personnel Requested: Rescue,Ops,Security,Crystal

Departure Airport: EIS NOTAM Number: _____

Runway & Safety Areas Swept & FOD Checked by: Carlos Marrero

Time Alert Canceled: 11:34

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	<u>11:26</u>	<u>JT</u>
Airport Manager	787-216-9244		X	X	<u>11:27</u>	<u>IB</u>
Safety	787-216-0288		X	X	<u>11:27</u>	<u>EG</u>
Security	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	<u>11:28</u>	<u>WP</u>
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Lisa Castillo

Date :June 24, 2014

Time: 7:31

Alert Category: 2

Aircraft Identification: N341CJ Airline/Company: Seaborne Airlines

Aircraft Make & Model: Saab 340 Aircraft Location (If On Ground): _____

Nature of the Emergency Landing gear indications ETA: _____ ATA: 7:37 Landing RWY 8-26

Persons on board (SOB): 29 Fuel on board: 1,700

Type, location & amount of dangerous cargo on board: _____

Emergency Equipment & Personnel Requested: Rescue, paramedics, safety

Departure Airport: STT NOTAM Number: _____

Runway & Safety Areas Swept & FOD Checked by: Nydia León

Time Alert Canceled: 7:40

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	<u>7:33</u>	<u>JT</u>
Airport Manager	787-216-9244		X	X	<u>7:37</u>	<u>IB- MSJ</u>
Safety	787-216-0288		X	X	<u>7:41</u>	<u>EG</u>
Security	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Sully González Rodríguez

Date: 07/02/2014

Time: 1355

Alert Category: 2

Aircraft Identification: N175AN

Airline/Company: AA

Aircraft Make & Model: B757

Aircraft Location (If On Ground): N/A

Nature of the Emergence: Hydraulic problems

ETA: 1400

ATA: 1431

Landing RWY: 8

Persons on board (SOB): 164

Fuel on board: 4 hours

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF

Departure Airport: STT

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: O. Pérez

Time Alert Canceled: 1442

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1357	FJ
Airport Manager	787-216-9244		X	X	1358	IB MSJ
Safety	787-216-0288		X	X	1400	EG
Security	787-253-2500		X	X	1402	RU
Airline Representative	Airline Ops		X	X	1404	HO
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Juan Cruz / Sully González Rodríguez

Date: 07/03/2014

Time: 1345

Alert Category: 2

Aircraft Identification: N79279

Airline/Company: UA

Aircraft Make & Model: B737

Aircraft Location (If On Ground): N/A

Nature of the Emergence: Instrument panel partial inoperative

ETA: 1359

ATA: 1354

Landing RWY: 10

Persons on board (SOB): 153

Fuel on board: 1 hour

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF and ANG Rescue

Departure Airport: ORD

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: C. Marrero

Time Alert Canceled: 1357

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1350	FJ
Airport Manager	787-216-9244		X	X	1351	IB
Safety	787-216-0288		X	X	1352	EG
Security	787-253-2500		X	X	1352	OM
Airline Representative	Airline Ops		X	X	1353	LT
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Eduardo Velazquez
 Date: 07/11/2014 Time: 1420 Alert Category: II
 Aircraft Identification: N336SA Airline/Company: Seaborne Airlines (BB)
 Aircraft Make & Model: SAAB340 & SF3 Aircraft Location (If On Ground): N/A
 Nature of the Emergency: Oil Smell on the Cabin
 ETA: 1629 ATA: 1631 Landing RWY: 8
 # Persons on board (SOB): 31 Persons Fuel on board: 2 Hours
 Type, location & amount of dangerous cargo on board: N/A
 Emergency Equipment & Personnel Requested: Rescue, Paramedic, Ops Personnel, Security, CBP
 Departure Airport: DOM NOTAM Number: N/A
 Runway & Safety Areas Swept & FOD Checked by: Jose Polando
 Time Alert Canceled: 1636

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	<u>1628</u>	<u>FJ</u>
Airport Manager	787-216-9244		X	X	<u>1628</u>	<u>IB</u>
Safety	787-216-0288		X	X	<u>1629</u>	<u>EG</u>
Security	787-253-2500		X	X	<u>1630</u>	<u>RR</u>
Airline Representative	Airline Ops		X	X	<u>1631</u>	<u>NO ASSW</u>
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION

SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: JC Rodriguez

Date: 7/19/2014 Time: 10:12 Alert Category: I

Aircraft Identification: N966AN Airline/Company: AA

Aircraft Make & Model: 752 Aircraft Location (If On Ground): N/A

Nature of the Emergency: Lost communication with ATC

ETA: 10:35 ATA: 10:14 Landing RWY: 10/28

Persons on board (SOB): 182 Fuel on board: 10,500

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Requested: ARFF, OPS, Safety

Departure Airport: JFK NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: N/A

Time Alert Canceled: 10:16

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	10:13	<u>JT</u>
Airport Manager	787-216-9244		X	X		
Safety	787-216-0288		X	X		
Security	787-253-2500		X	X		
Airline Representative	Airline Ops		X	X		
Press & Comm. Officer	787-543-5357			X		
PRPA-PREMA Coordinator				X		
- 911	9-1-1			X		
- Emerg. Management Agency	787-724-0124/787-769-4000			X		
- Municipal & State Fire Dept.	787-769-4848/2330			X		
- American Red Cross	1-877-763-8717/787-785-8150			X		
Airport Police (PRPD)	787-791-0098			X		
Coast Guard (Water Accidents)	787-729-6770			X		
FURA (Water Accidents)	787-273-5338			X		
US Customs (Int'l Flights)	787-253-4520			X		
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X		
- NTSB	202-314-6000			X		
TSA OPS Center	787-253-4591			X		
Maintenance	787-3888530			X		
Environmental Manager	787-453-0567			X		

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: __JC Rodriguez

Date: _7/22/2014

Time: 9:39

Alert Category: I

Aircraft Identification: N743AX

Airline/Company: Amerijet

Aircraft Make & Model: 76X_____ Aircraft Location (If On Ground): N/A

Nature of the Emergency: Light indication_____

ETA: __10:00__ ATA: __9:48__ Landing RWY__10/28_____

Persons on board (SOB): __2_____ Fuel on board: _____N/A_____

Type, location & amount of dangerous cargo on board: __N/A_____

Emergency Equipment & Personnel Requested: ARFF,OPS

Departure Airport: _____SJU_____

NOTAM Number: __N/A_____

Runway & Safety Areas Swept & FOD Checked by: _____N/A_____

Time Alert Canceled: _____9:50_____

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	_9:39__	_JT__
Airport Manager	787-216-9244		X	X	_____	_____
Safety	787-216-0288		X	X	_____	_____
Security	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: _JC Rodriguez_____
 Date: _7/23/2014_ Time: _6:57_ Alert Category: _II_
 Aircraft Identification: _N198AA_____ Airline/Company: __AA_____
 Aircraft Make & Model: _752_____ Aircraft Location (If On Ground): _N/A_____
 Nature of the Emergency: __Hydraulic Leak_____
 ETA: _7:00_____ ATA: _7:08_____ Landing RWY _8/26_____
 # Persons on board (SOB): _128_____ Fuel on board: _24,500_____
 Type, location & amount of dangerous cargo on board: _N/A_____
 Emergency Equipment & Personnel Requested: Requested: Ops, ARFF, Paramedics, Security
 Departure Airport: _Salvador, Brazil_____ NOTAM Number: _N/A_____
 Runway & Safety Areas Swept & FOD Checked by: __AF_____
 Time Alert Canceled: _7:21_____

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	<u>_6:57_</u>	<u>_JT_</u>
Airport Manager	787-216-9244		X	X	<u>_7:00_</u>	<u>_IB_</u>
Safety	787-216-0288		X	X	<u>_7:01_</u>	<u>_EG_</u>
Security	787-253-2500		X	X	<u>_6:57_</u>	<u>_LO_</u>
Airline Representative	Airline Ops		X	X	<u>_6:57_</u>	<u>_AB_</u>
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Eduardo Velazquez Orozco
 Date: Jun 26 2014 Time: 12:01 Alert Category: Alert II
 Aircraft Identification: N803WA Airline/Company: World Atlantic
 Aircraft Make & Model: MD82 Aircraft Location (If On Ground): N/A
 Nature of the Emergency Return from Airborne Problem with the Left Engine
 ETA: 12:07 ATA: 12:06 Landing RWY 10
 # Persons on board (SOB): 161 + 2 Infants Included Crew Fuel on board: 13,000 Pounds
 Type, location & amount of dangerous cargo on board: N/A
 Emergency Equipment & Personnel Requested: Recuse Personnel, Safety Ramp Personnel, paramedic, Police Personnel
 Departure Airport: SJU/ PUJ NOTAM Number: 07/131 RWY 8 CLOSE
 Runway & Safety Areas Swept & FOD Checked by: Arturo Francisco
 Time Alert Canceled: 1225

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	<u>12:09</u>	<u>FJ</u>
Airport Manager	787-216-9244		X	X	<u>12:05</u>	<u>IB</u>
Safety	787-216-0288		X	X	<u>12:06</u>	<u>EG</u>
Security	787-253-2500		X	X	<u>12:07</u>	<u>RU</u>
Airline Representative	Airline Ops		X	X	<u>12:07</u>	<u>JR</u>
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: _____ J. CRUZ _____
 Date: ___ 8/3/14 _____ Time: ___ 19:55 _____ Alert Category: ___ 2 _____
 Aircraft Identification: ___ N911AX _____ Airline/Company: _____ AEROMED _____
 Aircraft Make & Model: ___ EC135 _____ Aircraft Location (If On Ground): _____
 Nature of the Emergency: ___ ENGINE 1 TROUBLE _____
 ETA: ___ 20:00 _____ ATA: ___ 20:00 _____ Landing RWY: ___ 10 _____
 # Persons on board (SOB): ___ 4 _____ Fuel on board: ___ 4 HRS _____
 Type, location & amount of dangerous cargo on board: _____ NA _____
 Emergency Equipment & Personnel Requested: _____ MEDICAL AND FIRE EQUIP _____
 Departure Airport: ___ ARROYO, PR _____ NOTAM Number: _____
 Runway & Safety Areas Swept & FOD Checked by: ___ JONATHAN OLIVERAS _____
 Time Alert Canceled: ___ 20:14 _____

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	___ FJ ___	19:59__
Airport Manager	787-216-9244		X	X	___ IB ___	___ 20:01__
Safety	787-216-0288		X	X	___ EG ___	___ 20:03__
Security	787-253-2500		X	X	___ OM ___	19:59__
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Leslie Colon

Date: 8/5/14 Time: 18:40 Alert Category: I

Aircraft Identification: N640A Airline/Company: AA

Aircraft Make & Model: 757-200 Aircraft Location (If On Ground): N/A

Nature of the Emergency: Gear indication

ETA: 18:53 ATA: 18:45 Landing RWY 10/28

Persons on board (SOB): 179 Fuel on board: 12.4

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Requested: N/A

Departure Airport: DFW NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: N/A

Time Alert Canceled: 18:46

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	18:40	FJT
Airport Manager	787-216-9244		X	X	N/A	N/A
Safety	787-216-0288		X	X	N/A	N/A
Security	787-253-2500		X	X	N/A	N/A
Airline Representative	Airline Ops		X	X	N/A	N/A
Press & Comm. Officer	787-245-4166			X	N/A	N/A
PRPA-PREMA Coordinator				X	N/A	N/A
- 911	9-1-1			X	N/A	N/A
- Emerg. Management Agency	787-724-0124/787-769-4000			X	N/A	N/A
- Municipal & State Fire Dept.	787-769-4848/2330			X	N/A	N/A
- American Red Cross	1-877-763-8717/787-785-8150			X	N/A	N/A
Airport Police (PRPD)	787-791-0098			X	N/A	N/A
Coast Guard (Water Accidents)	787-729-6770			X	N/A	N/A
FURA (Water Accidents)	787-273-5338			X	N/A	N/A
US Customs (Int'l Flights)	787-253-4520			X	N/A	N/A
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	N/A	N/A
- NTSB	202-314-6000			X	N/A	N/A
TSA OPS Center	787-253-4591			X	N/A	N/A
Maintenance	787-3888530			X	N/A	N/A
Environmental Manager	787-453-0567			X	N/A	N/A

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Leslie Colon

Date: 08/06/2014

Time: 16:36

Alert Category: 1

Aircraft Identification: 44861 Airline/Company: ANG

Aircraft Make & Model: C130 Aircraft Location (If On Ground): N/A

Nature of the Emergency__ Nose Gear Indicator

ETA: N/A ATA: 16:40 Landing RWY: 8/26

Persons on board (SOB): __N/A Fuel on board: N/A

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: N/A

Departure Airport: PSE NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: N/A

Time Alert Canceled: 16:40

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	16:36_	FJT__
Airport Manager	787-216-9244		X	X	_____	_____
Safety	787-216-0288		X	X	_____	_____
Security	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: _JC Rodriguez_____
 Date: _8/19/2014_____ Time: _11:57_____ Alert Category: _II_____
 Aircraft Identification: _N336SA_____ Airline/Company: ___SBS_____
 Aircraft Make & Model: ___SF3_____ Aircraft Location (If On Ground): ___N/A_____
 Nature of the Emergency: ___Landing gear IND_____
 ETA: _1215_____ ATA: _12:10_____ Landing RWY _8/26_____
 # Persons on board (SOB): _2_____ Fuel on board: _1800_____
 Type, location & amount of dangerous cargo on board: ___N/A_____
 Emergency Equipment & Personnel Requested: Requested: ARFF, Safety, Paramedics
 Departure Airport: _SJU_____ NOTAM Number: ___N/A_____
 Runway & Safety Areas Swept & FOD Checked by: _UC_____
 Time Alert Canceled: _12:12_____

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	<u>_12:00 FJ_____</u>	
Airport Manager	787-216-9244		X	X	<u>_12:01 IB_____</u>	
Safety	787-216-0288		X	X	<u>_12:02 EG_____</u>	
Security	787-253-2500		X	X	<u>_11:57 LO_____</u>	

Airline Representative	Airline Ops		X	X	<u>_12:03 MN_____</u>	
Press & Comm. Officer	787-245-4166			X	<u>_____</u>	<u>_____</u>
PRPA-PREMA Coordinator				X	<u>_____</u>	<u>_____</u>
- 911	9-1-1			X	<u>_____</u>	<u>_____</u>
- Emerg. Management Agency	787-724-0124/787-769-4000			X	<u>_____</u>	<u>_____</u>
- Municipal & State Fire Dept.	787-769-4848/2330			X	<u>_____</u>	<u>_____</u>
- American Red Cross	1-877-763-8717/787-785-8150			X	<u>_____</u>	<u>_____</u>
Airport Police (PRPD)	787-791-0098			X	<u>_____</u>	<u>_____</u>
Coast Guard (Water Accidents)	787-729-6770			X	<u>_____</u>	<u>_____</u>
FURA (Water Accidents)	787-273-5338			X	<u>_____</u>	<u>_____</u>
US Customs (Int'l Flights)	787-253-4520			X	<u>_____</u>	<u>_____</u>
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	<u>_____</u>	<u>_____</u>
- NTSB	202-314-6000			X	<u>_____</u>	<u>_____</u>
TSA OPS Center	787-253-4591			X	<u>_____</u>	<u>_____</u>
Maintenance	787-3888530			X	<u>_____</u>	<u>_____</u>
Environmental Manager	787-453-0567			X	<u>_____</u>	<u>_____</u>

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: __JC_Rodriguez_____
 Date: _8/26/2014_____ Time: _12:26_____ Alert Category: _II_____
 Aircraft Identification: _N238JB_____ Airline/Company: __B6_____
 Aircraft Make & Model: _E190_____ Aircraft Location (If On Ground): _N/A_____
 Nature of the Emergency: __Smoke in cabin_____
 ETA: _12:30_____ ATA: _12:32_____ Landing RWY _8/26_____
 # Persons on board (SOB): 55_____ Fuel on board: _1.45_hr_____
 Type, location & amount of dangerous cargo on board: __N/A_____
 Emergency Equipment & Personnel Requested: Requested: ARFF, Safety, Ops
 Departure Airport: _SDQ_____ NOTAM Number: __N/A_____
 Runway & Safety Areas Swept & FOD Checked by: __UC_____
 Time Alert Canceled: __12:35_____

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	<u>_12:27_</u>	<u>FJ__</u>
Airport Manager	787-216-9244		X	X	<u>_12:27_</u>	<u>_IB__</u>
Safety	787-216-0288		X	X	<u>_12:28_</u>	<u>EG__</u>
Security	787-253-2500		X	X	<u>_12:26_</u>	<u>LO__</u>
Airline Representative	Airline Ops		X	X	<u>_12:30_</u>	<u>HP__</u>
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Sully González Rodríguez

Date: 08/26/2014

Time: 1641

Alert Category: 2

Aircraft Identification: N334CJ

Airline/Company: BB

Aircraft Make & Model: SF3

Aircraft Location (If On Ground): N/A

Nature of the Emergence: Hydraulic problems

ETA: 1645

ATA: 1649

Landing RWY: 8

Persons on board (SOB): 11

Fuel on board: 2.5 hours

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF & PRANG

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: J. OLIVERAS

Time Alert Canceled: 1652

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1646	FJ
Airport Manager	787-216-9244		X	X	1648	IB
Safety	787-216-0288		X	X	1649	EG
Security	787-253-2500		X	X	1651	OM
Airline Representative	Airline Ops		X	X	1650	MN
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION

SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis Sanchez Rivera

Date: August 29, 2014 Time: 01:22 Alert Category: 2

Aircraft Identification: N73270 Airline/Company: United Airlines

Aircraft Make & Model: Boeing 737 Aircraft Location (If On Ground): _____

Nature of the Emergency Left Engine Out ETA: _____ ATA: 01:45 Landing RWY 10-28

Persons on board (SOB): 141 Fuel on board: 274 minutes

Type, location & amount of dangerous cargo on board: _____

Emergency Equipment & Personnel Requested: Rescue, paramedics, safety

Departure Airport: POS NOTAM Number: _____

Runway & Safety Areas Swept & FOD Checked by: Omar Perez

Time Alert Canceled: 01:49

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	<u>01:25</u>	<u>JT-MSJ</u>
Airport Manager	787-216-9244		X	X	<u>01:26</u>	<u>IB</u>
Safety	787-216-0288		X	X	<u>01:27</u>	<u>EG-MSJ</u>
Security	787-253-2500		X	X	<u>01:27</u>	<u>C.N</u>
Airline Representative	Airline Ops		X	X	<u>01:35</u>	<u>O.C</u>
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Eduardo Velazquez Orozco

Date: August 31, 2014 Time: 09:29 Alert Category: I

Aircraft Identification: N161TA Airline/Company: Cape Air (9K)

Aircraft Make & Model: Cessna 402 Aircraft Location (If On Ground): N/A

Nature of the Emergency Problem Indicator on the landing Gear

ETA: 09:45 ATA: 09:49 Landing RWY 10

Persons on board (SOB): 5 Passenger 1 Crew Fuel on board: 2 Hours

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: N/A

Departure Airport: Mayaguez (MAZ) NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: N/A

Time Alert Canceled: 09:49

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	<u>09:30</u>	<u>FJ</u>
Airport Manager	787-216-9244		X	X	_____	_____
Safety	787-216-0288		X	X	_____	_____
Security	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: E.Vazquez/J.Cruz

Date: 9/9/14 Time: 16:02 Alert Category: II

Aircraft Identification: 50968 Airline/Company: Air National Guard

Aircraft Make & Model: C130 Aircraft Location (If On Ground): _____

Nature of the Emergency Hydraulics

ETA: 16:10 ATA: 16:11 Landing RWY 8

Persons on board (SOB): 5 Fuel on board: 5 Hrs

Type, location & amount of dangerous cargo on board: NA

Emergency Equipment & Personnel Requested: Rescue Requested, National Guard

Departure Airport: PSE NOTAM Number: _____

Runway & Safety Areas Swept & FOD Checked by: OP / CM

Time Alert Canceled: 16:29

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	<u>FJ</u>	<u>16:06</u>
Airport Manager	787-216-9244		X	X	<u>IB</u>	<u>16:09</u>
Safety	787-216-0288		X	X	<u>EG</u>	<u>16:08</u>
Security	787-253-2500		X	X	<u>RR</u>	<u>16:09</u>
Airline Representative	Airline Ops		X	X		
Press & Comm. Officer	787-245-4166			X		
PRPA-PREMA Coordinator				X		
- 911	9-1-1			X		
- Emerg. Management Agency	787-724-0124/787-769-4000			X		
- Municipal & State Fire Dept.	787-769-4848/2330			X		
- American Red Cross	1-877-763-8717/787-785-8150			X		
Airport Police (PRPD)	787-791-0098			X		
Coast Guard (Water Accidents)	787-729-6770			X		
FURA (Water Accidents)	787-273-5338			X		
US Customs (Int'l Flights)	787-253-4520			X		
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X		
- NTSB	202-314-6000			X		
TSA OPS Center	787-253-4591			X		
Maintenance	787-3888530			X		
Environmental Manager	787-453-0567			X		

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Leslie Colon
 Date: 09-26-2014 Time: 09:34 Alert Category: 3
 Aircraft Identification: N/A Airline/Company: N/A
 Aircraft Make & Model: N/A Aircraft Location (If On Ground): N/A
 Nature of the Emergency Alert 3 from S-3 TO S-5(Drill to ARFF)
 ETA: N/A ATA: N/A Landing RWY 08/26
 # Persons on board (SOB): N/A Fuel on board: N/A
 Type, location & amount of dangerous cargo on board: N/A
 Emergency Equipment & Personnel Requested: ARFF
 Departure Airport: N/A NOTAM Number: N/A
 Runway & Safety Areas Swept & FOD Checked by: N/A
 Time Alert Canceled: N/A

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	09:35	FJT
Airport Manager	787-216-9244		X	X	N/A	N/A
Safety	787-216-0288		X	X	N/A	N/A
Security	787-253-2500		X	X	N/A	N/A
Airline Representative	Airline Ops		X	X	N/A	N/A
Press & Comm. Officer	787-245-4166			X	N/A	N/A
PRPA-PREMA Coordinator				X	N/A	N/A
- 911	9-1-1			X	N/A	N/A
- Emerg. Management Agency	787-724-0124/787-769-4000			X	N/A	N/A
- Municipal & State Fire Dept.	787-769-4848/2330			X	N/A	N/A
- American Red Cross	1-877-763-8717/787-785-8150			X	N/A	N/A
Airport Police (PRPD)	787-791-0098			X	N/A	N/A
Coast Guard (Water Accidents)	787-729-6770			X	N/A	N/A
FURA (Water Accidents)	787-273-5338			X	N/A	N/A
US Customs (Int'l Flights)	787-253-4520			X	N/A	N/A
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	N/A	N/A
- NTSB	202-314-6000			X	N/A	N/A
TSA OPS Center	787-253-4591			X	N/A	N/A
Maintenance	787-3888530			X	N/A	N/A
Environmental Manager	787-453-0567			X	N/A	N/A

ALERT NOTIFICATION AND CANCELTION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Leslie Colon

Date: 09-26-2014 Time: 09:38 Alert Category: 3

Aircraft Identification: N/A Airline/Company: N/A

Aircraft Make & Model: N/A Aircraft Location (If On Ground): N/A

Nature of the Emergency Alert 3 from S-3 TO S-5(Drill to ARFF)

ETA: N/A ATA: N/A Landing RWY 08/26

Persons on board (SOB): N/A Fuel on board: N/A

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF

Departure Airport: N/A NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: N/A

Time Alert Canceled: N/A

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	09:35	FJT
Airport Manager	787-216-9244		X	X	N/A	N/A
Safety	787-216-0288		X	X	N/A	N/A
Security	787-253-2500		X	X	N/A	N/A
Airline Representative	Airline Ops		X	X	N/A	N/A
Press & Comm. Officer	787-245-4166			X	N/A	N/A
PRPA-PREMA Coordinator				X	N/A	N/A
- 911	9-1-1			X	N/A	N/A
- Emerg. Management Agency	787-724-0124/787-769-4000			X	N/A	N/A
- Municipal & State Fire Dept.	787-769-4848/2330			X	N/A	N/A
- American Red Cross	1-877-763-8717/787-785-8150			X	N/A	N/A
Airport Police (PRPD)	787-791-0098			X	N/A	N/A
Coast Guard (Water Accidents)	787-729-6770			X	N/A	N/A
FURA (Water Accidents)	787-273-5338			X	N/A	N/A
US Customs (Int'l Flights)	787-253-4520			X	N/A	N/A
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	N/A	N/A
- NTSB	202-314-6000			X	N/A	N/A
TSA OPS Center	787-253-4591			X	N/A	N/A
Maintenance	787-3888530			X	N/A	N/A
Environmental Manager	787-453-0567			X	N/A	N/A

ALERT NOTIFICATION AND CANCELTION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Lisa Castillo

Date: Sept. 28, 2014 Time: 11:53 Alert Category: 2

Aircraft Identification: N341CJ Airline/Company: Seaborne 3529

Aircraft Make & Model: S340 Aircraft Location (If On Ground): _____

Nature of the Emergency: Flaps Problems

ETA: 11:58 ATA: 12:00 Landing RWY: 8-26

Persons on board (SOB): 17 Fuel on board: 2 ½ hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Requested

Departure Airport: STX NOTAM Number: _____

Runway & Safety Areas Swept & FOD Checked by: Carlos Marrero

Time Alert Canceled: 12:09

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	<u> 11:56 </u>	<u> JT </u>
Airport Manager	787-216-9244		X	X	<u> 11:57 </u>	<u> IB </u>
Safety	787-216-0288		X	X	<u> 11:59 </u>	<u> MSJ EG </u>
Security	787-253-2500		X	X	<u> 11:53 </u>	<u> OM </u>
Airline Representative	Airline Ops		X	X	<u> 12:00 </u>	<u> MN </u>
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: L.Colon
 Date: 10/02/14 Time: 12:51 Alert Category: N/A
 Aircraft Identification: 379DA Airline/Company: DL
 Aircraft Make & Model: 738 Aircraft Location (If On Ground): Gate 16
 Nature of the Emergency APU Problem Smoke in Cabin
 ETA: N/A ATA: N/A Landing RWY N/A
 # Persons on board (SOB): 130 Fuel on board:
 Type, location & amount of dangerous cargo on board: N/A
 Emergency Equipment & Personnel Requested: Requested RESCUE,Operations,Security,Paramedics
 Departure Airport: ATL NOTAM Number: N/A
 Runway & Safety Areas Swept & FOD Checked by: Carlos Hernández
 Time Alert Canceled: 13:31

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	<u>12:53</u>	<u>FJT</u>
Airport Manager	787-216-9244		X	X	<u>13:09</u>	<u>IB</u>
Safety	787-216-0288		X	X	<u>12:58</u>	<u>EG</u>
Security	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Juan C. Rodriguez
 Date: 10/19/2014 Time: 09:52 Alert Category: I
 Aircraft Identification: N402VN Airline/Company: 9K/Cape Air
 Aircraft Make & Model: C402 Aircraft Location (If On Ground): N/A
 Nature of the Emergency: Landing gear problems
 ETA: 9:55 ATA: 9:54 Landing RWY: 10/28
 # Persons on board (SOB): 3 Fuel on board: 2 hrs
 Type, location & amount of dangerous cargo on board: N/A
 Emergency Equipment & Personnel Requested: None
 Departure Airport: EIS NOTAM Number: N/A
 Runway & Safety Areas Swept & FOD Checked by: N/A
 Time Alert Canceled: 9:55

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	<u>9:53</u>	<u>FJ</u>
Airport Manager	787-216-9244		X	X	_____	_____
Safety	787-216-0288		X	X	_____	_____
Security	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis Sanchez/Lisa Castillo

Date: Oct 26, 2014 Time: 18:09 Alert Category: 2

Aircraft Identification: HK4552 Airline/Company: Avianca

Aircraft Make & Model: Boeing 319 Aircraft Location (If On Ground): Runway 10-28

Nature of the Emergency: Nose gear collapsed and smoke in the cabin

ETA: 18:12 ATA: 18:09 Landing RWY: 10-28

Persons on board (SOB): 76 Fuel on board: 105 minutes

Type, location & amount of dangerous cargo on board: _____

Emergency Equipment & Personnel Requested: Rescue, OPS personel, OPS Manager

Departure Airport: BOG NOTAM Number: _____

Runway & Safety Areas Swept & FOD Checked by: Arturo Francisco 18:20

Time Alert Canceled: 18:42

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	<u>18:10</u>	<u>JT</u>
Airport Manager	787-216-9244		X	X	<u>18:11</u>	<u>MSG IB</u>
Safety	787-216-0288		X	X	<u>18:11</u>	<u>MSG EG</u>
Security	787-253-2500		X	X	<u>18:13</u>	<u>RR</u>
Airline Representative	Airline Ops		X	X	<u>18:13</u>	No Answer
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: _____ J.Cruz _____
 Date: 10/28/14 _____ Time: 19:47 _____ Alert Category: I _____
 Aircraft Identification: N223PB _____ Airline/Company: 9K _____
 Aircraft Make & Model: C402 _____ Aircraft Location (If On Ground): NA _____
 Nature of the Emergency Alternator Problem _____
 ETA: 19:50 _____ ATA: 19:51 _____ Landing RWY 10 _____
 # Persons on board (SOB): 10 _____ Fuel on board: 4 Hrs _____
 Type, location & amount of dangerous cargo on board: NA _____
 Emergency Equipment & Personnel Requested: Requested None
 Departure Airport: SJU _____ NOTAM Number: _____
 Runway & Safety Areas Swept & FOD Checked by: _____
 Time Alert Canceled: 19:52 _____

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	<u>FJ</u>	<u>19:49</u>
Airport Manager	787-216-9244		X	X	_____	_____
Safety	787-216-0288		X	X	_____	_____
Security	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELTION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: JC Rodriguez/JC Cruz/Luis Sanchez

Date: 10/29/2014 Time: 13:07 Alert Category: II

Aircraft Identification: N751XC Airline/Company: Air Transport International/ATN

Aircraft Make & Model: B752 Aircraft Location (If On Ground): N/A

Nature of the Emergency: Engine #1 out, possible oil leak

ETA: 13:07 ATA: 13:11 Landing RWY: 8/26

Persons on board (SOB): 23 Fuel on board: 4 hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Requested: OPS, Safety, ARFF, EMT

Departure Airport: ANU NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: AF

Time Alert Canceled: 13:27

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	<u>1308</u>	<u>FJ</u>
Airport Manager	787-216-9244		X	X	<u>1309</u>	<u>IB</u>
Safety	787-216-0288		X	X	<u>1310</u>	<u>EG</u>
Security	787-253-2500		X	X	<u>1308</u>	<u>LO</u>
Airline Representative	Airline Ops		X	X	<u>N/A</u>	<u>N/A</u>
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Sully González Rodríguez

Date: 11/03/2014

Time: 1555

Alert Category: 2

Aircraft Identification: N161TA

Airline/Company: 9K

Aircraft Make & Model: C402

Aircraft Location (If On Ground): N/A

Nature of the Emergence: Problems with left main gear

ETA: 1601

ATA: 1607

Landing RWY: 10

Persons on board (SOB): 5

Fuel on board: 2.5 hours

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF

Departure Airport: STT

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: J. OLIVERAS

Time Alert Canceled: 1609

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1558	FJ
Airport Manager	787-216-9244		X	X	1559	IB
Safety	787-216-0288		X	X	1600	EG
Security	787-253-2500		X	X	1605	JO
Airline Representative	Airline Ops		X	X	1602	AR
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis Sanchez Rivera

Date: 11/12/2014 Time: 13:56

Alert Category: 2

Aircraft Identification: 50963

Airline/Company: National Guard

Aircraft Make & Model: C-130

Aircraft Location (If On Ground):

Nature of the Emergency: Engine #2 Out

ETA: 15:00 ATA: 14:07

Landing RWY 8-26

Persons on board (SOB): 7

Fuel on board: 5 Hours of fuel

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Ops, Rescue, Security.

Departure Airport: SJU NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Carlos Marrero

Time Alert Canceled: 14:07

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	13:51	FJT
Airport Manager	787-216-9244		X	X	13:56	IB
Safety	787-216-0288		X	X	13:57	EG
Security	787-253-2500		X	X	13:58	RR
Airline Representative	Airline Ops		X	X	13:58	CP
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Sully González Rodríguez

Date: 11/17/2014

Time: 1925

Alert Category: 1

Aircraft Identification: N967FE

Airline/Company: C2

Aircraft Make & Model: C208

Aircraft Location (If On Ground): N/A

Nature of the Emergence: Unable to trim vertical access

ETA: 1933

ATA: 1933

Landing RWY: 10

Persons on board (SOB): 1

Fuel on board: 2.5 hours

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: N/A

Departure Airport: EIS

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: N/A

Time Alert Canceled: 1934

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1929	FJ
Airport Manager	787-216-9244		X	X	_____	_____
Safety	787-216-0288		X	X	_____	_____
Security	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELTION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Sully González Rodríguez

Date: 11/21/2014

Time: 1444

Alert Category: 2

Aircraft Identification: 44866

Airline/Company: ANG

Aircraft Make & Model: C130

Aircraft Location (If On Ground): N/A

Nature of the Emergence: Fuel Leak

ETA: 1455

ATA: 1453

Landing RWY: 08

Persons on board (SOB): 9

Fuel on board: 4 hours

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF

Departure Airport: PTY

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: C. Marrero

Time Alert Canceled: 1458

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1446	FJ
Airport Manager	787-216-9244		X	X	1449	IB
Safety	787-216-0288		X	X	1450	EG
Security	787-253-2500		X	X	1502	JO
Airline Representative	Airline Ops		X	X	1451	No Answer
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Leslie Colon

Date: 11/30/2014 Time: 12:30 Alert Category: 2

Aircraft Identification: N665AA Airline/Company: American Airlines

Aircraft Make & Model: 757-2 Aircraft Location (If On Ground): N/A

Nature of the Emergency Smoke in the cockpit (Electrical Problem)

ETA: 12:35 ATA: 12:35 Landing RWY 8

Persons on board (SOB): 190 Fuel on board: 5HRS

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Rescue, Operation, Security, Crystal Ambulance

Departure Airport: SJU NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Arturo Francisco

Time Alert Canceled: 12:45

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	12:31	No Answer
Airport Manager	787-216-9244		X	X	12:31	No Answer
Safety	787-216-0288		X	X	12:32	E.G
Security	787-253-2500		X	X	12:32	J.O
Airline Representative	Airline Ops		X	X	12:33	H.O
Press & Comm. Officer	787-245-4166			X		
PRPA-PREMA Coordinator				X		
- 911	9-1-1			X		
- Emerg. Management Agency	787-724-0124/787-769-4000			X		
- Municipal & State Fire Dept.	787-769-4848/2330			X		
- American Red Cross	1-877-763-8717/787-785-8150			X		
Airport Police (PRPD)	787-791-0098			X		
Coast Guard (Water Accidents)	787-729-6770			X		
FURA (Water Accidents)	787-273-5338			X		
US Customs (Int'l Flights)	787-253-4520			X		
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X		
- NTSB	202-314-6000			X		
TSA OPS Center	787-253-4591			X		
Maintenance	787-3888530			X		
Environmental Manager	787-453-0567			X		

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Sully González Rodríguez

Date: 11/30/2014

Time: 1741

Alert Category: 1

Aircraft Identification: N665AA

Airline/Company: AA

Aircraft Make & Model: B752

Aircraft Location (If On Ground): N/A

Nature of the Emergence: Strong smell in the cockpit

ETA: 1743

ATA: 1743

Landing RWY: 08

Persons on board (SOB): 176

Fuel on board: 48,300 lbs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: N/A

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: N/A

Time Alert Canceled: 1744

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1745	No Answer
Airport Manager	787-216-9244		X	X	_____	_____
Safety	787-216-0288		X	X	_____	_____
Security	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: JC.Rodriguez

Date: 12/17/2014 Time: 1553 Alert Category: I

Aircraft Identification: N179AA Airline/Company: AA2228

Aircraft Make & Model: B752 Aircraft Location (If On Ground): N/A

Nature of the Emergency: Eng #2 Out

ETA: 1603 ATA:1600 Landing RWY: 8/26

Persons on board (SOB): 154 Fuel on board: 3 hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Requested

Departure Airport: MIA NOTAM Number: NONE

Runway & Safety Areas Swept & FOD Checked by: NL 1606

Time Alert Canceled: 1610

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1553	JT
Airport Manager	787-216-9244		X	X	1553	IB
Safety	787-216-0288		X	X	1553	EG
Security	787-253-2500		X	X	1553	RR
Airline Representative	Airline Ops		X	X	1554	HO
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Lisa Castillo

Date: Dec 18, 2014 Time: 06:55 Alert Category: 1

Aircraft Identification: N601CA Airline/Company: Air Cargo Carriers

Aircraft Make & Model: SH360 Aircraft Location (If On Ground): _____

Nature of the Emergency Hydraulic problems

ETA: 06:57 ATA: 06:57 Landing RWY 10-28

Persons on board (SOB): Not reported Fuel on board: Not reported

Type, location & amount of dangerous cargo on board: _____

Emergency Equipment & Personnel Requested: No assistant requested

Departure Airport: SJU NOTAM Number: _____

Runway & Safety Areas Swept & FOD Checked by: Nydia Leon

Time Alert Canceled: 06:57

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	<u>06:57</u>	<u>JT</u>
Airport Manager	787-216-9244		X	X	_____	_____
Safety	787-216-0288		X	X	_____	_____
Security	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELTION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Sully González Rodríguez

Date: 12/19/2014

Time: 1716

Alert Category: 1

Aircraft Identification: N812AN

Airline/Company: 9K

Aircraft Make & Model: C402

Aircraft Location (If On Ground): N/A

Nature of the Emergence: Mechanical problems

ETA: 1719

ATA: 1723

Landing RWY: 10

Persons on board (SOB): 8

Fuel on board: 3.5 hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: N/A

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: N/A

Time Alert Canceled: 1723

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1721	FJ
Airport Manager	787-216-9244		X	X	_____	_____
Safety	787-216-0288		X	X	_____	_____
Security	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis A Sanchez

Date: 12/23/2014 Time: 15:07 Alert Category: 2

Aircraft Identification: N106SW Airline/Company: MN Aviation

Aircraft Make & Model: Short 330 Aircraft Location (If On Ground): _____

Nature of the Emergency: Landing Gear Indicator

ETA: 15:00 ATA: 15:09 Landing RWY: 10-28

Persons on board (SOB): 3 Fuel on board: 1,000 LBS

Type, location & amount of dangerous cargo on board: _____

Emergency Equipment & Personnel Requested: OPS, ARFF, Security

Departure Airport: Henry E. Rohlsen (STX) NOTAM Number: _____

Runway & Safety Areas Swept & FOD Checked by: JL-15:10

Time Alert Canceled: 15:12

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	15:08	FJ
Airport Manager	787-216-9244		X	X	15:09	IB
Safety	787-216-0288		X	X	15:10	EG
Security	787-253-2500		X	X	15:10	JO
Airline Representative	Airline Ops		X	X	15:08	Rivera
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELTION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis A. Sanchez

Date: 12/23/2014 Time: 15:12 Alert Category: 2

Aircraft Identification: N343CJ Airline/Company: Seaborne

Aircraft Make & Model: SAAB 340 Aircraft Location (If On Ground): _____

Nature of the Emergency: Landing Gear indicator

ETA: 15:00 ATA: 15:20 Landing RWY: 8-16

Persons on board (SOB): 29 Fuel on board: 975 LBS

Type, location & amount of dangerous cargo on board: _____

Emergency Equipment & Personnel Requested: ARFF,OPS, Security

Departure Airport: STX NOTAM Number: _____

Runway & Safety Areas Swept & FOD Checked by: 15:20 JL

Time Alert Canceled: 15:27

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	15:13	FJ
Airport Manager	787-216-9244		X	X	15:14	IB
Safety	787-216-0288		X	X	15:15	EG
Security	787-253-2500		X	X	15:15	JO
Airline Representative	Airline Ops		X	X	15:18	Romero
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Lisa Castillo & Eduardo Velazquez
 Date: 12/26/2014 Time: 11:13 Alert Category: II
 Aircraft Identification: N812AN Airline/Company: Cape Air (9K)
 Aircraft Make & Model: C402 Aircraft Location (If On Ground): N/A
 Nature of the Emergency Left Wing Fuel Leak
 ETA: 11:16 ATA: 11:17 Landing RWY 10
 # Persons on board (SOB): 9 Fuel on board: 3 Hours
 Type, location & amount of dangerous cargo on board: No Dangerous on board
 Emergency Equipment & Personnel Requested: ARFF Department, Ops Ramp Safety Personnel
 Departure Airport: SJU/EIS FLT.471 NOTAM Number: N/A
 Runway & Safety Areas Swept & FOD Checked by: Omar Perez
 Time Alert Canceled: 11:19

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	<u>11:15</u>	<u>FJT</u>
Airport Manager	787-216-9244		X	X	<u>11:17</u>	<u>IB</u>
Safety	787-216-0288		X	X	<u>11:17</u>	<u>EG</u>
Security	787-253-2500		X	X	<u>11:18</u>	<u>JO</u>
Airline Representative	Airline Ops		X	X	<u>11:19</u>	<u>RV</u>
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: L. Sanchez

Date: 12/31/2014 Time: 13:56 Alert Category: 2

Aircraft Identification: N77871 Airline/Company: United Airlines

Aircraft Make & Model: Boeing 757-300 Aircraft Location (If On Ground): _____

Nature of the Emergency: Fumes in the cabin

ETA: 13:57 ATA: 13:59 Landing RWY: 8-26

Persons on board (SOB): 172 Fuel on board: 2 hours

Type, location & amount of dangerous cargo on board: _____

Emergency Equipment & Personnel Requested: OPS Aerostar,ARFF, Krytal ambulance,Security

Departure Airport: EWR NOTAM Number: _____

Runway & Safety Areas Swept & FOD Checked by: N.L

Time Alert Canceled: 14:13

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	13:57	FJT
Airport Manager	787-216-9244		X	X	13:58	IB
Safety	787-216-0288		X	X	13:59	EG
Security	787-253-2500		X	X	13:57	JE
Airline Representative	Airline Ops		X	X	13:59	IM
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELTION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Sully González Rodríguez

Date: 01/03/2015

Time: 1828

Alert Category: 2

Aircraft Identification: 968

Airline/Company: ANG

Aircraft Make & Model: C130

Aircraft Location (If On Ground): N/A

Nature of the Emergence: Engine Out

ETA: 1840

ATA: 1839

Landing RWY: 08

Persons on board (SOB): 7

Fuel on board: 4.0 hours

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF

Departure Airport: N/A

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: C. Marrero

Time Alert Canceled: 1846

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1830	FT
Airport Manager	787-216-9244		X	X	1831	No Answer
Safety	787-216-0288		X	X	1832	EG
Security	787-253-2500		X	X	1835	RR
Airline Representative	Airline Ops		X	X	1834	No Answer
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: J. Cruz

Date: 01/05/2015

Time: 1420

Alert Category: 2

Aircraft Identification: N740CA

Airline/Company: Cape Air

Aircraft Make & Model: C402

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Problems with ailerons

ETA: 1422

ATA: 1424

Landing RWY: 8

Persons on board (SOB): 2

Fuel on board: 600lbs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, OPS

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: O. Pérez

Time Alert Canceled: 1432

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1422	FJ
Airport Manager	787-216-9244		X	X	1424	IB
Safety	787-216-0288		X	X	1424	EG
Security	787-253-2500		X	X	1424	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: JC Rodriguez

Date: 01/15/2015

Time: 0925

Alert Category: 2

Aircraft Identification: N810BW

Airline/Company: Cape Air

Aircraft Make & Model: C402

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Smoke in cabin

ETA: 0932

ATA: 0933

Landing RWY: 10

Persons on board (SOB): 3

Fuel on board: 2hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Safety, ARFF, OPS

Departure Airport: MAZ

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: J. Oliveras

Time Alert Canceled: 0937

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	0925	JT
Airport Manager	787-216-9244		X	X	0928	IB
Safety	787-216-0288		X	X	0929	EG
Security	787-253-2500		X	X	0927	RU
Airline Representative	Airline Ops		X	X	0932	JR
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Sully González Rodríguez

Date: 01/21/2015

Time: 1527

Alert Category: 1

Aircraft Identification: N4498Y

Airline/Company: MN

Aircraft Make & Model: SH36

Aircraft Location (If On Ground): N/A

Nature of the Emergence: Landing gear indication

ETA: 1450

ATA: 1541

Landing RWY: 08

Persons on board (SOB): 2

Fuel on board: 800lbs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: N/A

Departure Airport: STT

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: O. Pérez

Time Alert Canceled: 1547

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1528	FJ
Airport Manager	787-216-9244		X	X	_____	_____
Safety	787-216-0288		X	X	_____	_____
Security	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: J.Rodriguez/M.Micheli

Date: 01/28/2015

Time: 1235

Alert Category: 1

Aircraft Identification: N4498Y

Airline/Company: MN

Aircraft Make & Model: SH360

Aircraft Location (If On Ground):N/A

Nature of the Emergency: Landing Gear IND

ETA: 1245

ATA: 1244

Landing RWY: 8

Persons on board (SOB): 2

Fuel on board: 800 lbs.

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Ops, Safety, ARFF

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: A. Francisco

Time Alert Canceled: 1247

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1235	JT
Airport Manager	787-216-9244		X	X	_____	_____
Safety	787-216-0288		X	X	_____	_____
Security	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Lisa Castillo

Date: 02/11/2015

Time: 1100

Alert Category: 2

Aircraft Identification: N757XJ

Airline/Company: Pazos FBO

Aircraft Make & Model: C750

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Hydraulic system out

ETA: N/A

ATA: 1112

Landing RWY: 26

Persons on board (SOB):4

Fuel on board: 2hrs 45min

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, Paramedics, OPS

Departure Airport: SIG

NOTAM Number: 1502111526-150211-1630

NOTAM Cancelled at 1151

Runway & Safety Areas Swept & FOD Checked by: 1149 A. Francisco

Time Alert Canceled: 1150 CH

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1100	JT
Airport Manager	787-216-9244		X	X	1102	IB
Safety	787-216-0288		X	X	1101	JL
Security	787-253-2500		X	X	1100	OM
Airline Representative	Airline Ops		X	X	1100	JM
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELTION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Juan Cruz

Date: 02/14/2015

Time: 1708

Alert Category: 2

Aircraft Identification: N47414

Airline/Company: United Airlines

Aircraft Make & Model: B737

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Left engine out

ETA: 1719

ATA: 1719

Landing RWY: 10

Persons on board (SOB):128

Fuel on board: 3hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, Paramedics

Departure Airport: ANU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: J. Polanco

Time Alert Canceled: 1728 UC

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1708	JF
Airport Manager	787-216-9244		X	X	1717	IB
Safety	787-216-0288		X	X	1720	EG
Security	787-253-2500		X	X	1720	CN
Airline Representative	Airline Ops		X	X	1709	CT
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis Sanchez/Sully Gonzalez

Date: 02/17/2015

Time: 1352

Alert Category: 2

Aircraft Identification: N781EA

Airline/Company: Cape Air

Aircraft Make & Model: C-402

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Gear problems

ETA: N/A

ATA: 1400

Landing RWY: 10

Persons on board (SOB): 8

Fuel on board: 400lbs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, OPS

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: O. Pérez

Time Alert Canceled: 1409

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1356	FJT
Airport Manager	787-216-9244		X	X	1357	I.B
Safety	787-216-0288		X	X	1358	E.G
Security	787-253-2500		X	X	1359	L.O
Airline Representative	Airline Ops		X	X	1400	A.P
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: L. Sanchez/S. Gonzalez

Date: 02/18/2015

Time: 1558

Alert Category: 2

Aircraft Identification: N639CS

Airline/Company: Department of justice (DOJ)

Aircraft Make & Model: 737-400

Aircraft Location (If On Ground): N/A

Nature of the Emergency: APU Failure, Fire indicator

ETA: 1605

ATA: 1557

Landing RWY: 10

Persons on board (SOB): 70+

Fuel on board: N/A

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, OPS, Ambulance

Departure Airport: ATL

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: J. Polanco

Time Alert Canceled: 1606

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1558	FJT
Airport Manager	787-216-9244		X	X	1558	IB
Safety	787-216-0288		X	X	1559	EG
Security	787-253-2500		X	X	1600	LO
Airline Representative	Airline Ops		X	X	1601	MR
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Leslie Colon

Date: 02/22/2015

Time: 0839

Alert Category: 2

Aircraft Identification: N665AA

Airline/Company: American Airlines

Aircraft Make & Model: 757-200

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Overweight, medical emergency

ETA: 0900

ATA: 0904

Landing RWY: 08

Persons on board (SOB): 191

Fuel on board: 4hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Requested ARFF, OPS, Paramedics

Departure Airport: BGI

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Carlos Marrero

Time Alert Canceled: 0914

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	0841	FJT
Airport Manager	787-216-9244		X	X	0853	N/A
Safety	787-216-0288		X	X	0854	EG
Security	787-253-2500		X	X	0855	GO
Airline Representative	Airline Ops		X	X	0855	HO
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: J. Cruz

Date: 02/28/2015

Time: 1725

Alert Category: 2

Aircraft Identification: N557XJ

Airline/Company: Pazos

Aircraft Make & Model: CL30

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Flap Failure

ETA: 1735

ATA: 1744

Landing RWY: 8

Persons on board (SOB): 4

Fuel on board: 4.5hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, OPS

Departure Airport: CIW

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: J. Polanco

Time Alert Canceled: 1753

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1732	FJ
Airport Manager	787-216-9244		X	X	1740	No Answer
Safety	787-216-0288		X	X	174	1EG
Security	787-253-2500		X	X	174	1RR
Airline Representative	Airline Ops		X	X	1743	Alexana
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION

SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: N. Lao / M. Michelle

Date: 03/06/2015

Time: 1205

Alert Category: 2

Aircraft Identification: N740CA

Airline/Company: Cape Air

Aircraft Make & Model: Cessna 402

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Right Main Gear Unsecure

ETA: 1207

ATA: 1209

Landing RWY: 10

Persons on board (SOB): 8

Fuel on board: 3hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Requested ARFF, Safety, Paramedics, Police

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: C. Gomez

Time Alert Canceled: 1217

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1205	FT
Airport Manager	787-216-9244		X	X	_____	_____
Safety	787-216-0288		X	X	1205	EG
Security	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: J. Cruz

Date: 03/06/2015

Time: 1721

Alert Category: 2

Aircraft Identification: N510BN

Airline/Company: Cape Air

Aircraft Make & Model: BN2P

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Smoke in Cabin

ETA: 1723

ATA: 1723

Landing RWY: 10

Persons on board (SOB): 4

Fuel on board: 2hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Requested ARFF

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: J. Oliveras

Time Alert Canceled: 1732

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1722	FJ
Airport Manager	787-216-9244		X	X	_____	_____
Safety	787-216-0288		X	X	1722	EG
Security	787-253-2500		X	X	1722	RU
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis Sanchez & Eduardo Velazquez

Date: 03/17/2015

Time: 1550

Alert Category: 2

Aircraft Identification: N591JB

Airline/Company: Jet Blue Airways

Aircraft Make & Model: Airbus 320

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Issue with the Aircraft Flaps

ETA: 1606

ATA: 1616

Landing RWY: 8

Persons on board (SOB): 72

Fuel on board: 1hr 30mins

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF personnel, Ops airside personnel and Security personnel

Departure Airport: Punta Cana (PUJ)

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Jonathan Oliveras

Time Alert Canceled: 1631

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1550	FJ
Airport Manager	787-216-9244		X	X	1608	ZC
Safety	787-216-0288		X	X	1551	EG
Security	787-253-2500		X	X	1551	OM
Airline Representative	Airline Ops		X	X	1552	EB
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Lisa Castillo/ Juan Carlos Rodriguez

Date: 03/24/2015 - **Drill**

Time: 0904

Alert Category: **Simulated Alert 3**

Aircraft Identification: N/A

Airline/Company: N/A

Aircraft Make & Model: N/A

Aircraft Location (If On Ground): Between S4-S5

Nature of the Emergency: Unknown

ETA: N/A

ATA: N/A

Landing RWY: N/A

Persons on board (SOB): N/A

Fuel on board: N/A

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF

Departure Airport: N/A

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: N/A

Time Alert Canceled: 0908

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	_____	_____
Airport Manager	787-318-6043		X	X	_____	_____
Safety	787-216-0288		X	X	0904	CG/NL
Security	787-253-2500		X	X	0904	Oquendo
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis Sanchez

Date: 03/30/2015

Time: 1316

Alert Category: 2

Aircraft Identification: 10189

Airline/Company: PRANG

Aircraft Make & Model: C-17

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Pressurization in the cabin

ETA: 1320

ATA: 1325

Landing RWY: 8

Persons on board (SOB): 8

Fuel on board: 5hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, Ops and security.

Departure Airport: MEM

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Jonathan Oliveras

Time Alert Canceled: 1335

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1316	FJT
Airport Manager	787-318-6043		X	X	1317	ZC
Safety	787-216-0288		X	X	1318	EG
Security	787-253-2500		X	X	1319	RU
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: JC Rodriguez

Date: 3/31/2015

Time: 1146

Alert Category: 2

Aircraft Identification: 10189

Airline/Company: PRANG

Aircraft Make & Model: C17

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Smoke in cargo area

ETA: 1210

ATA: 1205

Landing RWY: 8

Persons on board (SOB): 15

Fuel on board: 4hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, Safety, EMS, PPR, ANG

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: N. León

Time Alert Canceled: 1215

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1147	FJ
Airport Manager	787-318-6043		X	X	1148	ZC
Safety	787-216-0288		X	X	1149	EG
Security	787-253-2500		X	X	1146	FA
Airline Representative	Airline Ops		X	X	1149	N/A
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: N. Lao

Date: 04/04/2015

Time: 1220

Alert Category: 2

Aircraft Identification: 85691

Airline/Company: PRANG

Aircraft Make & Model: C130

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Fuel Leak

ETA: 1235

ATA: 1231

Landing RWY: 8

Persons on board (SOB): 22

Fuel on board: 7hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, Paramedics, Police, Security, Operations

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: A. Francisco

Time Alert Canceled: 1324

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1223	FJ
Airport Manager	787-318-6043		X	X	1224	ZC
Safety	787-216-0288		X	X	1226	EG
Security	787-253-2500		X	X	1226	FA
Airline Representative	Airline Ops		X	X	N/A	N/A
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis Sanchez Rivera

Date: 04/07/2015

Time: 1757

Alert Category: 1

Aircraft Identification: N362EA

Airline/Company: CHANGES IN ALTITUDE LLC./ Pazos FBO

Aircraft Make & Model: Beechcraft 400

Aircraft Location (If On Ground): N/A

Nature of the Emergency; Light Indicators, bleed air system

ETA: N/A

ATA: 1759

Landing RWY: 10

Persons on board (SOB): 2

Fuel on board: 468gal

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, Operation and Safety

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: C. Gomez

Time Alert Canceled: 1801

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1758	FJT
Airport Manager	787-318-6043		X	X	_____	_____
Safety	787-216-0288		X	X	_____	_____
Security	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis A. Sanchez Rivera

Date: 04/15/2015

Time: 1810

Alert Category: 2

Aircraft Identification: N252WN

Airline/Company: Southwest Airlines

Aircraft Make & Model: Boeing 737-7H4

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Pressurization in the cabin

ETA: 1815

ATA: 1854

Landing RWY: 8

Persons on board (SOB):137

Fuel on board: 4hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, Security, Safety and Ops

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: J. Polanco

Time Alert Canceled: 1906

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1810	F.J.T
Airport Manager	787-318-6043		X	X	1811	Z.C
Safety	787-216-0288		X	X	1812	E.G
Security	787-253-2500		X	X	1813	O.M
Airline Representative	Airline Ops		X	X	1816	E.S
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis Sánchez Rivera

Date: 05/05/2015

Time: 1407

Alert Category: 2

Aircraft Identification: N900HL

Airline/Company: DHL

Aircraft Make & Model: C208

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Engine Failure

ETA: 1422

ATA: 1409

Landing RWY: 26

Persons on board (SOB): 2

Fuel on board: 3hrs 30mins

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, Safety and paramedics

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Jose Lugo

Time Alert Canceled: 1419

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1407	FJT
Airport Manager	787-318-6043		X	X	1407	ZC
Safety	787-216-0288		X	X	1408	EG
Security	787-253-2500		X	X	1408	LO
Airline Representative	Airline Ops		X	X	1407	AC
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELTION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis Sánchez Rivera

Date: 05/05/2015

Time: 1927

Alert Category: 2

Aircraft Identification: N614FE

Airline/Company: Federal Express

Aircraft Make & Model: MD11

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Fuel system problems

ETA: 1933

ATA: 1932

Landing RWY: 8

Persons on board (SOB): 3

Fuel on board: 50 minutes

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, Safety and Paramedics

Departure Airport: MEM

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: José Polanco

Time Alert Canceled: 1941

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1927	FJT
Airport Manager	787-318-6043		X	X	1927	ZC
Safety	787-216-0288		X	X	1928-NAEG	
Security	787-253-2500		X	X	1927	LO
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Juan Cruz and Eduardo Velazquez

Date: 05/06/2015

Time: 1955

Alert Category: 2

Aircraft Identification: N216JB

Airline/Company: Jet Blue Airways (B6)

Aircraft Make & Model: E190

Aircraft Location (If On Ground): N/A

Nature of the Emergency: No control over Flaps

ETA: 2012

ATA: 2013

Landing RWY: 8

Persons on board (SOB): 105

Fuel on board: 3 hours

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF Department

Departure Airport: (STI) Cibao Int'l Airport

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Jose Polanco

Time Alert Canceled: 2017

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1958	FJ
Airport Manager	787-318-6043		X	X	1959	ZC
Safety	787-216-0288		X	X	NO ASW	EG
Security	787-253-2500		X	X	2001	LO
Airline Representative	Airline Ops		X	X	1958	JC
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: L. Castillo & N. Lao

Date: 05/12/2015

Time: 1007

Alert Category: 2

Aircraft Identification: 44866

Airline/Company: Military / National Guard

Aircraft Make & Model: C130

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Fuel Leak Right Engine

ETA: 1022

ATA: 1028

Landing RWY: 8

Persons on board (SOB): 7

Fuel on board: 7hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, Police, Security & Paramedics

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: N. León

Time Alert Canceled: 1032

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1007	JT
Airport Manager	787-318-6043		X	X	1007	ZC
Safety	787-216-0288		X	X	1010	EG
Security	787-253-2500		X	X	1007	JO_
Security Manager	787-216-6646		X	X	1008	CT (V. MAIL)
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: J. Cruz / Eduardo Velazquez

Date: 06/18/2015

Time: 1508

Alert Category: 2

Aircraft Identification: N353SA

Airline/Company: Seaborne

Aircraft Make & Model: Saab 340

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Problems with left landing gear.

ETE: 1520

ATA: 1511

Take Off RWY: 8

Persons on board (SOB): 16

Fuel on board: 1200lbs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Rescue, Paramedics and Security

Departure Airport: SKB

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Arturo Francisco

Time Alert Canceled: 1520

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1511	JP
Airport Manager	787-318-6043		X	X	1508	ZC
Safety	787-216-0288		X	X	1509	EG
Security	787-253-2500		X	X	1510	RU
Security Manager	787-216-6646		X	X	1510	CT
Airline Representative	Airline Ops		X	X	1513	JR
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	1511	AG
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Omar Perez

Date: 06/22/2015

Time: 1515

Alert Category: 2

Aircraft Identification: N523JL

Airline/Company: Tradewind Aviation

Aircraft Make & Model: PC-12

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Electric Problems

ETA: N/A

ATA: 1517

Landing RWY: 8

Persons on board (SOB): 7

Fuel on board: 5 hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Rescue & Ops

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Omar Romero

Time Alert Canceled: 1525

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1515	F.J.
Airport Manager	787-318-6043		X	X	1516	Z.C.
Safety	787-216-0288		X	X	1517	E.G.
Security	787-253-2500		X	X	1518	R.U.
Security Manager	787-216-6646		X	X	1519	C.T.
Airline Representative	Airline Ops		X	X	1515	Feliciano
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: J. Cruz / Mariellie Micheli

Date: 07/01/2015

Time: 1427

Alert Category: 2

Aircraft Identification: 50968

Airline/Company: PRANG

Aircraft Make & Model: C130

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Unusual Vibration

ETA: 1430

ATA: 1431

Landing RWY: 8

Persons on board (SOB): 5

Fuel on board: 5hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Rescue

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: R. Rios

Time Alert Canceled: 1434

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1427	FJ
Airport Manager	787-318-6043		X	X	1429	ZC
Safety	787-216-0288		X	X	1429	EG
Security	787-253-2500		X	X	1431	FA
Security Manager	787-216-6646		X	X	1431	CT
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Omar Perez & Eduardo Velazquez

Date: 07/03/2015

Time: 1145

Alert Category: 2

Aircraft Identification: N131FL

Airline/Company: ILF Group

Aircraft Make & Model: CV580

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Main Landing Gear problem

ETA: 1155

ATA: 1232

Landing RWY: 10

Persons on board (SOB): 2

Fuel on board: 1 hour 1/2

Type, location & amount of dangerous cargo on board: No DG on board, Just Regular Cargo

Emergency Equipment & Personnel Requested: ARFF, Security, Ops Air Side and Paramedic

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Arturo Francisco

Time Alert Canceled: 1254

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1146	FJ
Airport Manager	787-318-6043		X	X	1148	ZC
Safety	787-216-0288		X	X	1147	EG
Security	787-253-2500		X	X	1149	OM
Security Manager	787-216-6646		X	X	1151	CT
Airline Representative	Airline Ops		X	X	1154	AM
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: J. Cruz

Date: 07/18/2015

Time: 0323

Alert Category: 2

Aircraft Identification: N826MH

Airline/Company: DL

Aircraft Make & Model: 767 - 400

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Low oil indicator

ETA: 0328

ATA: 0333

Landing RWY: 10

Persons on board (SOB): 250

Fuel on board: 3hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF/Paramedics

Departure Airport: GIG

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: R. Rios

Time Alert Canceled: 0355

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	0328	JP
Airport Manager	787-318-6043		X	X	0330	ZC
Safety	787-216-0288		X	X	0331	EG
Security	787-253-2500		X	X	0332	FA
Security Manager	787-216-6646		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Mariellie Micheli, Eduardo Velazquez

Date: 07/21/2015

Time: 1345

Alert Category: 2

Aircraft Identification: N151CA

Airline/Company: M&N

Aircraft Make & Model: SH36

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Hydraulics Problem

ETA: 1350

ATA: 1407

Landing RWY: 10

Persons on board (SOB): 2

Fuel on board: 1hr 45 min

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF and Aerostar Ops

Departure Airport: STT

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Nydia Leon

Time Alert Canceled: 1432

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1349	JP
Airport Manager	787-318-6043		X	X	1345	ZC
Safety	787-216-0288		X	X	1347	EG
Security	787-253-2500		X	X	1345	RU
Security Manager	787-216-6646		X	X	1346	CT
Airline Representative	Airline Ops		X	X	1352	OF
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Mariellie Micheli, Eduardo Velazquez y Lisa Castillo

Date: 07/26/2015

Time: 1013

Alert Category: 2

Aircraft Identification: N386MQ

Airline/Company: M&N

Aircraft Make & Model: SH360

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Nose gear indication.

ETA: 1018

ATA: 1022

Landing RWY: 8

Persons on board (SOB): 4

Fuel on board: 1 HR

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF

Departure Airport: STX

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Carlos Gomez

Time Alert Canceled: 1029

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1014	No Answer
Airport Manager	787-318-6043		X	X	1014	No Answer
Safety	787-216-0288		X	X	_____	On Vacation
Security	787-253-2500		X	X	1015	LO
Security Manager	787-216-6646		X	X	1015	No Answer
Airline Representative	Airline Ops		X	X	1016	JS
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Omar Perez

Date: 08/07/2015

Time: 1705

Alert Category: 2

Aircraft Identification: N201UU

Airline/Company: American Airlines

Aircraft Make & Model: 757-200

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Flap Indications

ETA: 1725

ATA: N/A

Landing RWY: 8

Persons on board (SOB): 175

Fuel on board: 12,700lbs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, Security, Operations (safety)

Departure Airport: CLT

NOTAM Number: NA

Runway & Safety Areas Swept & FOD Checked by: Arturo Francisco

Time Alert Canceled: 1729 Ortiz (ARFF)

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1705	FJ
Airport Manager	787-318-6043		X	X	1706	ZC
Safety	787-216-0288		X	X	1706	No Ans
Security	787-253-2500		X	X	1707	JR
Security Manager	787-216-6646		X	X	1708	No ans
Airline Representative	Airline Ops		X	X	1705	GA
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis Sanchez Rivera

Date: 8/16/2015

Time: 1703

Alert Category: 2

Aircraft Identification: N606AA

Airline/Company: American Airlines

Aircraft Make & Model: 757-200

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Fire indicator in the cabin

ETA: 1723

ATA: 1714

Landing RWY: 8

Persons on board (SOB): 190

Fuel on board: 3hrs 30min

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, OPS, EMT

Departure Airport: STT

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Carlos Marrero

Time Alert Canceled: 1723

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1703	FJ
Airport Manager	787-318-6043		X	X	1704	No ans
Safety	787-216-0288		X	X	1705	No ans
Security	787-253-2500		X	X	1706	CC
Security Manager	787-216-6646		X	X	1706	No ans
Airline Representative	Airline Ops		X	X	1705	GA
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis A Sanchez Rivera

Date: 08/22/2015

Time: 1848

Alert Category: 2

Aircraft Identification: N402AJ

Airline/Company: Charter flight

Aircraft Make & Model: C402

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Landing Gear indicator

ETA: 1850

ATA: 1853

Landing RWY: 8

Persons on board (SOB): 1

Fuel on board: 1hrs 25min

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, OPS

Departure Airport: STI

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Carlos Gomez

Time Alert Canceled: 1857

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1848	FJ
Airport Manager	787-318-6043		X	X	1850	No ans
Safety	787-216-0288		X	X	1852	EG
Security	787-253-2500		X	X	1853	JO
Security Manager	787-216-6646		X	X	1855	No ans
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis Sanchez

Date: 09/10/2015

Time: 2048

Alert Category: 2

Aircraft Identification: N516JB

Airline/Company: Jet Blue

Aircraft Make & Model: A320

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Navigation system problems

ETA: 2057

ATA: 2058

Landing RWY: 8

Persons on board (SOB): 150

Fuel on board: 4hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, OPS, Security

Departure Airport: STI

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Jose Polanco

Time Alert Canceled: 2105

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	2050	FJ
Airport Manager	787-318-6043		X	X	_____	_____
Safety	787-216-0288		X	X	2052	No ans
Security	787-253-2500		X	X	2054	CC
Security Manager	787-216-6646		X	X	2055	No ans
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Leslie Colon

Date: 09/19/2015

Time: 2029

Alert Category: 2

Aircraft Identification: N197JB

Airline/Company: Jet Blue

Aircraft Make & Model: E190

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Landing gear problem

ETA: 2035

ATA: N/A

Landing RWY: 8

Persons on board (SOB): 96

Fuel on board: 12,000lbs.

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, OPS, Ambulance, Security, Police

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Jose Polanco

Time Alert Canceled: 2043

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	2030	FJT
Airport Manager	787-318-6043		X	X	N/A	N/A
Safety	787-216-0288		X	X	2032	EG
Security	787-253-2500		X	X	2034	RÑ
Security Manager	787-216-6646		X	X	2035	N/A
Airline Representative	Airline Ops		X	X	2036	JM
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis Sanchez

Date: 10/15/2015

Time: 1507

Alert Category: 2

Aircraft Identification: 50968

Airline/Company: National Guard

Aircraft Make & Model: C-130

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Engine #3 failure

ETA: 1520

ATA: 1510

Landing RWY: 8

Persons on board (SOB): 6

Fuel on board: 6hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, OPS, Security

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Jose Polanco

Time Alert Canceled: 1516

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1507	FJT
Airport Manager	787-318-6043		X	X	N/A	N/A
Safety	787-216-0288		X	X	1508	EG
Security	787-253-2500		X	X	1509	OM
Security Manager	787-216-6646		X	X	1510	No ans
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELTION

SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Eduardo Velazquez

Date: 10.22.2015

Time: 1827

Alert Category: 3

Aircraft Identification: N/A

Airline/Company: Aerostar Airlines

Aircraft Make & Model: 787-800

Aircraft Location (If On Ground): RWY 28/H1-H2

Nature of the Emergency: Problem with the left engine

ETA: N/A

ATA: N/A

Landing RWY: N/A

Persons on board (SOB): 252

Fuel on board: 33, 280

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, Security, Paramedic, PPR, NTSB, FAA, PREMA

Departure Airport: N/A

NOTAM Number: 10-103, 10-104

Runway & Safety Areas Swept & FOD Checked by: Arturo Francisco

Time Alert Canceled:

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1830	FJ
Airport Manager	787-318-6043		X	X	N/A	N/A
Safety	787-216-0288		X	X	1831	No ans
Security	787-253-2500		X	X	1831	JO
Security Manager	787-216-6646		X	X	1832	No ans
Airline Representative	Airline Ops		X	X	1833	CM
Press & Comm. Officer	787-245-4166			X	1834	No ans
PRPA-PREMA Coordinator				X		
- 911	9-1-1			X	1836	Sola-102
- Emerg. Management Agency	787-724-0124/787-769-4000			X	1838	Hernandez
- Municipal & State Fire Dept.	787-769-4848/2330			X	1839	No ans
- American Red Cross	1-877-763-8717/787-785-8150			X	1840	No ans
Airport Police (PRPD)	787-791-0098			X	1841	Guzman
Coast Guard (Water Accidents)	787-729-6770			X	1841	RD
FURA (Water Accidents)	787-273-5338			X	1842	Sepulveda
US Customs (Int'l Flights)	787-253-4520			X	1842	TR
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	1843	WH
- NTSB	202-314-6000			X	1846	MB
TSA OPS Center	787-253-4591			X	1848	JS
Maintenance	787-3888530			X	1850	DT
Environmental Manager	787-453-0567			X	1852	JP

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Juan C. Rodriguez and Lisa Castillo

Date: 11/02/2015

Time: 1210

Alert Category: 2

Aircraft Identification: N31703

Airline/Company: Ameriflight

Aircraft Make & Model: B1900

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Smoke in cabin

ETA: 1215

ATA: 1213

Landing RWY: 28

Persons on board (SOB): 2

Fuel on board: 3 HRS

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, Safety

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: UC

Time Alert Canceled: 1220

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1212	FT
Airport Manager			X	X	N/A	N/A
Safety	787-216-0288		X	X	1212	EG
Security AOCC	787-253-2500		X	X	1211	JV
Regulatory Team Leader	787-639-4198		X	X	1226	WC
Airline Representative	Airline Ops		X	X	N/A	N/A
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: J. Cruz/L. Castillo

Date: 11/10/2015

Time: 1440

Alert Category: 2

Aircraft Identification: 80068

Airline/Company: National Guard

Aircraft Make & Model: KC-135

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Hydraulic Leak

ETA: 1450

ATA: 1505

Landing RWY: 8

Persons on board (SOB): 12

Fuel on board: 3hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, Police, Paramedics

Departure Airport: MQT

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: J. Polanco

Time Alert Canceled: 1511

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1447	FJ
Airport Manager	787-318-6043		X	X	N/A	N/A
Safety	787-216-0288		X	X	1440	JL
Security	787-253-2500		X	X	1440	NR
Security Manager	787-216-6646		X	X	1449	GC
Airline Representative	Airline Ops		X	X	1442	Alvarez
Press & Comm. Officer	787-245-4166			X	1443	Morales
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Leslie Colón

Date: 11/12/2015

Time: 0732

Alert Category: 1

Aircraft Identification: N362AE

Airline/Company: Ameriflight

Aircraft Make & Model: SW4

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Landing gear indicator

ETA: 0759

ATA: 0800

Landing RWY: 8

Persons on board (SOB): 2

Fuel on board: 3hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Not required

Departure Airport: BQN

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: J. Polanco

Time Alert Canceled: 0807

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	0751	FJ
Airport Manager	787-318-6043		X	X	_____	_____
Safety	787-216-0288		X	X	_____	_____
Security	787-253-2500		X	X	_____	_____
Security Manager	787-216-6646		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Omar Perez/Luis Sanchez

Date: 11/19/2015

Time: 1759

Alert Category: 2

Aircraft Identification: N368AC

Airline/Company: MN Aviation

Aircraft Make & Model: Short 360

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Left engine out

ETA: 1808

ATA: 1810

Landing RWY: 8

Persons on board (SOB): 1

Fuel on board: 3 HRS

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, OPS, Security

Departure Airport: STT

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Omar Romero

Time Alert Canceled: 1814

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1801	FJ
Airport Manager			X	X	N/A	N/A
Safety	787-216-0288		X	X	1802	EG
Security AOCC	787-253-2500		X	X	1803	JO
Regulatory Team Leader	787-639-4198		X	X	1805	WC
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis Sanchez Rivera

Date: 11/22/2015

Time: 0131

Alert Category: 2

Aircraft Identification: N14237

Airline/Company: United Airlines

Aircraft Make & Model: 737-800

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Flaps indicator

ETA: 0138

ATA: 0139

Landing RWY: 8

Persons on board (SOB): 139

Fuel on board: 1hr

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, OPS and Security

Departure Airport: IAH

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Nydia Leon

Time Alert Canceled: 0148

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	0132	FJ
Airport Manager	787-318-6043		X	X	N/A	N/A
Safety	787-216-0288		X	X	0134	EG No an
Security	787-253-2500		X	X	0133	JC
Security Manager	787-216-6646		X	X	0137	WC No an
Airline Representative	Airline Ops		X	X	0131	CM
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis Sánchez Rivera

Date: 11/27/2015

Time: 1635

Alert Category: 2

Aircraft Identification: N202UW

Airline/Company: American Airlines

Aircraft Make & Model: Boeing 757-200

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Hydraulic Failure

ETA: 1642

ATA: 1651

Landing RWY: 8

Persons on board (SOB): 187

Fuel on board: 6 HRS

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, OPS, Security

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Arturo Francisco

Time Alert Canceled: 1702

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1640	FT
Airport Manager			X	X	N/A	N/A
Safety	787-216-0288		X	X	1639	EG
Security AOCC	787-253-2500		X	X	1638	JV
Regulatory Team Leader	787-639-4198		X	X	1644	WC
Airline Representative	Airline Ops		X	X	1636	N/A
Press & Comm. Officer	787-245-4166			X	1643	CS
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: J. Cruz

Date: 12/17/2015

Time: 1552

Alert Category: 2

Aircraft Identification: N530BN

Airline/Company: Cape Air

Aircraft Make & Model: BNI Islander

Aircraft Location (If On Ground): N/A

Nature of the Emergency: No brake pressure – left side

ETA: 1559

ATA: 1559

Landing RWY: 8

Persons on board (SOB): 7

Fuel on board: 36 gal

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF

Departure Airport: VIJ

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: F. A.

Time & Initials Alert Canceled: 1604

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-388-8530	X	X	X	1552	NN
Airport Manager (COO)			X	X	_____	_____
Safety	787-216-0288/787-233-5288		X	X	1554	EG
Security AOCC	787-253-2500		X	X	1555	CC
Airline Representative	Airline Ops		X	X	1559	JP
Regulatory Team Leader	787-639-4198		X	X	1602	No ans
- TSA OPS Center	787-253-4591			X	_____	_____
911	9-1-1			X	_____	_____
Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
PRPA-PREMA Coordinator	787-462-3907			X	_____	_____
- State Management Agency	787-614-7606/787-724-0124			X	_____	_____
- Carolina Management Agency	787-769-4000			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Press & Comm. Officer	787-585-1348			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
Maintenance	787-406-3711			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
NTSB	202-314-6000			X	_____	_____
American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Juan C. Rodriguez, Leslie Colón and Nelly Lao

Date: 12/18/2015

Time: 1117

Alert Category: 1

Aircraft Identification: 30603

Airline/Company: PRANG

Aircraft Make & Model: C17

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Main cabin press problem

ETA: 1119

ATA: 1113

Landing RWY: 10

Persons on board (SOB): 28

Fuel on board: 2 HRS.

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, Safety

Departure Airport: FFO

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: N/A

Time & Initials Alert Canceled: 1121

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-388-8530	X	X	X	1117	NN
Airport Manager (COO)			X	X	_____	_____
Safety	787-216-0288/787-233-5288		X	X	_____	_____
Security AOCC	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Regulatory Team Leader	787-639-4198		X	X	_____	_____
- TSA OPS Center	787-253-4591			X	_____	_____
911	9-1-1			X	_____	_____
Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
PRPA-PREMA Coordinator	787-462-3907			X	_____	_____
- State Management Agency	787-614-7606/787-724-0124			X	_____	_____
- Carolina Management Agency	787-769-4000			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Press & Comm. Officer	787-585-1348			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
Maintenance	787-406-3711			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
NTSB	202-314-6000			X	_____	_____
American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: J. Cruz

Date: 12/24/2015

Time: 1649

Alert Category: 1

Aircraft Identification: N157JL

Airline/Company: Tradewind

Aircraft Make & Model: Citation CJ3

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Door light indicator

ETA: 1700

ATA: 1651

Landing RWY: 10

Persons on board (SOB): 8

Fuel on board: 1 HR.

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF

Departure Airport: HPN

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: PG

Time & Initials Alert Canceled: 1706

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-388-8530	X	X	X	1649	NN
Airport Manager (COO)			X	X	_____	_____
Safety	787-216-0288/787-233-5288		X	X	_____	_____
Security AOCC	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Regulatory Team Leader	787-639-4198		X	X	_____	_____
- TSA OPS Center	787-253-4591			X	_____	_____
911	9-1-1			X	_____	_____
Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
PRPA-PREMA Coordinator	787-462-3907			X	_____	_____
- State Management Agency	787-614-7606/787-724-0124			X	_____	_____
- Carolina Management Agency	787-769-4000			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Press & Comm. Officer	787-585-1348			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
Maintenance	787-406-3711			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
NTSB	202-314-6000			X	_____	_____
American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____

AEROSTAR

AIRPORT HOLDINGS LLC

Agustín Arellano-Rodríguez
President & CEO
agustin.arellano@aerostarairports.com

April 16, 2015

**CERTIFIED MAIL WITH RETURN RECEIPT:
7012-2920-0001-2267-7381**

Ingrid C. Colberg, Executive Director
Puerto Rico Ports Authority
PO Box 362829
San Juan, PR 00936-2829

Re.: Financial Reports

Dear Ms. Colberg:

In compliance with Section 8.1(c)(ii) of the Luis Muñoz Marín International Airport ("LMMIA") Lease Agreement dated as of July 24, 2012 by and between The Puerto Rico Ports Authority ("PRPA") and Aerostar Airport Holdings, LLC ("Aerostar"), attached you will find Aerostar's Audited Report and Financial Statements as of December 31st, 2014 and 2013.

Sincerely,



Agustín Arellano

Attachment

cc Irene Del C. Rocafort, Director Business Development and Air Access
By e-mail: IRocafort@prpa.pr.gov
Cristina Rivera, Finance Director
By e-mail: crivera@prpa.pr.gov
Puerto Rico Ports Authority

Jorge Hernández, Chief Financial Officer
Varlín Vissepó, Chief Legal Officer
Aerostar Airport Holdings, LLC



**Aerostar Airport
Holdings, LLC**
Report and Financial Statements
December 31, 2014 and 2013



Independent Auditor's Report

To the Board of Managers of
Aerostar Airport Holdings, LLC

We have audited the accompanying financial statements of Aerostar Airport Holdings, LLC (the "Company"), which comprise the balance sheets as of December 31, 2014 and 2013, and the related statements of income, of members' equity and of cash flows for the years then ended.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the Company's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Aerostar Airport Holdings, LLC at December 31, 2014 and 2013, and the results of operations and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

PricewaterhouseCoopers LLP

San Juan, Puerto Rico,
March 13, 2015

CERTIFIED PUBLIC ACCOUNTANTS
(OF PUERTO RICO)
License No. LLP-216 Expires Dec. 1, 2016
Stamp E139769 of the P.R. Society of
Certified Public Accountants has been
affixed to the file copy of this report

AEROSTAR AIRPORT HOLDINGS, LLC
BALANCE SHEET
DECEMBER 31, 2014 AND 2013

	2014	2013
CURRENT ASSETS		
Cash and cash equivalents	\$ 33,349,772	\$ 18,812,306
Restricted cash - Passenger facility charges	599,482	6,214,746
Restricted cash - Note 5	3,000,000	-
Accounts receivable, net of allowance for doubtful accounts of \$868,659 and \$446,444 for 2014 and 2013, respectively	11,400,563	15,473,325
Inventory	571,432	497,258
Prepaid expenses	1,703,725	1,446,126
Other current assets	200,267	949,700
Total current assets	50,825,241	43,393,461
PROPERTY AND EQUIPMENT, NET	6,287,251	4,742,287
NON-CURRENT ASSETS		
Restricted cash - Note 5	3,014,908	6,006,979
Deferred financing costs, net of amortization of \$1,023,093 and \$439,102 for 2014 and 2013, respectively	12,007,739	12,591,730
Concession upgrades, net of amortization of \$38,815 and \$0 for 2014 and 2013, respectively	84,731,726	18,371,131
Intangible asset - Airport concession right, net of amortization of \$29,715,277 and \$13,555,912 for 2014 and 2013, respectively	616,659,314	632,818,679
Other non-current assets	129,519	310,753
Total non-current assets	716,543,206	670,099,272
TOTAL ASSETS	\$ 773,655,698	\$ 718,235,020

The accompanying notes are an integral part of these financial statements

AEROSTAR AIRPORT HOLDINGS, LLC
BALANCE SHEET (CONTINUED)
DECEMBER 31, 2014 AND 2013

	2014	2013
LIABILITIES AND MEMBERS' EQUITY		
Accounts payable	\$ 12,350,002	\$ 10,044,359
Accrued expenses and withholdings	19,275,593	11,651,312
Assumed obligation	-	9,119,618
Accrued interest	8,923,626	8,050,436
Fixed payment to Authority	2,500,000	1,500,000
Other current liabilities	212,757	-
	43,261,978	40,365,725
Total current liabilities		
Fixed payment to Authority	4,133,149	8,623,122
Term facility	43,300,000	-
Long term debt	350,000,000	350,000,000
Note payable - related party	103,419,063	100,901,641
Deferred tax liability	4,951,897	1,952,004
	505,804,109	461,476,767
Total non-current liabilities		
TOTAL LIABILITIES	549,066,087	501,842,492
COMMITMENTS AND CONTINGENCIES (NOTE 19)		
MEMBERS' EQUITY		
Capital contribution	236,393,671	236,393,671
Accumulated deficit	(11,804,060)	(20,001,143)
	224,589,611	216,392,528
TOTAL MEMBERS' EQUITY		
TOTAL LIABILITIES AND MEMBERS' EQUITY	\$ 773,655,698	\$ 718,235,020

The accompanying notes are an integral part of these financial statements

AEROSTAR AIRPORT HOLDINGS, LLC
INCOME STATEMENT
FOR THE YEARS ENDED
DECEMBER 31, 2014 AND 2013

	<u>2014</u>	<u>2013</u>
OPERATING REVENUE		
Airfield and terminal revenue	\$ 62,000,000	\$ 52,317,808
Other aeronautical revenue	7,087,600	6,830,409
Total aeronautical revenue	<u>69,087,600</u>	<u>59,148,217</u>
Concessions	19,342,678	13,730,669
Parking garage	7,338,804	6,398,578
Convenience stores	5,984,007	1,465,319
Electricity revenue	397,339	34,684
Other operating revenue	978,125	-
Total non-aeronautical revenue	<u>34,040,953</u>	<u>21,629,250</u>
Total operating revenue	<u>103,128,553</u>	<u>80,777,467</u>
OPERATING EXPENSES		
Operations and maintenance	52,940,619	40,689,767
Cost of goods sold	2,123,641	580,161
Business insurance	5,815,813	5,102,761
Professional services	3,093,766	13,542,716
Professional services - Transition service agreement	-	6,157,574
General and administrative	2,903,825	2,834,176
Provision for bad debts	674,960	446,444
Depreciation	1,331,283	696,529
Concession upgrades amortization	38,815	-
Intangible asset amortization	16,362,000	13,623,457
Total operating expenses	<u>85,284,722</u>	<u>83,673,585</u>
NON-OPERATING REVENUE (EXPENSES)		
Passenger facility charges	17,387,472	12,888,787
Other income	-	222,889
Interest expense	(21,252,324)	(18,504,479)
Other financing expenses	(2,782,003)	(2,675,240)
Total non-operating expenses	<u>(6,646,855)</u>	<u>(8,068,043)</u>
Income (loss) before income tax	11,196,976	(10,964,161)
Deferred income tax expense	(2,999,893)	(1,952,004)
NET INCOME (LOSS)	<u>\$ 8,197,083</u>	<u>\$ (12,916,165)</u>

The accompanying notes are an integral part of these financial statements

AEROSTAR AIRPORT HOLDINGS, LLC
STATEMENT OF MEMBERS' EQUITY
FOR THE YEARS ENDED
DECEMBER 31, 2014 AND 2013

	<u>2014</u>	<u>2013</u>
Accumulated deficit, beginning	\$ (20,001,143)	\$ (7,084,978)
Net income (loss)	<u>8,197,083</u>	<u>(12,916,165)</u>
Accumulated deficit, ending	(11,804,060)	(20,001,143)
Capital contributions	<u>236,393,671</u>	<u>236,393,671</u>
Members' equity, ending balance	<u><u>\$ 224,589,611</u></u>	<u><u>\$ 216,392,528</u></u>

The accompanying notes are an integral part of these financial statements

AEROSTAR AIRPORT HOLDINGS, LLC
STATEMENT OF CASH FLOWS
FOR THE YEARS ENDED
DECEMBER 31, 2014 AND 2013

	<u>2014</u>	<u>2013</u>
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net income (loss)	\$ 8,197,083	\$ (12,916,165)
Adjustments to reconcile net income (loss) to net cash provided by operating activities:		
Depreciation	1,331,283	696,529
Amortization of concession upgrade	38,815	-
Amortization of deferred financing costs	583,991	439,102
Amortization of intangible asset	16,362,000	13,623,457
Deferred income tax expense	2,999,893	1,952,004
Provision for bad debts	674,960	446,444
Interest capitalized into Note Payable - Related Party	2,517,422	-
Accretion of discount of fixed payment to Authority	510,027	465,830
Changes in assets and liabilities		
Accounts receivable	3,397,802	(15,522,231)
Inventory	(74,174)	(497,258)
Prepaid expenses	(257,599)	(1,446,126)
Other current assets	749,433	(949,700)
Other non-current assets	(21,401)	(6,800)
Accounts payable	(3,997,181)	(3,308,861)
Accrued expenses and withholdings	1,177,914	11,651,312
Accrued interest	(1,089,994)	8,050,436
Fixed payment to Authority	(4,000,000)	-
Other current liabilities	212,757	-
Note payable - related party	-	901,641
Total adjustments	<u>21,115,948</u>	<u>16,495,779</u>
Net cash provided by operating activities	<u>29,313,031</u>	<u>3,579,614</u>
CASH FLOWS FROM INVESTING ACTIVITIES:		
Intangible asset - Airport concession right	-	(617,729,282)
Restricted cash - Passenger facility charges	5,615,264	(6,214,746)
Restricted cash	(7,929)	(6,006,979)
Purchase of property and equipment	(2,497,351)	(4,914,256)
Purchase of convenience stores	-	(371,498)
Assumed obligation	(9,000,036)	(9,655,459)
Concession upgrades	<u>(52,185,513)</u>	<u>(13,237,928)</u>
Net cash used in investing activities	<u>(58,075,565)</u>	<u>(658,130,148)</u>

The accompanying notes are an integral part of these financial statements

AEROSTAR AIRPORT HOLDINGS, LLC
STATEMENT OF CASH FLOWS (CONTINUED)
FOR THE YEARS ENDED
DECEMBER 31, 2014 AND 2013

	2014	2013
CASH FLOWS FROM FINANCING ACTIVITIES:		
Proceeds from term facility	43,300,000	-
Proceeds from long term notes	-	350,000,000
Proceeds from short term notes - related party	-	350,000,000
Repayment of short term notes - related party	-	(350,000,000)
Proceeds from note payable - related party	-	100,000,000
Capital contributions received	-	236,393,671
Long term notes issuance costs	-	(13,030,831)
	43,300,000	673,362,840
Net cash provided by financing activities		
	43,300,000	673,362,840
NET INCREASE IN CASH AND CASH EQUIVALENTS	14,537,466	18,812,306
CASH AND CASH EQUIVALENTS, AT BEGINNING OF YEAR	18,812,306	-
	18,812,306	-
CASH AND CASH EQUIVALENTS, AT END OF YEAR	\$ 33,349,772	\$ 18,812,306
 Supplemental non-cash information		
-Interest paid	\$ 20,596,034	\$ 10,062,500

The accompanying notes are an integral part of these financial statements

AEROSTAR AIRPORT HOLDINGS, LLC
NOTES TO FINANCIAL STATEMENTS
FOR THE YEARS ENDED
DECEMBER 31, 2014 AND 2013

1. GENERAL DESCRIPTION

Aerostar Airport Holdings, LLC (the “Company”), a limited liability company, organized under the laws of the Commonwealth of Puerto Rico (the “Commonwealth”), is dedicated to operate the Luis Muñoz Marín Airport Facility (LMM Airport Facility) also known as Luis Muñoz Marín International Airport, in San Juan, Puerto Rico. The Company is 50% owned by Aeropuerto de Cancún, S.A. de C.V., 29.50% by Highstar Aerostar Prism/IV-A, L.P. and 20.50% by Highstar Capital IV, L.P., collectively (the “Members”).

2. RIGHT TO OPERATE THE LUIS MUÑOZ MARIN INTERNATIONAL AIRPORT

In February 27, 2013 (“Closing Date”), the Company executed a Lease Agreement (the “Agreement”) for 40 years with Puerto Rico Ports Authority (the “Authority”), owner of the LMM Airport Facility, for the primary purpose and essential consideration of operating the public use airport in a safe and secure manner; maintaining the safety and security of the LMM Airport Facility at the highest possible levels, and promoting, facilitating, aiding and enhancing commerce, tourism and economic development for the Commonwealth. In recognition that the LMM Airport Facility is the primary point of access in the Commonwealth with respect to economic activity, tourism and transportation, and providing various other benefits to the airlines, serving the Commonwealth market, the traveling public and the Authority, the Authority, the Company and the Airlines have agreed upon the terms and conditions of the Use Agreement (“Use Agreement”) and the operating standards in order to assure the fulfillment of their continuing vital interest in the safe, secure, economical and effective operation of the LMM Airport Facility.

Upon the terms and subject to the conditions of the Agreement, the Company (A) paid the Authority the amount of \$615,000,000 in cash, (B) agreed to pay a fixed \$2,500,000 in cash for the first five full years of the Agreement, and (C) for years six through forty, agreed to pay in cash a variable percentage of the gross airport revenues.

As part of the Agreement, the Authority grants the Company the right to sublease the non-aeronautical areas of the LMM Airport Facility as provided in the Agreement, and collect and retain all fees, charges, payments and revenues in respect of such subleased facilities. Pursuant to this right to sublease, the Authority shall cause all those LMM Airport Facility Contracts that are lease or concession agreements to include the Company as a party thereof, or shall assign such LMM Airport Facility Contracts to the Company in order for the Company to have the right to collect and retain all fees, charges, payments and revenues with respect to such LMM Airport Facility Contracts.

In accordance with the provisions of the Use Agreement, the Company is entitled to collect from all commercial airlines its annual contribution, which shall equal to the sum of (a) airlines parking fees, (b) airlines landing contribution, (c) airlines exclusive use rent, and (d) airlines domestic, international and local terminal contribution.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

a) Basis of accounting

The financial statements are prepared using the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America. Under this method, revenues are recorded when earned and expenses are recorded when incurred.

b) Cash and cash equivalents

Cash and cash equivalents include cash in banks and on hand, short-term deposits and other highly liquid investments with an original maturity of three months or less, which are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. The Company’s cash and cash equivalents balances include amounts deposited in commercial banks in interest bearing and non-interest bearing demand deposit accounts.

AEROSTAR AIRPORT HOLDINGS, LLC
NOTES TO FINANCIAL STATEMENTS
FOR THE YEARS ENDED
DECEMBER 31, 2014 AND 2013

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

c) Restricted cash (short term and long term)

Restricted cash includes cash and cash equivalents that are restricted as to withdrawal or usage. The nature of restrictions includes restrictions imposed by the financing agreements, federal agencies funding related to Capital Expenditure (e.g., Passenger Facility Charges) (PFCs) and Airport Improvement Program (AIPs) or other reserves (e.g., Air Travel Promotion and Support Fund).

Restricted cash is presented as short-term if it is expected to be utilized within twelve months from the reporting date. Any funds restricted beyond twelve months are recorded as long-term.

d) Passenger facility charges (PFC)

In 1990, the United States of America Congress approved the Aviation Safety and Capacity Expansion Act, which authorized domestic airports to impose a Passenger Facility Charge (PFC) on eligible enplaning passengers. PFCs may be used for airport projects that meet at least one of the following criteria: preserve or enhance safety, security, or capacity of the national air transportation system; reduce noise or mitigate noise impact resulting from an airport; or furnish opportunities for enhanced competition between or among carriers.

Due to their restricted use, PFCs are categorized as non-operating revenues. The Company recognized \$17,387,472 and \$12,888,787 in PFC revenue for the years ended December 31, 2014 and 2013, respectively.

e) Accounts receivable

Accounts receivable are recorded at the invoiced amount. The allowance for doubtful accounts is the Company's best estimate of the amount of probable credit losses in existing accounts receivable. The Company monitors the collection of accounts receivable for which collection appears reasonably assured at the time the revenue is recognized. An itemized provision for bad debts is recognized as part of Operating Expenses when collection appears doubtful.

f) Inventories

The Company records merchandise for resale in shops operated by the Company as inventory. Inventory is stated at the lower of weighted average cost or market (i.e., current replacement costs). The value of the inventory may become impaired as a result of damage, deterioration, obsolescence, changes in price levels, or other causes. Obsolescence of inventory is evaluated on a regular basis.

g) Capital assets and depreciation

LMM Airport Facility (i.e., all easements, licenses, privileges, rights and appurtenances related to the LMM Airport Facility including all terminals, hangars, runways, buildings and other related facilities) and the LMM Airport Facility Assets which include all tools, equipment, supplies, furniture, vehicles, fixtures, information technology hardware, software and spare parts leased under the Airport Concession Lease Agreement are not recognized as fixed assets of the Company. LMM Airport Facility capital projects are capitalized as part of a concession upgrade intangible asset and amortized over the lesser of their useful lives or the remaining life of the Agreement.

AEROSTAR AIRPORT HOLDINGS, LLC
NOTES TO FINANCIAL STATEMENTS
FOR THE YEARS ENDED
DECEMBER 31, 2014 AND 2013

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

g) Capital assets and depreciation (Continued)

Property and equipment acquired, if any, by the Company for its main offices are recorded at cost, less accumulated depreciation, and impairment losses, if any. Expenditures for maintenance, repairs, minor renewals, and betterments are expensed as incurred. Depreciation is calculated using the straight-line method based on the estimated useful lives of the assets. When assets are retired or otherwise disposed of, the cost and accumulated depreciation are removed from the accounts and any resulting gain or loss is recorded in results of operations.

The Company evaluates for impairment its long-lived assets to be held and used, and long-lived assets to be disposed of, whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. There were no impairment charges during the years ended December 31, 2014 and 2013.

h) Prepaid expenses

Prepaid expenses consist primarily of insurance, employee benefits and any other expenditure expected to benefit future periods.

i) Deferred financing costs

Deferred financing costs are related to the Notes issuance costs and are amortized using the effective-interest method over the life of the related financing period. The amortization of deferred financing costs is included as other financing expense.

j) Intangible asset - Airport concession right

Intangible asset consists predominantly of the airport concession intangible, which includes certain capital expenditures on upgrade projects.

Intangible asset is recognized at cost less accumulated amortization and, if any, impairment losses. Amortization is calculated using the straight-line method over the term of the agreement (40 years).

The Company evaluates for impairment its long-lived assets to be held and used, long-lived assets to be disposed of and intangible assets with a finite life, whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. There were no impairment losses during the years ended December 31, 2014 and 2013.

k) Accounts payable and accrued expenses

Trade and other payables are recognized at the amount required to settle the obligation and are recognized when the goods or services have been received.

Accrued expenses are recognized at management's best estimate of the settlement amount at the end of the period. The main accruals to be recognized are vacation, sick-leave, bonus and operating expenses accruals.

l) Interest on indebtedness

Interest is charged to expense as incurred, based on the terms of the loan agreement, except for capitalized interest related to construction projects.

AEROSTAR AIRPORT HOLDINGS, LLC
NOTES TO FINANCIAL STATEMENTS
FOR THE YEARS ENDED
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3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

m) Income taxes

The Company recognizes deferred tax assets and liabilities using the balance sheet method, to provide for temporary differences between the value of the assets and liabilities for financial reporting purposes and for tax purposes. Deferred tax assets and liabilities are offset when there is a right to offset current tax assets against current tax liabilities and when the deferred income taxes relate to the same tax authority.

Deferred tax assets, including those resulting from tax losses carry-forward, are recognized to the extent that it is probable that future taxable profits will be available against which the temporary differences, including tax losses carry-forward, can be utilized. Deferred tax assets and liabilities are valued using tax rates enacted at period-end and that are expected to apply in the coming periods when the assets and liabilities are expected to be realized or settled.

Deferred tax assets are reduced by a valuation allowance if based on the weight of all available evidence, it is more likely than not (a likelihood of more than 50%) that some portion or the entire deferred tax asset will not be realized. The Company records a valuation allowance sufficient to reduce the deferred tax asset to the amount that is more likely than not to be realized. The determination of whether a deferred tax asset is realizable is based on weighting all available evidence, including both positive and negative evidence.

The benefits of uncertain tax positions are recorded only where the position is more likely than not to be sustained based on its technical merits. The amount recognized is the amount that represents the largest amount of tax benefits that is greater than 50% likely of being ultimately realized. A liability is recognized for any benefit recorded in the financial statements, along with any interest and penalty (if applicable) on such excess. As of December 31, 2014, the Company has no uncertain tax position.

n) Environmental remediation

Environmental remediation expenditures that relate to current operations are expensed. Assets acquired for environmental remediation are capitalized as appropriate. Environmental remediation expenditures that relate to an existing condition caused by past operations, and which do not contribute to current or future revenue generation, are expensed. Liabilities are recorded when environmental assessment and/or remedial efforts are probable, and cost can be reasonably estimated. As of December 31, 2014 and 2013, there are no environmental remediation liabilities.

o) Grants from government agencies

The Federal Aviation Agency (“FAA”) administers the Airport Improvement Program (“AIP”) which is a direct assistance program that provides funding for eligible costs for capital projects related to enhancing airport safety, capacity, security, and environmental concerns. The Company will record a receivable from the FAA when expenditures are made and all eligibility requirements are met. Upon inflow of AIP funds, the receivable will be reduced and such funds are not considered revenue.

p) Airport use agreement with signatory airlines

Effective February 27, 2013 (the “Closing”), the Company entered into a new Airport Use Agreement (the “Use Agreement”) relating to the use of the Luis Muñoz Marín International Airport, terminal rentals, the establishment of landing fees, apron use fees, common use charges and other fees and charges (collectively, the “Total Annual Contribution”) with the thirteen major airlines (collectively, the “Signatory Airlines”). The Use Agreement is effective from February 27, 2013 and expires on the 15th anniversary of the Closing, except as the Term may be extended or earlier terminated in accordance with the terms thereof.

AEROSTAR AIRPORT HOLDINGS, LLC
NOTES TO FINANCIAL STATEMENTS
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3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

p) Airport use agreement with signatory airlines (Continued)

The Use Agreement provides for a fixed Total Annual Contribution amounting to \$62 million per year during the first five years. For the remaining term of the Use Agreement, the Total Annual Contribution will equal the Total Annual Contribution of the previous year times a consumer price index factor.

The rates and charges used for the allocation of the Total Annual Contribution among the airlines are established annually and are based on projected activity and costs; in addition, in the event revenues deviate ten (10%) percent or more over or below projections, rates and charges used for the allocation may be adjusted to provide for full cost recovery. The Use Agreement provides for no more than two annual adjustments to rates and charges.

q) Revenue recognition

The Company defines operating revenue as those revenues that result from providing services in connection with the principal ongoing operations of the Airport Facility. Non-operating revenues include interest earnings, and PFC collections.

The components of the major revenue categories are as follows:

Aeronautical revenues - Aeronautical revenues consist of landing contribution, airplane parking fees, seasonal and non-seasonal exclusive use rent and domestic, international and local terminal contribution. Aeronautical revenues are governed by the Use Agreement. These revenues are recognized when services are provided and the earning process is completed.

Non aeronautical revenues - Non-aeronautical revenues are primarily derived from airport concessions. This concession revenue is generated from public parking facilities and from commercial tenants who provide goods and services to the public or to other tenants within the airport. Commercial tenant operations include car rentals, food and beverage sales, retail and newsstand sales, display advertising, ground transportation, fixed-based operations, and other provided services. Concessions and commercial revenues are recognized partially based on self-reported concession revenue by the tenants and partially based on minimum rental guarantees.

Passenger facility charges – Passenger facility charges are recognized when collected, and are classified as Non-operating revenues in the income statement.

The company also operates convenience stores. The revenue from these operations is recognized at the time of sale.

r) Repairs and maintenance

Repairs and maintenance expenditures related to the normal operations of the LMM Airport Facility are expensed as incurred. Major repairs that extend the useful life and economic value of the related asset are capitalized and amortized over the remaining life of the asset or the remaining term of the Lease, whichever is shorter.

**AEROSTAR AIRPORT HOLDINGS, LLC
NOTES TO FINANCIAL STATEMENTS
FOR THE YEARS ENDED
DECEMBER 31, 2014 AND 2013**

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

s) Use of estimates

The preparation of the financial statements requires management to make a number of estimates and assumptions relating to the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Significant items subject to such estimates and assumptions include assumed obligations, the valuation allowance for receivables, inventories, useful life of property and equipment, intangible assets, revenues and assumptions used in the calculation of income taxes and valuation allowance of deferred tax asset. These estimates and assumptions are based on management's best estimates and judgment. Actual results could differ from those estimates.

t) Recent accounting pronouncements

In January 2014, the Financial Accounting Standards Board ("FASB"), issued ASU 2014-05 (the "Update") amending ASC 853, Service Concession Arrangements. The objective of this Update is to specify that an operating entity should not account for a service concession arrangement within the scope of this Update as a lease in accordance with Topic 840, Leases. An operating entity should refer to other ASC topics as applicable to account for various aspects of a service concession arrangement. The amendments also specify that the infrastructure used in a service concession arrangement should not be recognized as property, plant, and equipment of the operating entity. Amendments are effective for annual periods beginning after December 15, 2014, and interim periods within annual periods beginning after December 15, 2015. Early adoption is permitted. The Company does not expect this Update to have any significant effect on its financial statements.

u) Basis of presentation

Certain items reported in the year ended December 31, 2013 audited financial statements have been reclassified to conform to the December 31, 2014 audited financial statements presentation.

4. MEMBERS' EQUITY

The Company is governed by the terms and conditions of the Limited Liability Company Agreement (the Members' Agreement) dated July 11, 2012. The Company shall continue until terminated in accordance with the terms of the Members' Agreement or as provided by law, including events of dissolution. The Company shall be dissolved only upon any of the following events: (i) the sale of all or substantially all of the property of the Company, or (ii) the resignation or other event that causes the last remaining member of the Company to cease to be a member of the Company, unless the business of the Company is continued in a manner permitted by the Act or (iii) the expiration, termination or cancellation of the Agreement in circumstances where the Company has no other business, or (iv) the entry of a decree of judicial dissolution.

The Company is composed of three Members. In addition to voting rights required by law, the Members shall be entitled to vote on all matters submitted to a vote of the Company's Members. No Supermajority Action, as defined by the Agreement, shall be taken by the Company without the approval of a supermajority of Members.

The overall management and control of the Company shall be vested in its Board of Managers (the "Board"). The Board is composed of six managers which are appointed by the Members in proportion to their respective membership units. Each manager shall have voting power, for purposes of all Board actions.

**AEROSTAR AIRPORT HOLDINGS, LLC
NOTES TO FINANCIAL STATEMENTS
FOR THE YEARS ENDED
DECEMBER 31, 2014 AND 2013**

5. CASH, CASH EQUIVALENTS AND RESTRICTED CASH

a) Restricted – Passenger facility charge (PFC)

Unexpended Passenger Facility Charge (PFC) revenue and accumulated interest earnings are restricted to be used on FAA approved capital projects and are classified as restricted assets.

The PFCs restricted amount is deposited in an interest bearing deposit account. As of December 31, 2014 and 2013, total PFC restricted balances amounted to \$599,482 and \$6,214,746, respectively, including accumulated interest.

b) Restricted - Puerto Rico Air Travel Promotion and Support Fund

Upon Closing, the Company deposited \$6,000,000 into a separate restricted account called the Puerto Rico Air Travel Promotion and Support Fund (the "Fund"). The monies of the Fund must be held in such account until distributed in accordance with the terms of the Use Agreement. Within 60 days following the end of each of the first three Full Term Years, a distribution from the Fund (the "Annual Payment") will be made to each Signatory Airline for which the total number of passengers arriving at the Airport by such Signatory Airline during such year exceeds its total arriving passengers for the fiscal year of the Authority ended on June 30, 2011 ("Eligible Airlines"). The Fund will be distributed as follows: \$3,000,000 on March 1, 2015, \$2,000,000 on March 1, 2016 and \$1,000,000 on February 29, 2017. The monies of the Fund are held in an interest-bearing account, and the interest on such and any funds remaining after the third distribution will be transferred to the Company for its general purposes.

As of December 31, 2014 and 2013, restricted cash consist of the following:

	December 31, 2014	December 31, 2013
Current	\$ 3,000,000	\$ -
Non-current	<u>3,014,908</u>	<u>6,006,979</u>
Total restricted cash	<u>\$ 6,014,908</u>	<u>\$ 6,006,979</u>

6. ACCOUNTS RECEIVABLE

As of December 31, 2014 and 2013, accounts receivable, net of the allowance for doubtful accounts, comprise accounts from customers (tenants, carriers, business partners) and AIP funds.

A summary of the Accounts Receivable composition is as follows:

	December 31, 2014	December 31, 2013
Trade	\$ 10,280,238	\$ 10,118,318
Other	1,988,984	5,801,451
Allowance for doubtful accounts	<u>(868,659)</u>	<u>(446,444)</u>
	<u>\$ 11,400,563</u>	<u>\$ 15,473,325</u>

AEROSTAR AIRPORT HOLDINGS, LLC
NOTES TO FINANCIAL STATEMENTS
FOR THE YEARS ENDED
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7. PROPERTY AND EQUIPMENT

As of December 31, 2014 and 2013, property and equipment consist of the following:

	December 31, 2014	December 31, 2013
Leasehold improvements	\$ 2,040,708	\$ 1,929,913
Vehicles	419,911	414,332
Machinery and equipment	1,154,878	148,027
Furniture and equipment	299,550	314,440
Computer equipment	2,637,771	1,917,590
Security equipment	446,777	17,563
Software	1,232,281	696,951
	<u>8,231,876</u>	<u>5,438,816</u>
Less: Accumulated depreciation	(2,027,812)	(696,529)
	<u>6,204,064</u>	<u>4,742,287</u>
Construction in progress	83,187	-
	<u>\$ 6,287,251</u>	<u>\$ 4,742,287</u>

8. CONCESSION UPGRADES

The Company classifies and records capital expenditures relating to on-going capital projects at the airport terminals as Concession Upgrades. As of December 31, 2014 and 2013 Concession Upgrades amount to \$84,731,726 and \$18,371,131, respectively. These projects are amortized over the lesser of their useful lives or the remaining life of the Agreement upon completion of the construction phase.

9. INTANGIBLE ASSET – AIRPORT CONCESSION RIGHT

The Agreement was accounted for as a service concession due to the fact that the Company does not have the right to control the use of the LMM Airport Facility and does not control or receive all of the LMM Airport Facility output. The Company is required to perform certain services and maintain LMM Airport Facility operations as set out in the Agreement but the Company does not control the actual output nor does it control who the output can be provided to. Furthermore, the Authority as owner of the LMM Airport Facility controls any residual interest at the end of the term of the Agreement. Therefore, the Company is accounting for the service concession as an intangible asset subject to amortization through the term of the Agreement, which is 40 years.

As a result, the Company recorded the concession intangible initially at \$615 million plus the present value of the five fixed annual payments, the assumed obligation for certain expenditures included in the Agreement and the related transaction fees (e.g., transaction costs, notary fees, etc.). The variable payments will be expensed as paid as there is no current obligation related to these costs and amounts will not become payable unless/until services are performed which will obligate the Company to pay these amounts. Therefore, any revenue share payments made from year six onwards will be expensed (i.e., accrued) as the related revenue is earned.

**AEROSTAR AIRPORT HOLDINGS, LLC
NOTES TO FINANCIAL STATEMENTS
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9. INTANGIBLE ASSET – AIRPORT CONCESSION RIGHT (CONTINUED)

As of December 31, 2014 and 2013, the concession rights amounted to:

	Intangible Asset
Upfront Authority payment	\$ 615,000,000
Upfront Annuity payment	1,000,000
Fixed annual authority payments (Years 1-5)	9,657,292
Total upfront and fixed annuity payments	625,657,292
PFC and sponsor portion of assumed obligation	18,988,017
Transaction Costs	1,729,282
Gross Balance as of December 31, 2013	646,374,591
Less: 2013 Amortization	(13,555,912)
Net balance as December 31, 2013	632,818,679
Less: 2014 Amortization	(16,159,365)
Net balance as December 31, 2014	\$ 616,659,314

Future intangible asset amortization detail is as follows:

Year	
2015	\$ 16,159,365
2016	16,159,365
2017	16,159,365
2018	16,159,365
2019	16,159,365
Thereafter	535,862,489
	\$ 616,659,314

AEROSTAR AIRPORT HOLDINGS, LLC
NOTES TO FINANCIAL STATEMENTS
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10. ACCOUNTS PAYABLE AND ACCRUED EXPENSES AND WITHHOLDINGS

As of December 31, 2014 and 2013 accounts payable and accrued expenses are comprised mainly of accounts from suppliers, operational contracts, payroll taxes, and the Puerto Rico Ports Authority, as follows:

	December 31, 2014	December 31, 2013
Accounts payable - trade	\$ 11,724,864	\$ 8,977,019
Accounts payable - Authority	473,019	850,509
Accounts payable - other	<u>152,119</u>	<u>216,831</u>
 Total accounts payable	 <u>\$ 12,350,002</u>	 <u>\$ 10,044,359</u>
 Accrued - utilities	 \$ 5,332,197	 \$ 2,906,813
Other accrued expenses and withholdings	<u>13,943,396</u>	<u>8,744,499</u>
 Total accrued expenses	 <u>\$ 19,275,593</u>	 <u>\$ 11,651,312</u>

11. ASSUMED OBLIGATION

As part of the Agreement, the Company agreed to certain performance obligations related to specific capital and repair projects. These projects were recorded at their estimated costs as part of the intangible asset. The Company believes it has a reasonable basis for such estimation. These projects were finalized during the fourth quarter of 2014. As of December 31, 2014 and 2013, assumed obligation amounted to \$0 and \$9,119,618, respectively.

12. ACCRUED INTEREST

As of December 31, 2014 and 2013 the Company accrued interest related to Senior Secured Notes, Senior Secured Term Loan and the Related Party Note Payable in the amount of \$8,923,626 and \$8,050,436, respectively.

13. FIXED PAYMENT TO AUTHORITY

As part of the Agreement, the Company agreed to pay the Authority an annual fixed payment of \$2,500,000 for the first five full years of the Agreement, for a total of \$12,500,000. The Company recognized this obligation at fair value using the present value technique using a discount rate of 5.75%.

AEROSTAR AIRPORT HOLDINGS, LLC
NOTES TO FINANCIAL STATEMENTS
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13. FIXED PAYMENT TO AUTHORITY (CONTINUED)

Following is the detail of the Authority fixed payment recognition:

	Gross	Discount	Net
Original Amount	\$ 12,500,000	\$ (1,842,708)	\$ 10,657,292
2013 annual obligation	(2,500,000)	-	(2,500,000)
Accretion of discount	-	465,830	465,830
Balance at December 31, 2013,			
Long Term	10,000,000	(1,376,878)	8,623,122
2014 annual obligation	(2,500,000)		(2,500,000)
Accretion of discount	-	510,027	510,027
Balance at December 31, 2014	7,500,000	(866,851)	6,633,149
Less current portion	(2,500,000)		(2,500,000)
Fixed Payment to Authority,			
Long Term			<u>\$ 4,133,149</u>

14. TERM FACILITY

In March 2013, the Company entered into a Senior Term and Revolving Credit Agreement (the “Term Facility”) with Royal Bank of Canada, UBS AG and First Bank Puerto Rico (the ‘Lenders”), to provide the Company with a \$60 million line of credit, in order to finance certain costs and expenditures associated with the Agreement. The Company has requested that the Lenders extend credit to the Company in the form of (a) senior secured term loan in the aggregate principal amount of \$50 million and (b) revolving credit commitments in the aggregate principal amount of \$10 million. The Revolving Credit Facility may include one or more Letters of Credit and Swing Line Loans issued from time to time in accordance with the Agreement.

The Company uses the proceeds issued under the Senior Term Facility to pay for capital expenditures.

The Company uses the proceeds of loans and letters of credit issued under the Revolving Credit Facility to fund operational working capital needs and general corporate purposes, including capital expenditure projects, annual payments due under the Lease Agreement and from time to time, a debt service cash reserve and an operating expenses cash reserve, to the extent not otherwise funded by the Company or from revenues, and other expenses and fees incurred by the Company as contemplated in the transaction documents, including fees and expenses owed by the Company to any Lenders, the Royal Bank of Canada (“Administrative Agent”) or the Puerto Rico branch of Citibank N.A. (“Collateral Agent”).

In connection with the Term Facility, the Company shall pay its ratable portion of a commitment fee of 1% of the average principal amount of the undrawn commitments calculated and payable on the last day of each fiscal quarter in arrears beginning on March 22, 2013 and continuing until the earlier of (i) the date which is three years from March 22, 2013, and (ii) the date on which the Term Facility is cancelled in its entirety in accordance with this Agreement.

The Term Facility is collateralized by all Company assets.

As of December 31, 2014, the Company has a balance due of \$41,300,000 on its Senior Term Loan with a maturity date of March 22, 2016, and \$2,000,000 in its Revolving Credit Facility, with maturity date of March 22, 2016 and interest reset period date of February 19, 2015. There were no outstanding balances as of December 31, 2013.

AEROSTAR AIRPORT HOLDINGS, LLC
NOTES TO FINANCIAL STATEMENTS
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15. LONG TERM DEBT

To finance a portion of the Agreement payment to the Authority, and certain other costs and expenditures associated with it, the Company entered into a Note Purchase Agreement in March 22, 2013, where the Company authorized the issue and sale of an aggregate principal amount of \$350,000,000 of its 5.75% senior secured notes due March 22, 2035 (“Long Term Debt”). Interest must be paid semi-annually starting in September 2013. During the year ended December 31, 2014 and 2013, total interest paid on these notes amounted to \$20,125,000 and \$10,062,500, respectively. As of December 31, 2014, the long-term debt balance amounts to \$350,000,000.

The Long Term Debt is collateralized by all Company assets.

The annual debt service requirements of the Long Term Debt are as follows:

Year(s)	Debt Principal	Interest
2015	-	20,125,000
2016	4,475,410	20,125,000
2017	9,483,494	19,737,582
2018 - 2022	47,621,918	90,556,935
2023 - 2027	68,847,260	74,821,912
2028 - 2032	115,896,508	50,909,532
2033 - 2035	103,675,410	9,238,109
	\$ 350,000,000	\$ 285,514,070

16. NOTE PAYABLE TO RELATED PARTY

As part of the financing of the Agreement, the Company entered into a subordinated term loan with Aeropuerto de Cancún, S.A. de C.V., a related party (“Subordinated Loan Agreement” or “Note Payable - Related Party”), in the amount of \$100,000,000 at an interest rate per annum equal to LIBOR plus 2.10%, and payable each July 1 and January 1, with no fixed maturity date. In the event that the interest payment is not made due to the terms and restrictions of the Subordinated Loan Agreement, such interest is capitalized as principal with the original note. This note may be prepaid in whole or in part at any time without premium or penalty. It also calls for mandatory prepayments if the Long Term Debt and the Term Facility conditions have been satisfied, all interest due are paid, and there are excess funds available after mandatory payments under the Long Term Debt and the Term Facility.

As of December 31, 2014 and 2013, the Note Payable - Related Party balance amounts to \$103,419,063 at 2.43% interest rate, and \$100,901,641 at 2.47% interest rate, respectively, including related capitalized interest.

17. DEFERRED TAX ASSETS AND LIABILITIES

The Company has entered into an agreement with the Puerto Rico Treasury Department (PRTD) in which its operations are subject to Puerto Rico income taxes of 10% under the provisions of Section 12(a) of the Public Private Partnership Act (the Act) enacted on June 2009. Distributions out of earnings and profits are also subject to Puerto Rico taxes at 10%.

AEROSTAR AIRPORT HOLDINGS, LLC
NOTES TO FINANCIAL STATEMENTS
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17. DEFERRED TAX ASSETS AND LIABILITIES (CONTINUED)

The provision for income taxes for the years ended December 31, 2014 and 2013 consist of the following:

	December 31, 2014	December 31, 2013
Current	\$ -	\$ -
Deferred	<u>2,999,893</u>	<u>1,952,004</u>
Total income tax expense	<u>\$ 2,999,893</u>	<u>\$ 1,952,004</u>

The Company recognized deferred tax assets for the future tax consequences attributable to differences between the financial statement carrying amounts of existing assets and their respective tax bases and operating loss and tax credit carryforwards. Deferred tax liabilities are provided as temporary differences arising on timing difference of accelerated amortization of intangible asset of 15 years for tax purposes and 40 years for book purposes. A deferred tax asset valuation allowance is established if it is considered more likely than not that all or a portion of the deferred tax asset will not be realized.

The significant components of the Company's deferred tax assets and liabilities as of December 31, 2014 and 2013, are as follows:

	December 31, 2014	December 31, 2013
Deferred tax assets		
Non-current:		
Deferred tax asset from accumulated operating losses	\$ 6,729,396	\$ 4,760,970
Others	<u>1,268,344</u>	<u>306,665</u>
Total deferred tax assets - gross	7,997,740	5,067,635
Valuation allowance	<u>(7,997,740)</u>	<u>(4,760,970)</u>
Net deferred tax asset	<u>\$ -</u>	<u>\$ 306,665</u>
Deferred tax liabilities		
Non-current:		
Accelerated tax amortization	<u>(4,951,897)</u>	<u>(2,258,669)</u>
Total net deferred tax liabilities	<u>\$ (4,951,897)</u>	<u>\$ (1,952,004)</u>

Currently, the Company is in a cumulative loss position mainly due to nonrecurring expenses related to start-up costs and expenses incurred to transition the LMM Airport Facility operations to the Company on February 2013. In assessing the future realization of the deferred tax assets, management has considered all sources of taxable income, including its forecast of future taxable income. However, after considering permanent and temporary differences, and based on the weight of the evidence available, management determined that it is more likely than not that the Company will not be able to realize the benefit of the total recorded deferred tax assets. As a result, a valuation allowance of \$7,997,740 and \$4,760,970 has been recorded as of December 31, 2014 and 2013, respectively.

AEROSTAR AIRPORT HOLDINGS, LLC
NOTES TO FINANCIAL STATEMENTS
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18. COMMITMENTS AND CONTINGENCIES

a) Capital and repair projects

As part of the Use Agreement, the Company has committed to fund and complete certain capital and repair projects with respect to the LMM Airport Facility. The Company has no time restriction for the completion of these projects, except that they must be performed at any time during the term of the Lease. As these projects are undertaken, the repairs will be either expensed as incurred or capitalized and depreciated depending on their nature; consistent with the Company's accounting policies. The capital projects will be capitalized as part of a concession upgrade intangible asset and depreciated over their useful lives or the remaining life of the Agreement, whichever is less. These projects include: the relocation of certain inspection facilities, parking garage repairs and enhancements, roadway signage, roof repairs, repair of certain airfield concrete surfaces, air conditioning enhancements, restrooms remodeling, expanded curbside areas, public address systems, security plans, and Federal Inspection Services capability.

These commitments were excluded from the initial assumed obligations liability due to uncertainty factors, variability of future costs, and the extended period of time in which the commitments can be satisfied.

b) Others

The Company is a defendant in legal proceedings arising in the normal course of business. Management believes that the final disposition of these matters will not have a material effect on the Company's financial position, results of operations or cash flows.

On March 17, 2014, the Authority filed a suit against the Company and two airport fuel sellers claiming they have the right to a fee charged to the airport fuel sellers, and not the Company. In addition, they seek return of monies already received by the Company from fuel sellers to date, amounting to \$1.4 million. The company believes it has a meritorious defense against the suit. Given the early stage of the case, management cannot determine the outcome of this matter; nonetheless, it reasonably believes that there are no loss contingencies that should be accrued in the Company's financial statements.

AEROSTAR

AIRPORT HOLDINGS LLC

Agustín E. Arellano-Rodríguez
President & CEO
agustin.arellano@aerostarairports.com

February 29, 2016

**CERTIFIED MAIL WITH RETURN RECEIPT:
7015-0640-0002-6932-3042**

Ingrid C. Colberg, Esq.
Executive Director
Puerto Rico Ports Authority
PO Box 362829
San Juan, PR 00936-2829

Re: 2015 Unaudited Financial Statements

Dear Ms. Colberg:

In compliance with Section 8.1(c)(1) of the Luis Muñoz Marín International Airport ("LMMIA") Lease Agreement dated as of July 24, 2012 by and between The Puerto Rico Ports Authority ("PRPA") and Aerostar Airport Holdings, LLC ("Aerostar"), attached you will find the *Unaudited Financial Statements* of Aerostar Airport Holdings, LLC for the year ended December 31, 2015.

Regards,



Agustín Arellano

zdn

Attachment

cc: Itza M. Gerena, Executive Subdirector
Puerto Rico Ports Authority
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Aerostar Airport Holdings, LLC

AEROSTAR AIRPORT HOLDINGS, LLC

FINANCIAL STATEMENTS

**FOR THE YEARS ENDED
DECEMBER 31, 2015 AND 2014
(UNAUDITED)**

AEROSTAR AIRPORT HOLDINGS, LLC
FINANCIAL STATEMENTS
FOR THE YEARS ENDED
DECEMBER 31, 2015 AND 2014
(UNAUDITED)

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AEROSTAR AIRPORT HOLDINGS, LLC
BALANCE SHEET
DECEMBER 31, 2015 AND 2014
(UNAUDITED)

<u>ASSETS</u>	<u>2015</u>	<u>2014</u>
CURRENT ASSETS		
Cash and cash equivalents	\$ 56,404,591	\$ 33,349,772
Restricted cash - Passenger Facility Charge	115,651	599,482
Restricted cash - Note 5	2,000,000	3,000,000
Accounts receivable, net of allowance for doubtful accounts of \$622,032 and \$868,659 for 2015 and 2014, respectively	12,481,156	11,400,563
Inventory	610,009	571,432
Prepaid expenses	1,735,199	1,703,725
Other current assets	146,314	200,267
Total current assets	<u>73,492,920</u>	<u>50,825,241</u>
PROPERTY AND EQUIPMENT, NET	7,198,436	6,287,251
OTHER NON-CURRENT ASSETS		
Restricted cash - Note 5	1,019,442	3,014,908
Deferred financing costs, net of amortization of \$1,502,368 and \$1,023,093 for 2015 and 2014, respectively	10,938,865	12,007,739
Concession upgrades, net of amortization of \$2,900,231 and \$38,815 for 2015 and 2014, respectively	115,799,346	84,731,726
Intangible asset - Airport concession right, net of amortization of \$45,874,641 and \$29,715,277 for 2015 and 2014, respectively	600,499,950	616,659,314
Other non-current assets	27,700	129,519
Total non-current assets	<u>735,483,739</u>	<u>722,830,457</u>
TOTAL ASSETS	<u><u>\$ 808,976,659</u></u>	<u><u>\$ 773,655,698</u></u>

The accompanying notes are an integral part of these financial statements

AEROSTAR AIRPORT HOLDINGS, LLC
BALANCE SHEET (CONTINUED)
DECEMBER 31, 2015 AND 2014
(UNAUDITED)

	2015	2014
<u>LIABILITIES AND MEMBERS' EQUITY</u>		
CURRENT LIABILITIES		
Accounts payable	\$ 13,021,227	\$ 12,350,002
Accrued expenses and withholdings	34,916,408	22,335,593
Accrued interest	10,895,225	8,863,626
Current portion of long term debt	5,114,754	-
Fixed payment to Authority	2,500,000	2,500,000
Other current liabilities	1,733,701	212,757
	68,181,315	46,261,978
NON-CURRENT LIABILITIES		
Fixed payment to Authority	2,038,336	4,133,149
Term facility	-	43,300,000
Long term debt	394,885,246	350,000,000
Note payable - related party	105,966,294	103,419,063
Deferred tax liability	7,645,124	4,951,897
	510,535,000	505,804,109
TOTAL LIABILITIES	578,716,315	552,066,087
COMMITMENTS AND CONTINGENCIES (NOTE 17)	-	-
MEMBERS' EQUITY		
Capital contribution	236,393,671	236,393,671
Accumulated deficit	(6,133,327)	(14,804,060)
	230,260,344	221,589,611
TOTAL MEMBERS' EQUITY	230,260,344	221,589,611
TOTAL LIABILITIES AND MEMBERS' EQUITY	\$ 808,976,659	\$ 773,655,698

The accompanying notes are an integral part of these financial statements

AEROSTAR AIRPORT HOLDINGS, LLC
INCOME STATEMENT
FOR THE YEARS ENDED
DECEMBER 31, 2015 AND 2014
(UNAUDITED)

	<u>2015</u>	<u>2014</u>
OPERATING REVENUE		
Airfield and terminal revenue - Note 5	\$ 60,000,000	\$ 59,000,000
Other aeronautical revenue	8,069,912	7,038,058
Total aeronautical revenue	<u>68,069,912</u>	<u>66,038,058</u>
Concessions	21,480,136	19,342,678
Parking	8,466,006	7,338,804
Convenience stores	7,836,288	5,984,007
Electricity revenue	1,074,272	397,339
Other operating revenue	3,554,034	1,027,667
Total non-aeronautical revenue	<u>42,410,736</u>	<u>34,090,495</u>
Total operating revenue	<u>110,480,648</u>	<u>100,128,553</u>
OPERATING EXPENSES		
Operations and maintenance	53,887,864	52,921,519
Cost of goods sold	2,856,281	2,123,641
Business insurance	5,013,977	5,815,813
Professional services	2,189,479	3,093,766
General and administrative	3,180,424	2,922,925
Provision for bad debts (recovery)	(180,342)	674,960
Depreciation	2,046,767	1,331,283
Concession upgrades amortization	2,861,416	38,815
Intangible asset amortization	16,260,682	16,362,000
Total operating expenses	<u>88,116,548</u>	<u>85,284,722</u>
NON-OPERATING REVENUE (EXPENSES)		
Passenger Facility Charge	16,969,018	17,387,472
Interest expense	(24,180,165)	(21,252,324)
Other financing expenses	(3,788,991)	(2,782,003)
Total non-operating expenses	<u>(11,000,138)</u>	<u>(6,646,855)</u>
Income before income tax	11,363,962	8,196,976
Deferred income tax expense	(2,693,227)	(2,999,893)
NET INCOME	<u>\$ 8,670,733</u>	<u>\$ 5,197,083</u>

The accompanying notes are an integral part of these financial statements

AEROSTAR AIRPORT HOLDINGS, LLC
STATEMENT OF MEMBERS' EQUITY
FOR THE YEARS ENDED
DECEMBER 31, 2015 AND 2014
(UNAUDITED)

	<u>2015</u>	<u>2014</u>
Accumulated deficit, beginning	\$ (14,804,060)	\$ (20,001,143)
Net income	<u>8,670,733</u>	<u>5,197,083</u>
Accumulated deficit, ending	(6,133,327)	(14,804,060)
Capital contributions	<u>236,393,671</u>	<u>236,393,671</u>
Members' equity, ending balance	<u><u>\$ 230,260,344</u></u>	<u><u>\$ 221,589,611</u></u>

The accompanying notes are an integral part of these financial statements

AEROSTAR AIRPORT HOLDINGS, LLC
STATEMENT OF CASH FLOWS
FOR THE YEARS ENDED
DECEMBER 31, 2015 AND 2014
(UNAUDITED)

	<u>2015</u>	<u>2014</u>
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net income	\$ 8,670,733	\$ 5,197,083
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation	2,046,767	1,331,283
Amortization of concession upgrades	2,861,416	38,815
Amortization of deferred financing costs	1,972,766	583,991
Amortization of intangible asset	16,260,682	16,362,000
Deferred income tax expense	2,693,227	2,999,893
Provision for bad debts (recovery)	(180,342)	674,960
Interest capitalized into note payable - related party	2,547,231	2,517,422
Accretion of discount of fixed payment to Authority	405,187	510,027
Changes in assets and liabilities		
Accounts receivable	(900,251)	3,397,802
Inventory	(38,577)	(74,174)
Prepaid expenses	(31,474)	(257,599)
Other current assets	53,953	749,433
Other non-current assets	500	(21,401)
Accounts payable	(6,500,671)	(3,997,181)
Accrued expenses and withholdings	12,330,695	4,237,914
Accrued interest	1,037,508	(1,149,994)
Fixed payment to Authority	(2,500,000)	(4,000,000)
Other current liabilities	1,520,944	212,757
Total adjustments	<u>33,579,560</u>	<u>24,115,948</u>
Net cash provided by operating activities	<u>42,250,293</u>	<u>29,313,031</u>
CASH FLOWS FROM INVESTING ACTIVITIES:		
Restricted cash - Passenger Facility Charge	483,831	5,615,264
Restricted cash - Note 5	(4,534)	(7,929)
Purchase of property and equipment	(2,589,900)	(2,497,351)
Assumed obligation	-	(9,000,036)
Concession upgrades	<u>(22,880,979)</u>	<u>(52,185,513)</u>
Net cash used in investing activities	<u>(24,991,581)</u>	<u>(58,075,565)</u>

The accompanying notes are an integral part of these financial statements

AEROSTAR AIRPORT HOLDINGS, LLC
STATEMENT OF CASH FLOWS (CONTINUED)
FOR THE YEARS ENDED
DECEMBER 31, 2015 AND 2014
(UNAUDITED)

	2015	2014
CASH FLOWS FROM FINANCING ACTIVITIES:		
Proceeds from term facility	6,700,000	43,300,000
Proceeds from long term notes	50,000,000	-
Repayment of term facility	(50,000,000)	-
Debt issuance costs	(903,893)	-
	<u>5,796,107</u>	<u>43,300,000</u>
Net cash provided by financing activities		
NET INCREASE IN CASH AND CASH EQUIVALENTS	23,054,819	14,537,466
CASH AND CASH EQUIVALENTS, AT BEGINNING OF PERIOD	<u>33,349,772</u>	<u>18,812,306</u>
CASH AND CASH EQUIVALENTS, AT END OF PERIOD	<u>\$ 56,404,591</u>	<u>\$ 33,349,772</u>

Supplemental information

2015

- Interest paid during the year ended December 31, 2015 amounted to \$21,625,077.
- Property and equipment unpaid additions for the year ended December 31, 2015 amounted to \$368,051.
- Concession upgrades unpaid additions for the year ended December 31, 2015 amounted to \$9,969,786.

2014

- Interest paid during the year ended December 31, 2014 amounted to \$20,596,034.
- Property and equipment unpaid additions for the year ended December 31, 2014 amounted to \$378,896.
- Concession upgrades unpaid additions for the year ended December 31, 2014 amounted to \$12,250,713.

The accompanying notes are an integral part of these financial statements

AEROSTAR AIRPORT HOLDINGS, LLC
NOTES TO UNAUDITED FINANCIAL STATEMENTS
FOR THE YEARS ENDED
DECEMBER 31, 2015 AND 2014

1. GENERAL DESCRIPTION

Aerostar Airport Holdings, LLC (“Company”), a limited liability company, organized under the laws of the Commonwealth of Puerto Rico (“Commonwealth”), is dedicated to operate the Luis Muñoz Marín Airport Facility (“LMM Airport Facility”) also known as Luis Muñoz Marín International Airport, in San Juan, Puerto Rico. The Company is 50% owned by Aeropuerto de Cancún, S.A. de C.V., 29.50% by Highstar Aerostar Prism/TV-A, L.P. and 20.50% by Highstar Capital IV, L.P., collectively (“Members”).

2. RIGHT TO OPERATE THE LUIS MUÑOZ MARIN INTERNATIONAL AIRPORT

In February 27, 2013 (“Closing Date”), the Company executed a Lease Agreement (“Agreement”) for 40 years with Puerto Rico Ports Authority (“Authority”), owner of the LMM Airport Facility, for the primary purpose and essential consideration of operating the public use airport in a safe and secure manner; maintaining the safety and security of the LMM Airport Facility at the highest possible levels, and promoting, facilitating, aiding and enhancing commerce, tourism and economic development for the Commonwealth. In recognition that the LMM Airport Facility is the primary point of access in the Commonwealth with respect to economic activity, tourism and transportation, and providing various other benefits to the airlines, serving the Commonwealth market, the traveling public and the Authority, the Authority, the Company and the Airlines have agreed upon the terms and conditions of the Use Agreement (“Use Agreement”) and the operating standards in order to assure the fulfillment of their continuing vital interest in the safe, secure, economical and effective operation of the LMM Airport Facility.

Upon the terms and subject to the conditions of the Agreement, the Company (A) paid the Authority the amount of \$615,000,000 in cash, (B) agreed to pay a fixed \$2,500,000 in cash for the first five full years of the Agreement, and (C) for years six through forty, agreed to pay in cash a variable percentage of the gross airport revenues.

As part of the Agreement, the Authority grants the Company the right to sublease the non-aeronautical areas of the LMM Airport Facility as provided in the Agreement, and collect and retain all fees, charges, payments and revenues in respect of such subleased facilities. Pursuant to this right to sublease, the Authority shall cause all those LMM Airport Facility Contracts that are lease or concession agreements to include the Company as a party thereof, or shall assign such LMM Airport Facility Contracts to the Company in order for the Company to have the right to collect and retain all fees, charges, payments and revenues with respect to such LMM Airport Facility Contracts.

In accordance with the provisions of the Use Agreement, the Company is entitled to collect from all commercial airlines its annual contribution, which shall equal to the sum of (a) airlines parking fees, (b) airlines landing contribution, (c) airlines exclusive use rent, and (d) airlines domestic, international and local terminal contribution.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

a) Basis of accounting

The financial statements are prepared using the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America. Under this method, revenues are recorded when earned and expenses are recorded when incurred.

b) Cash and cash equivalents

Cash and cash equivalents include cash in banks and on hand, short-term deposits and other highly liquid investments with an original maturity of three months or less, which are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. The Company’s cash and cash equivalents balances include amounts deposited in commercial banks in interest bearing and non-interest bearing demand deposit accounts.

AEROSTAR AIRPORT HOLDINGS, LLC
NOTES TO UNAUDITED FINANCIAL STATEMENTS
FOR THE YEARS ENDED
DECEMBER 31, 2015 AND 2014

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

c) Passenger Facility Charge (PFC)

In 1990, the United States of America Congress approved the Aviation Safety and Capacity Expansion Act, which authorized domestic airports to impose a Passenger Facility Charge ("PFC") on eligible enplaning passengers. PFCs may be used for airport projects that meet at least one of the following criteria: preserve or enhance safety, security, or capacity of the national air transportation system; reduce noise or mitigate noise impact resulting from an airport; or furnish opportunities for enhanced competition between or among carriers.

Due to their restricted use, PFC revenues are categorized as non-operating. The Company recognized \$16,969,018 and \$17,387,472 in PFC revenue for the years ended December 31, 2015 and 2014, respectively.

d) Restricted cash (short term and long term)

Restricted cash includes cash and cash equivalents that are restricted as to withdrawal or usage. The nature of restrictions includes restrictions imposed by the financing agreements, federal agencies funding related to Capital Expenditure (e.g., PFC and Airport Improvement Program ("AIP") or other reserves (e.g., Air Travel Promotion and Support Fund)).

Restricted cash is presented as short-term if it is expected to be utilized within twelve months from the reporting date. Any funds restricted beyond twelve months are recorded as long-term.

e) Accounts receivable

Accounts receivable are recorded at the invoiced amount. The allowance for doubtful accounts is the Company's best estimate of the amount of probable credit losses in existing accounts receivable. The Company monitors the collection of accounts receivable for which collection appears reasonably at the time the revenue is recognized. An itemized provision for bad debts is recognized as part of Operating Expenses when collection appears doubtful.

f) Inventories

The Company records merchandise for resale in shops operated by the Company as inventory. Inventory is stated at the lower of weighted average cost or market (i.e., current replacement costs). The value of the inventory may become impaired as a result of damage, deterioration, obsolescence, changes in price levels, or other causes. Obsolescence of inventory is evaluated on a regular basis.

g) Prepaid expenses

Prepaid expenses consist primarily of insurance, employee benefits and any other expenditure expected to benefit future periods.

h) Capital assets and depreciation

LMM Airport Facility (i.e., all easements, licenses, privileges, rights and appurtenances related to the LMM Airport Facility including all terminals, hangars, runways, buildings and other related facilities) and the LMM Airport Facility Assets which include all tools, equipment, supplies, furniture, vehicles, fixtures, information technology hardware, software and spare parts leased under the Airport Concession Lease Agreement are not recognized as fixed assets of the Company. LMM Airport Facility capital projects are capitalized as part of a concession upgrades intangible asset and amortized over the lesser of their useful lives or the remaining life of the Agreement.

AEROSTAR AIRPORT HOLDINGS, LLC
NOTES TO UNAUDITED FINANCIAL STATEMENTS
FOR THE YEARS ENDED
DECEMBER 31, 2015 AND 2014

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

h) Capital assets and depreciation (Continued)

Property and equipment acquired, if any, by the Company for its main offices are recorded at cost, less accumulated depreciation, and impairment losses, if any. Expenditures for maintenance, repairs, minor renewals, and betterments are expensed as incurred. Depreciation is calculated using the straight-line method based on the estimated useful lives of the assets. When assets are retired or otherwise disposed of, the cost and accumulated depreciation are removed from the accounts and any resulting gain or loss is recorded in results of operations.

The Company evaluates for impairment its long-lived assets to be held and used, and long-lived assets to be disposed of, whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. There were no impairment losses during the years ended December 31, 2015 and 2014.

i) Deferred financing costs

Deferred financing costs are related to the notes issuance costs and are amortized using the effective-interest method over the life of the related financing period. The amortization of deferred financing costs is included as other financing expenses.

j) Intangible asset - Airport concession right

Intangible asset consists predominantly of the airport concession intangible, which includes certain capital expenditures on upgrade projects.

Intangible asset is recognized at cost less accumulated amortization and, if any, impairment losses. Amortization is calculated using the straight-line method over the term of the agreement (40 years).

The Company evaluates for impairment its long-lived assets to be held and used, long-lived assets to be disposed of and intangible assets with a finite life, whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. There were no impairment losses during the years ended December 31, 2015 and 2014.

k) Accounts payable, accrued expenses and withholdings

Trade and other payables are recognized at the amount required to settle the obligation and are recognized when the goods or services have been received.

Accrued expenses and withholdings are recognized at management's best estimate of the settlement amount at the end of the period. The main accruals are vacation, sick-leave, bonus and operating expenses accruals.

l) Interest on indebtedness

Interest is charged to expense as incurred, based on the terms of the loan agreement, except for capitalized interest related to construction projects.

m) Income taxes

The Company recognizes deferred tax assets and liabilities using the balance sheet method, to provide for temporary differences between the value of the assets and liabilities for financial reporting purposes and for tax purposes. Deferred tax assets and liabilities are offset when there is a right to offset current tax assets against current tax liabilities and when the deferred income taxes relate to the same tax authority.

AEROSTAR AIRPORT HOLDINGS, LLC
NOTES TO UNAUDITED FINANCIAL STATEMENTS
FOR THE YEARS ENDED
DECEMBER 31, 2015 AND 2014

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

m) Income taxes (Continued)

Deferred tax assets, including those resulting from tax losses carry-forward, are recognized to the extent that it is probable that future taxable profits will be available against which the temporary differences, including tax losses carry-forward, can be utilized. Deferred tax assets and liabilities are valued using tax rates enacted at period-end and that are expected to apply in the coming periods when the assets and liabilities are expected to be realized or settled.

Deferred tax assets are reduced by a valuation allowance if based on the weight of all available evidence, it is more likely than not (a likelihood of more than 50%) that some portion or the entire deferred tax asset will not be realized. The Company records a valuation allowance sufficient to reduce the deferred tax asset to the amount that is more likely than not to be realized. The determination of whether a deferred tax asset is realizable is based on weighting all available evidence, including both positive and negative evidence.

The benefits of uncertain tax positions are recorded only where the position is more likely than not to be sustained based on its technical merits. The amount recognized is the amount that represents the largest amount of tax benefits that is greater than 50% likely of being ultimately realized. A liability is recognized for any benefit recorded in the financial statements, along with any interest and penalty (if applicable) on such excess. As of December 31, 2015, the Company has no uncertain tax position.

n) Environmental remediation

Environmental remediation expenditures that relate to current operations are expensed. Assets acquired for environmental remediation are capitalized as appropriate. Environmental remediation expenditures that relate to an existing condition caused by past operations, and which do not contribute to current or future revenue generation, are expensed. Liabilities are recorded when environmental assessment and/or remedial efforts are probable, and cost can be reasonably estimated. As of December 31, 2015 and 2014, there are no environmental remediation liabilities.

o) Grants from government agencies

The Federal Aviation Agency ("FAA") administers the AIP which is a direct assistance program that provides funding for eligible capital projects related to enhancing airport safety, capacity, security, and environmental concerns. The Company will record a receivable from the FAA when expenditures are made and all eligibility requirements are met. Upon inflow of AIP funds, the receivable will be reduced and such funds are not considered revenue.

p) Airport use agreement with signatory airlines

In the Closing Date, the Company entered into a new Use Agreement relating to the use of the Luis Muñoz Marín International Airport, terminal rentals, the establishment of landing fees, apron use fees, common use charges and other fees and charges (collectively, "Total Annual Contribution") with the thirteen major airlines (collectively, "Signatory Airlines"). The Use Agreement is effective from February 27, 2013 and expires on the 15th anniversary of the Closing, except as the term may be extended or earlier terminated in accordance with the terms thereof.

The Use Agreement provides for a fixed Total Annual Contribution amounting to \$62 million per year during the first five years. For the remaining term of the Use Agreement, the Total Annual Contribution will equal the Total Annual Contribution of the previous year times a consumer price index factor.

The rates and charges used for the allocation of the Total Annual Contribution among the airlines are established annually and are based on projected activity and costs; in addition, in the event revenues deviate ten percent (10%) or more, over or below projections, rates and charges used for the allocation may be

AEROSTAR AIRPORT HOLDINGS, LLC
NOTES TO UNAUDITED FINANCIAL STATEMENTS
FOR THE YEARS ENDED
DECEMBER 31, 2015 AND 2014

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

p) Airport use agreement with signatory airlines (Continued)

adjusted to provide for full cost recovery. The Use Agreement provides for no more than two annual adjustments to rates and charges.

q) Revenue recognition

The Company defines operating revenue as those revenues that result from providing services in connection with the principal ongoing operations of the Airport Facility. Non-operating revenues include interest earnings, and PFC collections.

The components of the major revenue categories are as follows:

Aeronautical revenues - Aeronautical revenues consist of landing contribution, airplane parking fees, seasonal and non-seasonal exclusive use rent and domestic, international and local terminal contribution. Aeronautical revenues are governed by the Use Agreement. These revenues are recognized when services are provided and the earning process is completed.

Non-aeronautical revenues - Non-aeronautical revenues are primarily derived from airport concessions. This concession revenue is generated from public parking facilities and from commercial tenants who provide goods and services to the public or to other tenants within the airport. Commercial tenant operations include car rentals, food and beverage sales, retail and newsstand sales, display advertising, ground transportation, fixed-based operations, and other provided services. Concessions and commercial revenues are recognized partially based on self-reported concession revenue by the tenants and partially based on minimum rental guarantees. The company also operates convenience stores. The revenue from these operations is recognized at the time of sale.

Passenger Facility Charge - PFCs are recognized when collected, and are classified as Non-operating revenues in the income statement.

r) Repairs and maintenance

Repairs and maintenance expenditures related to the normal operations of the LMM Airport Facility are expensed as incurred. Major repairs that extend the useful life and economic value of the related asset are capitalized and amortized over the remaining life of the asset or the remaining term of the Lease, whichever is shorter.

s) Use of estimates

The preparation of the financial statements requires management to make a number of estimates and assumptions relating to the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Significant items subject to such estimates and assumptions include assumed obligations, the valuation allowance for receivables, inventories, useful life of property and equipment, intangible assets, revenues and assumptions used in the calculation of income taxes and valuation allowance of deferred tax asset. These estimates and assumptions are based on management's best estimates and judgment. Actual results could differ from those estimates.

t) Recent accounting pronouncements

In January 2014, the Financial Accounting Standards Board ("FASB"), issued ASU 2014-05 ("Update") amending ASC 853, Service Concession Arrangements. The objective of this Update is to specify that an operating entity should not account for a service concession arrangement within the scope of this Update as a lease in accordance with Topic 840, Leases. An operating entity should refer to other ASC topics as

AEROSTAR AIRPORT HOLDINGS, LLC
NOTES TO UNAUDITED FINANCIAL STATEMENTS
FOR THE YEARS ENDED
DECEMBER 31, 2015 AND 2014

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

t) Recent accounting pronouncements (Continued)

applicable to account for various aspects of a service concession arrangement. The amendments also specify that the infrastructure used in a service concession arrangement should not be recognized as property, plant, and equipment of the operating entity. Amendments are effective for annual periods beginning after December 15, 2014, and interim periods within annual periods beginning after December 15, 2015. Early adoption is permitted. The Company does not expect this Update to have any significant effect on its financial statements.

u) Basis of presentation

Certain items reported in the year ended December 31, 2014 financial statements have been reclassified to conform to the December 31, 2015 financial statements presentation.

4. MEMBERS' EQUITY

The Company is governed by the terms and conditions of the Limited Liability Company Agreement ("Members Agreement") dated July 11, 2012. The Company shall continue until terminated in accordance with the terms of the Members' Agreement or as provided by law, including events of dissolution. The Company shall be dissolved only upon any of the following events: (i) the sale of all or substantially all of the property of the Company, or (ii) the resignation or other event that causes the last remaining member of the Company to cease to be a member of the Company, unless the business of the Company is continued in a manner permitted by the Act or (iii) the expiration, termination or cancellation of the Agreement in circumstances where the Company has no other business, or (iv) the entry of a decree of judicial dissolution.

The Company is composed of three Members. In addition to voting rights required by law, the Members shall be entitled to vote on all matters submitted to a vote of the Company's Members. No supermajority action, as defined by the Agreement, shall be taken by the Company without the approval of a supermajority of Members.

The overall management and control of the Company shall be vested in its Board of Managers ("Board"). The Board is composed of six managers which are appointed by the Members in proportion to their respective membership units. Each manager shall have voting power, for purposes of all Board actions.

5. CASH, CASH EQUIVALENTS AND RESTRICTED CASH

a) Restricted – Passenger Facility Charge

Unexpended PFCs revenue and accumulated interest earnings are restricted to be used on FAA approved capital projects and are classified as restricted assets.

The PFCs restricted amount is deposited in an interest bearing deposit account. As of December 31, 2015 and 2014, total PFC restricted balances amounted to \$115,651 and \$599,482, respectively, including accumulated interest.

b) Restricted - Puerto Rico Air Travel Promotion and Support Fund

Upon Closing, the Company deposited \$6,000,000 into a separate restricted account called the Puerto Rico Air Travel Promotion and Support Fund ("Fund"). The monies of the Fund must be held in such account until distributed in accordance with the terms of the Use Agreement. Within 60 days following the end of each of the first three Full Term Years, a distribution from the Fund will be made to each Signatory Airline for which the total number of passengers arriving at the Airport by such Signatory Airline during such year exceeds its total arriving passengers for the fiscal year of the Authority ended on June 30, 2011 ("Eligible Airlines"). In March 1, 2015, the Company made the first distribution of \$3,000,000 to Signatory Airlines; subsequent distributions of \$2,000,000 and \$1,000,000 will be made in, or before, February 29, 2016 and

AEROSTAR AIRPORT HOLDINGS, LLC
NOTES TO UNAUDITED FINANCIAL STATEMENTS
FOR THE YEARS ENDED
DECEMBER 31, 2015 AND 2014

5. CASH, CASH EQUIVALENTS AND RESTRICTED CASH (CONTINUED)

b) Restricted - Puerto Rico Air Travel Promotion and Support Fund (Continued)

March 1, 2017, respectively. The monies of the Fund are held in an interest-bearing account, and the interest on such and any funds remaining after the third distribution will be transferred to the Company for its general purposes. The annual payment to the eligible airlines is recorded as a reduction from Airfield and Terminal Revenue the year the specified criteria is met. During 2015 and 2014, there are \$2,000,000 and \$3,000,000, respectively, recorded in relations to the Fund.

As of December 31, 2015 and 2014, restricted cash consist of the following:

	December 31, 2015	December 31, 2014
Current	\$ 2,000,000	\$ 3,000,000
Non-current	1,019,442	3,014,908
	<u>1,019,442</u>	<u>3,014,908</u>
Total restricted cash	<u>\$ 3,019,442</u>	<u>\$ 6,014,908</u>

6. ACCOUNTS RECEIVABLE

As of December 31, 2015 and 2014, accounts receivable, net of the allowance for doubtful accounts, comprise accounts from customers (tenants, carriers, business partners) and AIP funds.

A summary of the Accounts Receivable composition is as follows:

	December 31, 2015	December 31, 2014
Trade	\$ 10,830,274	\$ 10,280,238
Other	2,272,914	1,988,984
Allowance for doubtful accounts	(622,032)	(868,659)
	<u>2,272,914</u>	<u>1,988,984</u>
Total accounts receivable, net	<u>\$ 12,481,156</u>	<u>\$ 11,400,563</u>

AEROSTAR AIRPORT HOLDINGS, LLC
NOTES TO UNAUDITED FINANCIAL STATEMENTS
FOR THE YEARS ENDED
DECEMBER 31, 2015 AND 2014

7. PROPERTY AND EQUIPMENT

As of December 31, 2015 and 2014, property and equipment consist of the following:

	December 31, 2015	December 31, 2014
Leasehold improvements	\$ 2,378,485	\$ 2,040,708
Vehicles	423,943	419,911
Machinery and equipment	1,811,620	1,154,878
Furniture and equipment	365,797	299,550
Computer equipment	3,202,868	2,637,771
Security equipment	636,120	446,777
Software	1,451,120	1,232,281
	<u>10,269,954</u>	<u>8,231,876</u>
Less: Accumulated depreciation	<u>(3,764,309)</u>	<u>(2,027,812)</u>
	6,505,645	6,204,064
Construction in progress	-	83,187
Equipment and software in transit	<u>692,791</u>	<u>-</u>
Total property and equipment, net	<u>\$ 7,198,436</u>	<u>\$ 6,287,251</u>

8. CONCESSION UPGRADES

The Company classifies and records capital expenditures relating to on-going capital projects at the airport terminals as Concession Upgrades. As of December 31, 2015 and 2014, concession upgrades, net of amortization, amounts to \$115,799,346 and \$84,731,726, respectively. These projects are amortized over the lesser of their useful lives or the remaining life of the Agreement upon completion of the construction phase.

9. INTANGIBLE ASSET – AIRPORT CONCESSION RIGHT

The Agreement was accounted for as a service concession due to the fact that the Company does not have the right to control the use of the LMM Airport Facility and does not control or receive all of the LMM Airport Facility output. The Company is required to perform certain services and maintain LMM Airport Facility operations as set out in the Agreement but the Company does not control the actual output nor does it control who the output can be provided to. Furthermore, the Authority as owner of the LMM Airport Facility controls any residual interest at the end of the term of the Agreement. Therefore, the Company is accounting for the service concession as an intangible asset subject to amortization through the term of the Agreement, which is 40 years.

As a result, the Company recorded the concession intangible at \$615 million plus the present value of the five fixed annual payments, the assumed obligation for certain expenditures included in the Agreement and the related transaction fees (e.g., transaction costs, notary fees, etc.). The variable payments will be expensed as paid as there is no current obligation related to these costs and amounts will not become payable unless/until services are performed which will obligate the Company to pay these amounts. Therefore, any revenue share payments made from year six onwards will be expensed (i.e., accrued) as the related revenue is earned.

AEROSTAR AIRPORT HOLDINGS, LLC
NOTES TO UNAUDITED FINANCIAL STATEMENTS
FOR THE YEARS ENDED
DECEMBER 31, 2015 AND 2014

9. INTANGIBLE ASSET – AIRPORT CONCESSION RIGHT (CONTINUED)

As of December 31, 2015 and 2014, the concession rights amounted to:

	December 31, 2015	December 31, 2014
Upfront authority payment	\$ 615,000,000	\$ 615,000,000
Upfront annuity payment	1,000,000	1,000,000
Fixed annual authority payments (Years 1-5)	9,657,292	9,657,292
Total upfront and fixed authority payments	<u>625,657,292</u>	<u>625,657,292</u>
PFC and sponsor portion of assumed obligation	18,988,017	18,988,017
Transaction cost	1,729,282	1,729,282
Sub-total	<u>646,374,591</u>	<u>646,374,591</u>
Less: Amortization	<u>(45,874,641)</u>	<u>(29,715,277)</u>
Net balance	<u>\$ 600,499,950</u>	<u>\$ 616,659,314</u>

Future intangible asset amortization detail is as follows:

Year	
2016	\$ 16,159,365
2017	16,159,365
2018	16,159,365
2019	16,159,365
2020	16,159,365
Thereafter	<u>519,703,125</u>
Total	<u>\$ 600,499,950</u>

AEROSTAR AIRPORT HOLDINGS, LLC
NOTES TO UNAUDITED FINANCIAL STATEMENTS
FOR THE YEARS ENDED
DECEMBER 31, 2015 AND 2014

10. ACCOUNTS PAYABLE, ACCRUED EXPENSES AND WITHHOLDINGS

As of December 31, 2015 and 2014 accounts payable and accrued expenses are comprised mainly of accounts from suppliers, operational contracts, payroll taxes, and the Authority, as follows:

	December 31, 2015	December 31, 2014
Accounts payable - trade	\$ 11,602,349	\$ 11,724,864
Accounts payable - Authority	673,385	473,019
Accounts payable - other	<u>745,493</u>	<u>152,119</u>
Total accounts payable	<u>\$ 13,021,227</u>	<u>\$ 12,350,002</u>
Accrued utilities expense	\$ 21,141,143	\$ 5,332,197
Other accrued expenses and withholdings	<u>13,775,265</u>	<u>17,003,396</u>
Total accrued expenses and withholdings	<u>\$ 34,916,408</u>	<u>\$ 22,335,593</u>

11. ACCRUED INTEREST

As of December 31, 2015 and 2014 the Company accrued interest related to Senior Secured Notes, Senior Secured Term Loan and the Related Party Note Payable in the amount of \$10,895,225 and \$8,863,626, respectively.

12. FIXED PAYMENT TO AUTHORITY

As part of the Agreement, the Company agreed to pay the Authority an annual fixed payment of \$2,500,000 for the first five full years of the Agreement, for a total of \$12,500,000. The Company recognized this obligation at fair value using the present value technique using a discount rate of 5.75%

Following is the detail of the Authority fixed payment recognition:

	December 31, 2015	December 31, 2014
Fixed annual Authority payments payable	\$ 5,000,000	\$ 7,500,000
Discount amount	<u>(1,842,708)</u>	<u>(1,842,708)</u>
Net present value amount	3,157,292	5,657,292
Current portion	<u>(2,500,000)</u>	<u>(2,500,000)</u>
Long term fixed payment (discounted)	657,292	3,157,292
Accretion of discount	<u>1,381,044</u>	<u>975,857</u>
Total fixed payment to Authority	<u>\$ 2,038,336</u>	<u>\$ 4,133,149</u>

AEROSTAR AIRPORT HOLDINGS, LLC
NOTES TO UNAUDITED FINANCIAL STATEMENTS
FOR THE YEARS ENDED
DECEMBER 31, 2015 AND 2014

13. TERM FACILITY

In March 2013, the Company entered into a Senior Term and Revolving Credit Agreement (“Term Facility”) with Royal Bank of Canada, UBS AG and First Bank Puerto Rico (“Lenders”), to provide the Company with a \$60 million line of credit, in order to finance certain costs and expenditures associated with the Agreement. The Company requested that the Lenders extend credit to the Company in the form of (a) senior secured term loan in the aggregate principal amount of \$50 million and (b) revolving credit commitments in the aggregate principal amount of \$10 million. The Revolving Credit Facility may include one or more Letters of Credit and Swing Line Loans issued from time to time in accordance with the Agreement.

The Company used the proceeds issued under the Senior Term facility to pay for capital expenditures.

The Company used the proceeds of loans and letters of credit issued under the Revolving Credit Facility to fund operational working capital needs and general corporate purposes, including capital expenditure projects, annual payments due under the Lease Agreement and from time to time, a debt service cash reserve and an operating expenses cash reserve, to the extent not otherwise funded by the Company or from revenues, and other expenses and fees incurred by the Company as contemplated in the transaction documents, including fees and expenses owed by the Company to any Lenders, the Royal Bank of Canada (“Administrative Agent”) or the Puerto Rico branch of Citibank N.A. (“Collateral Agent”).

In connection with the Term Facility, the Company paid its ratable portion of a commitment fee of 1% of the average principal amount of the undrawn commitments calculated and payable on the last day of each fiscal quarter in arrears beginning on March 22, 2013 and continuing until the earlier of (i) the date which is three years from March 22, 2013, and (ii) the date on which the Term Facility is cancelled in its entirety in accordance with this Agreement.

During June 2015, the Company paid in full the aggregate principal amount of \$50 million of its senior secured term loan with proceeds from a new Senior Notes issuance (see Note 14).

As of December 31, 2015 and 2014, the Company has a balance due of \$0 and \$41,300,000, respectively in its Senior Term loan, with a maturity date of March 22, 2016.

As of December 31, 2015, and 2014, the Company had a balance due of \$0 and \$2,000,000, respectively in its Revolving Credit facility, with maturity date of March 22, 2016.

During December 2015, the Company refinanced the Revolver Facility of \$10,000,000 with Banco Popular Puerto Rico. The Company shall pay its ratable portion of a commitment fee of 0.15% of the average principal amount of the undrawn commitments calculated and payable on the last day of each fiscal quarter in arrears beginning on December 18, 2015 and continuing until the earlier of (i) three years from December 18, 2015, and (ii) the date on which the Revolver Facility is cancelled in its entirety in accordance with this New Loan Agreement.

14. LONG TERM DEBT

To finance a portion of the Agreement payment to the Authority, and certain other costs and expenditures associated with it, the Company entered into a Note Purchase Agreement in March 22, 2013, where the Company authorized the issue and sale of an aggregate principal amount of \$350,000,000 of its 5.75% senior secured notes due March 22, 2035 (“Long Term Debt”). Interest must be paid semi-annually starting in September 2013. During the years ended December 31, 2015 and 2014, interest paid on these notes amounted to \$20,125,000.

To finance the full payment of its Senior Secured Term Loan, the Company entered into a Note Purchase Agreement in June 24, 2015, where the Company authorized the issue and sale of an aggregate principal amount of \$50,000,000 of its 6.75% Long Term Debt due March 22, 2035. Interest must be paid semi-annually starting in September 2015. During 2015, interest paid on these notes amounted to \$825,000.

All Long Term Debt is collateralized by all Company assets.

AEROSTAR AIRPORT HOLDINGS, LLC
NOTES TO UNAUDITED FINANCIAL STATEMENTS
FOR THE YEARS ENDED
DECEMBER 31, 2015 AND 2014

14. LONG TERM DEBT (CONTINUED)

As of December 31, 2015 and 2014, the Long Term Debt balance amounts to \$400,000,000 and \$350,000,000, respectively.

The annual debt service requirements of the Long Term Debt are as follows:

Year(s)	<u>Debt Principal</u>	<u>Interest</u>
2016	\$ 5,114,754	\$ 23,500,000
2017	10,838,279	23,047,611
2018 - 2022	54,425,051	105,743,503
2023 - 2027	78,682,582	87,369,686
2028 - 2032	132,453,152	59,447,156
2033 - 2035	118,486,182	10,787,356
Total	<u>\$ 400,000,000</u>	<u>\$ 309,895,312</u>

15. NOTE PAYABLE TO RELATED PARTY

As part of the financing of the Agreement, the Company entered into a subordinated term loan with Aeropuerto de Cancún, S.A. de C.V., a related party (“Subordinated Loan Agreement” or “Note Payable - Related Party”), in the amount of \$100,000,000 at an interest rate per annum equal to LIBOR plus 2.10%, and payable each July 1 and January 1, with no fixed maturity date. In the event that the interest payment is not made due to the terms and restrictions of the Subordinated Loan Agreement, such interest is capitalized as principal with the original note. This note may be prepaid in whole or in part at any time without premium or penalty. It also calls for mandatory prepayments if the Long Term Debt and the Term Facility conditions have been satisfied, all interest due are paid, and there are excess funds available after mandatory payments under the Long Term Debt and the Term Facility.

As of December 31, 2015 and 2014, the Note Payable - Related Party balance amounts to \$105,966,294 at 2.62% interest rate, and \$103,419,063 at 2.43% interest rate, respectively, including related capitalized interest.

Interest capitalized into the Note Payable during 2015 and 2014 amounted to \$2,547,231 and \$2,517,422, respectively.

16. DEFERRED TAX ASSETS AND LIABILITIES

The Company has entered into an agreement with the Puerto Rico Treasury Department (PRTD) in which its operations are subject to Puerto Rico income taxes of 10% under the provisions of Section 12(a) of the Public Private Partnership Act (“Act”) enacted on June 2009. Distributions out of earnings and profits are also subject to Puerto Rico taxes at 10%.

The provision for income taxes for the years ended December 31, 2015 and 2014 consist of the following:

	December 31, 2015	December, 2014
Current	\$ -	\$ -
Deferred	<u>2,693,227</u>	<u>2,999,893</u>
Total income tax expense	<u>\$ 2,693,227</u>	<u>\$ 2,999,893</u>

AEROSTAR AIRPORT HOLDINGS, LLC
NOTES TO UNAUDITED FINANCIAL STATEMENTS
FOR THE YEARS ENDED
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16. DEFERRED TAX ASSETS AND LIABILITIES (CONTINUED)

The Company recognized deferred tax assets for the future tax consequences attributable to differences between the financial statement carrying amounts of existing assets and their respective tax bases and operating loss and tax credit carryforwards. Deferred tax liabilities are provided as temporary differences arising on timing difference of accelerated amortization of intangible asset of 15 years for tax purposes and 40 years for book purposes. A deferred tax asset valuation allowance is established if it is considered more likely than not that all or a portion of the deferred tax asset will not be realized.

The significant components of the Company's deferred tax assets and liabilities as of December 31, 2015 and 2014, are as follows:

Deferred tax assets	December 31, 2015	December 31, 2014
Non-current:		
Deferred tax asset from accumulated operating losses	\$ 9,613,492	\$ 7,029,396
Others	1,306,938	1,268,344
Total deferred tax assets - gross	<u>10,920,430</u>	<u>8,297,740</u>
Valuation allowance	<u>(10,920,430)</u>	<u>(8,297,740)</u>
Net deferred tax asset	-	-
 Deferred tax liabilities		
Non-current:		
Accelerated tax amortization	<u>(7,645,124)</u>	<u>(4,951,897)</u>
Total net deferred tax liabilities	<u>\$ (7,645,124)</u>	<u>\$ (4,951,897)</u>

Currently, the Company is in a cumulative loss position mainly due to nonrecurring expenses related to start-up costs and expenses incurred to transition the LMM Airport Facility operations to the Company on February 2013. In assessing the future realization of the deferred tax assets, management has considered all sources of taxable income, including its forecast of future taxable income. However, after considering permanent and temporary differences, and based on the weight of the evidence available, management determined that it is more likely than not that the Company will not be able to realize the benefit of the total recorded deferred tax assets. As a result, a valuation allowance of \$10,920,430 and \$8,297,740 has been recorded as of December 31, 2015 and 2014, respectively.

17. COMMITMENTS AND CONTINGENCIES

a) Capital and repair projects

As part of the Use Agreement, the Company has committed to fund and complete certain capital and repair projects with respect to the LMM Airport Facility. The Company has no time restriction for the completion of these projects, except that they must be performed at any time during the term of the Lease. As these projects are undertaken, the repairs will be either expensed as incurred or capitalized and depreciated depending on their nature; consistent with the Company's accounting policies. The capital projects will be capitalized as part of a concession upgrade intangible asset and depreciated over their useful lives or the remaining life of the Agreement, whichever is less. These projects include: the relocation of certain inspection facilities, parking garage repairs and enhancements, roadway signage, roof repairs, repair of certain airfield concrete surfaces, air conditioning enhancements, restrooms remodeling, expanded curbside areas, public address systems, security plans, and Federal Inspection Services capability.

These commitments were excluded from the initial assumed obligations liability due to uncertainty factors, variability of future costs, and the extended period of time in which the commitments can be satisfied.

AEROSTAR AIRPORT HOLDINGS, LLC
NOTES TO UNAUDITED FINANCIAL STATEMENTS
FOR THE YEARS ENDED
DECEMBER 31, 2015 AND 2014

17. COMMITMENTS AND CONTINGENCIES (CONTINUED)

b) Others

The Company is a defendant in legal proceedings arising in the normal course of business. Management believes that the final disposition of these matters will not have a material effect on the Company's financial position, results of operations or cash flows.

On March 17, 2014, the Authority filed a suit against the Company and two airport fuel sellers claiming they have the right to a fee charged to the airport fuel sellers, and not the Company. In addition, they seek return of monies already received by the Company from fuel sellers to date, amounting to \$1.4 million. The company believes it has a meritorious defense against the suit. Given the early stage of the case, management cannot determine the outcome of this matter; nonetheless, it reasonably believes that there are no loss contingencies that should be accrued in the Company's financial statements.

18. SUBSEQUENT EVENTS

The Company has performed a review of subsequent events from January 1, 2016 through February 26, 2016, the date financial statements were available to be issued and no event or transaction has been identified that requires recognition or disclosure on these financial statements.

AEROSTAR

AIRPORT HOLDINGS LLC

Autoridad
Aerospacial y de Aviación
Puerto Rico
2016-101
JMA FEB 29 PM 1:12

Yarlin Vissepó-Muñoz, Esq.
Chief Legal Officer & Corporate Secretary
yarlin.vissepo@aerostarairports.com

February 22, 2016

**VIA CERTIFIED MAIL WITH RETURN RECEIPT:
7015-0640-0002-6932-3134**

Attn: Ingrid C. Colberg, Executive Director
Puerto Rico Ports Authority
PO Box 362829
San Juan, PR 00936-2829

**RE.: NOTIFICATION OF TRANSPORTATION SECURITY ADMINISTRATION ("TSA")
ENFORCEMENT ACTIONS ("EAs") AT LUIS MUÑOZ MARIN INT'L AIRPORT ("SJU")**

Dear Ms. Colberg:

As requested and in compliance with Section 11.1 of the Luis Muñoz Marín International Airport ("LMMIA") Lease Agreement dated as of July 24, 2012 by and between The Puerto Rico Ports Authority ("PRPA") and Aerostar Airport Holdings, LLC ("Aerostar"), the following is a summary of the EAs received from 2013 until the date of this communication:

Case Number	EAs Date	Brief Summary of Alleged Violation	TSA Resolution
2013SJU0055	Oct-9-2013	<i>"Failure to comply with Perimeter Fence Signs and Perimeter Clear Zones".</i>	No fine was assessed against Aerostar as it proved that signs had been installed and clear zone was maintained.
2014SJU0052	May-27-2014	<i>"On February 20 and April 6, 2014 failure to respond to alarm at door C2016. On May 7, 2014 failure to respond to alarm at door C1116".</i>	Civil Penalty of \$1,000.00 instead of \$11,000.00 that was originally charged.
2014SJU0077	Aug-20-2014	<i>"Failure to respond to alarm at door C 1116".</i>	Charges dismissed in favor of Aerostar.
2014SJU00103	Oct-27-2014	<i>"While participating on a VIPR discovered unattended tools inside a construction at the sterile area".</i>	Civil Penalty of \$5,500.00 which was assessed against airport concessionaire El Market as Aerostar proved it had complied with all regulation requirements.

Case Number	EAs Date	Brief Summary of Alleged Violation	TSA Resolution
2014SJU00107	Oct-24-2014	<i>"Airport tenant Pazo's employees working on a construction site did not provide escorts as instructed by Aerostar and applicable regulations."</i>	All violations dismissed in favor of Aerostar as it proved compliance with all regulatory requirements and charges should have been filed against the individual that committed the violation.
2015SJU0049	May 5, 2015	<i>"TSI inspector alleges gaining unauthorized access through the vehicle gate #1".</i>	Pending Informal Hearing
2015SJU0040	May-18-2015	<i>"Failure to ensure signs are posted at entry points from secured to sterile, in this case a pet elevator."</i>	Pending Informal Hearing

We are still pending the resolutions regarding the cases 2015SJU0049 and 2015SJU0040, respectively. As soon as the Informal Hearings take place and the resolutions are issued, we shall promptly give notice.

Regards,



Varlín Vissepó

sdn

cc: Attention General Counsel, Puerto Rico Ports Authority
Certified Mail with Return Receipt: 7015-0640-0002-6932-3141

Attention Executive Director
Public-Private Partnerships Authority
Certified Mail with Return Receipt: 7015-0640-0002-6932-3158

AEROSTAR

AIRPORT HOLDINGS LLC

Enrique Ramos-Meléndez, Esq.
Assistant General Counsel & Risk Manager

July 23, 2014

VIA CERTIFIED MAIL WITH RETURN RECEIPT
7012-2920-0001-2267-5912

Ingrid C. Colberg Rodriguez, Esq.
Puerto Rico Ports Authority
PO Box 362829
San Juan, PR 00936-2829

Ref.: **Aerostar Airport Holdings 2014 Insurance Program**

Dear Ms. Colberg:

Pursuant to the provisions set forth in the Luis Muñoz Marín International Airport Lease Agreement, I take the opportunity to present you with the enclosed certificates of insurance for Aerostar Airport Holdings, LLC, 2014 insurance program renewal.

The enclosed certificates of insurance include the required endorsements in favor of Puerto Rico Ports Authority, which has also been included as an additional insured under Aerostar policies.

Feel free to contact me if you need any additional information.

Cordially,



Enrique Ramos-Meléndez

zjh

A: Enclaves

cc: Verónica C. Miango Muñoz
Chief Legal Officer & Corporate Secretary
Aerostar Airport Holdings, LLC

CERTIFICATE OF LIABILITY INSURANCE

03/05/2014

#ML14030500006

Producer: MARSH SALDANA, INC.

PO BOX 61985

Code: 0160 SAN JUAN, PR 00902-95

Insured Name: AEROSTAR AIRPORT HOLDING, LLC

Address: PO BOX 363507

SAN JUAN, PR 00936-3607

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURERS AFFORDING COVERAGE

Insurer A: REAL LEGACY ASSURANCE COMPANY

Insurer B:

Insurer C:

Insurer D:

Insurer E:

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED, NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

COVERAGES	Policy Number	Policy Effective	Policy Expiration	Limits
GENERAL LIABILITY <input type="checkbox"/> Commercial General Liability <input type="checkbox"/> Claims Made <input type="checkbox"/> Occur Gen'l Aggregate Limit Applies per: <input type="checkbox"/> Policy <input type="checkbox"/> Project <input type="checkbox"/> Loc				GENERAL AGGREGATE PRODUCTS-COMP/OP AGG \$ PERSONAL & ADV. INJURY \$ EACH OCCURRENCE FIRE DAMAGE (Any one fire) MED EXP (Any one person)
AUTOMOBILE LIABILITY <input type="checkbox"/> Any Auto <input type="checkbox"/> All Owned Autos <input type="checkbox"/> Scheduled Autos <input type="checkbox"/> Hired Autos <input type="checkbox"/> Non-Owned Autos				COMBINED SINGLE LIMIT (ea accident) BODILY INJURY (per person) BODILY INJURY (per accident) PROPERTY DAMAGE (per accident)
GARAGE LIABILITY <input type="checkbox"/> Any Auto				AUTO ONLY-EA ACCIDENT OTHER THAN AUTO ONLY: EA ACC AGG
EXCESS LIABILITY <input type="checkbox"/> Occur <input type="checkbox"/> Claims Made <input type="checkbox"/> Deductible <input type="checkbox"/> Retention \$0				EACH OCCURRENCE AGGREGATE
WORKERS COMPENSATION AND EMPLOYER'S LIABILITY				<input type="checkbox"/> WC Statutory <input type="checkbox"/> Other E.L. EACH ACCIDENT E.L. DISEASE-EA EMPLOYEE E.L. DISEASE-POLICY LIMIT
A PROPERTY	CLP20120815	02/27/2014	02/27/2015	LOSS LIMIT \$200,000,000

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/EXCLUSIONS ADDED BY ENDORSEMENT/SPECIAL PROVISIONS
 THE CERTIFICATE HOLDER IS AN ADDITIONAL INSURED AND LOSS PAYEE WITH RESPECT TO PROPERTY COVERAGE AS DECLARATION ATTACHED

CERTIFICATE HOLDER **ADDITIONAL INSURED; MORTGAGEE OR LOSS PAYEE:**

PUERTO RICO PORTS AUTHORITY

PO BOX 362829

SAN JUAN PR 00936-2829

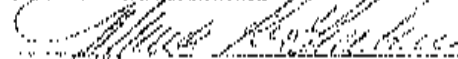
File No: 1001131

User: MI

CANCELLATION

IF SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 90 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE EFFECT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE





REAL LEGACY
ASSURANCE
tu proteccion Real

Compañía de Seguros MULTIRIES

Insured : AEROSTAR AIRPORT HOLDING, LLC
Policy : CLP20120815
Policy Period : February 27, 2014 to February 27, 2015

It is hereby understood and agreed that the following Endorsements are included only with respect to the following:

90 (NINETY) DAYS CANCELLATION CLAUSE

It is hereby understood and agreed that this policy may not be cancelled so as to affect the insurance provided until after ninety (90) days written notice shall be given to:

Puerto Rico Ports Authority
Po Box 362829
San Juan, PR 00936-2829

Prior to said cancellation becomes in effect. This will apply only on cancellation requested by the company for other reasons that non-payment of premium. Except for non-payment of premium in which case a ten (10) days written notice apply.

ADDITIONAL INSURED & LOSS PAYEE

It is hereby understood and agreed that the following is included as Additional Insured & Loss Payee in this policy:

Puerto Rico Ports Authority
Po Box 362829
San Juan, PR 00936-2829

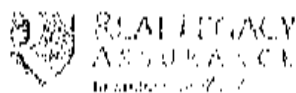
WAIVER OF SUBROGATION

This insurance shall not be invalidated should the insured waive in writing, prior to a loss, any or all rights of recovery against any party of loss occurring to the insured property.

Puerto Rico Ports Authority
Po Box 362829
San Juan, PR 00936-2829

Overseas Insurance Agency, Inc.

Authorized Representative



11/15/2014 10:00 AM - 2014/02/27 - 2015/02/27

Insured : AEROSTAR AIRPORT HOLDING, LLC
Policy : CLP20120815
Policy Period : February 27, 2014 to February 27, 2015

INSURED PREMISES/PROJECT

LMMIA Airport Facility and all LMMIA Airport Facility Operations

LIMITS OF LIABILITY:

First Loss Limit of \$200,000,000

SUBLIMITS

The following Sub-limits specified herein apply as part of the overall schedule program limits; provided always that the insurer's limit of liability as specified in Item 4 above is not thereby increased. All of the below sub-limits apply any one occurrence and are automatically reinstated after loss, unless otherwise stated. Deductibles will apply as scheduled below:

Ordinance or Law Endorsement (Coverage A, B & C)	\$10,000,000.00
Debris Removal Deductible: Subject to policy's deductibles.	\$20,000,000.00
Property off Premises Deductible: \$50,000.	\$1,000,000.00
Property of Others	\$50,000.00
Newly Acquired Property and /or Temporary Structures (To be reported within 45 days) Subject to additional premium Deductibles: Subject to policy's deductibles.	\$5,000,000.00
Special Classes - Plants, Trees & Shrubs Deductibles: \$25,000.	\$1,000,000.00
Pollutant Clean Up and Removal- Annual Aggregate Limit As per form CP0407 Deductible: \$1,000,000.	\$5,000,000.00
Business Income including Extra Expense As per Form CP0030 (RLA Amended 9/99) 7 Days waiting period	\$50,000,000.00
Contingent Business Income Time Element	\$20,000,000.00
Account Receivables Deductible \$10,000	\$5,000,000.00
Valuable Papers Deductible \$10,000	\$1,000,000.00
Signs	\$1,500,000.00

As per form CP0028 03 10
Deductible 5 % of Loss

Fine Arts \$1,000,000.00
Limit Included under Business Personal Property Limit owned by the Insured including non-owned items in the Insured's care, custody or control that may be on exhibit. Subject to complete schedule of Fine Arts
Deductible: \$100,000.

Miscellaneous Property Floater \$20,000,000.00
Subject to complete schedule of property
Deductible: Subject to policy's deductibles.

FDP: \$20,000,000.00
Hardware (Including Portable Equipment, not limited to Laptops and Handhelds), Software, Business Income & Extra Expense. As per form of Insurance Agreements 1, 2, 3 and 4.
Deductible Subject to policy's deductibles.

All Risk Transportation \$1,000,000

Terrorism (TRIA) \$200,000,000.00
Deductible \$1,000,000; 7 days waiting period

COVERED PERILS

It is hereby understood and agreed that the covered perils on this policy are as follows:

- 1) Fire;
- 2) Smoke;
- 3) Windstorm;
- 4) Cyclone;
- 5) Tornado;
- 6) Hail;
- 7) Explosion;
- 8) Riot, Civil Commotion;
- 9) Flood;
- 10) Earth movement;
- 11) Collapse;
- 12) Water including overflow;
- 13) Leakage;
- 14) Sewer backup;
- 15) Utility Interruption;
- 16) Debris Removal;
- 17) Business Ordinance or law for increased cost of construction;
- 18) Extra Expense;
- 19) Valuable Papers;
- 20) Ingress or Egress;
- 21) Terrorism;
- 22) Business Income Coverage

Overseas Insurance Agency, Inc.



Authorized Representative

ACORD™ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YY)

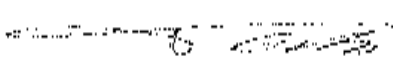
03/05/14

PRODUCER MARSH SALDAÑA	THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES IT COVERS.
INSURED AEROSTAR AIRPORT HOLDINGS, LLC PO BOX 38085 SAN JUAN, PR 00902-3549	INSURERS AFFORDING COVERAGE ACE INSURANCE COMPANY P O BOX 191249 SAN JUAN, PR 00919-1249

COVERAGES
THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS
GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS MADE <input type="checkbox"/> OCCUR <input checked="" type="checkbox"/> <input type="checkbox"/> _____ <input type="checkbox"/> _____ GENT. AGGREGATE LIMIT APPLIES PER POLICY <input checked="" type="checkbox"/> PRODUCT <input type="checkbox"/> LOG <input type="checkbox"/>				EACH OCCURRENCE FIRE DAMAGE (Any one fire) MED EXP (Any one person) PERSONAL ADV INJURY GENERAL AGGREGATE PRODUCTS-COMP/OP ACC
AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS <input type="checkbox"/> _____				COMBINED SINGLE LIMIT (Per accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
EXCESS LIABILITY CLAIMS MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> UMBRELLA FORM <input type="checkbox"/> DEDUCTIBLE <input type="checkbox"/> RETENTION				EACH OCCURRENCE AGGREGATE RETENTION
EMPLOYERS LIABILITY <input type="checkbox"/> STOP CAP				P.E. EACH ACCIDENT P.E. DISEASE / P.E. EMPLOY
<input checked="" type="checkbox"/> OTHER POLLUTION	PPL0085	02/27/14	02/27/15	LIMIT OF LIABILITY \$ 30,000,000.00 AGGREGATE \$ 30,000,000.00 DEDUCTIBLE \$ 250,000 4 X PER LOSS SIR \$100,000 MAINTENANCE

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLE TYPE/EXCLUSIONS ADDED BY ENDORSEMENT/SPECIAL PROVISIONS
WITH RESPECT TO LLMA AIRPORT FACILITY AND LLMA AIRPORT FACILITIES OPERATIONS

CERTIFICATE HOLDER <input checked="" type="checkbox"/> ADDITIONAL INSURED <input type="checkbox"/> INSURER LETTER <input type="checkbox"/> PUERTO RICO PORTS AUTHORITY PO BOX 362829 SAN JUAN, PR 00936-2829	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 90 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE EFFECT THAT FAILURE TO DO SO SHALL WAIVE AND CONSTITUTE WAIVER OF LIABILITY OF ANY KIND TOWARD THE INSURER, ITS AGENTS OR BROKERS THEREON.  ACE INSURANCE COMPANY
--	---

IMPORTANT
 If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement (s). If SURRENDER PROVISIONS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement (s).
DISCLAIMER
 This certificate of insurance does not constitute a contract between the issuing insurer (s), authorized representative or producer, and the certificate holder nor does it affirmatively or conclusively amend, extend or alter the coverages afforded by the policies listed hereon.

HOLD HARMLESS AGREEMENT

ISSUED TO: **PUERTO RICO PORTS AUTHORITY**

THE CONTRACTOR, FOR HIMSELF, AGENT'S EMPLOYEES, SUCCESSOR AND ASSIGNS AGREES TO SAVE AND HOLD HARMLESS THE OWNER FROM AND AGAINST ANY AND ALL CLAIMS, DEMANDS AND/OR SUITS WHETHER JUDICIAL OR EXTRA JUDICIAL FOR ANY COST WHATEVER ARISING OUT OR RELATED TO THE EXECUTION OF THE CONTRACT DESCRIBED BELOW, AND HIS INSURERS SHALL DEFEND THE OWNER FROM SUCH CLAIMS, DEMANDS AND/OR SUITS AND SHALL BEAR ALL THE EXPENSES FOR SUCH DEFENSE CONTEMPLATED WITHIN THE COVERAGE AND LIMITS PROVIDED BY THIS POLICY EXCEPT WHERE SUCH CLAIMS, DEMANDS AND/OR SUITS ARE DUE SOLELY TO THE NEGLIGENCE OF

**PUERTO RICO PORTS AUTHORITY
(OWNER)**

ITS OFFICERS, AGENT'S AND/OR EMPLOYEES. THIS ENDORSEMENT DOES NOT EXTEND, MODIFY, INCREASE LIMITS OF OR OTHERWISE ALTER THE COVERAGE PROVIDED BY THIS POLICY.

ADDITIONAL INSURED

IT IS UNDERSTOOD AND AGREED THAT:

PUERTO RICO PORTS AUTHORITY

IS INCLUDED IN THIS POLICY AS AN ADDITIONAL INSURED.

NINETY (90) DAYS CANCELLATION NOTICE

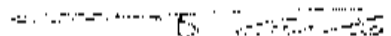
IT IS HEREBY UNDERSTOOD AND AGREED THAT IN THE EVENT OF CANCELLATION OF THE POLICY NINETY (90) DAYS WRITTEN NOTICE SHALL BE GIVEN TO:

PUERTO RICO PORTS AUTHORITY

PRIOR SAID CANCELLATION BECOMES IN EFFECT, THIS WILL APPLY ONLY ON CANCELLATION REQUESTED BY THE COMPANY FOR OTHER REASONS THAN NON-PAYMENT OF PREMIUM, ADDITIONAL PREMIUM DUE OR INSTALLMENTS DUE UNDER ANY PREMIUM FINANCING AGREEMENT. UNDER ABOVE CIRCUMSTANCES ONLY TEN (10) DAYS MODIFICATIONS WILL BE GIVEN AS PER POLICY CONDITIONS.

NAMED INSURED: **AEROSTAR AIRPORT HOLDINGS, LLC**
POLICY NUMBER: **PPL0085**

ACE INSURANCE COMPANY



AUTHORIZED SIGNATURE

PRODUCER

MARSH SALDAÑA
 P O BOX 9023549
 SAN JUAN, PR 00902-3549

THIS CERTIFICATE IS ISSUED AS MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

Phone: Fax:

COMPANIES AFFORDING COVERAGE

INSURED

AEROSTAR AIRPORT HOLDINGS, LLC

A ACE INSURANCE COMPANY
 B
 C
 D
 E

PO BOX 38085
SAN JUAN, PR 00931

COVERAGES

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED; NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

CO LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YYYY)	POLICY EXPIRATION DATE (MM/DD/YYYY)	COVERED PROPERTY	LIMITS
	<input type="checkbox"/> PROPERTY CAUSES OF LOSS <input type="checkbox"/> BASIC <input type="checkbox"/> BROAD <input type="checkbox"/> SPECIAL <input type="checkbox"/> EARTHQUAKE <input type="checkbox"/> FLOOD <input type="checkbox"/> WIND				<input type="checkbox"/> BUILDING <input type="checkbox"/> PERSONAL PROPERTY <input type="checkbox"/> BUSINESS INCOME <input type="checkbox"/> EXTRA EXPENSE <input type="checkbox"/> BLANKET BLDG INRG <input type="checkbox"/> BLANKET PERS PROP <input type="checkbox"/> BLANKET BLDG & PP	
	<input type="checkbox"/> TINI AND MARINE TYPE OF POLICY CAUSES OF LOSS <input type="checkbox"/> NAMED PERILS <input type="checkbox"/> OTHER					
	<input type="checkbox"/> BOILER & MACHINERY <input checked="" type="checkbox"/> OTHER					
A	PROPERTY	10PR203952	2/27/2014	2/27/2015	LAYER 50 MM XS 200 MM	

COVERAGE/FORMS

DEDUCTIBLES: -AOP AND FLOOD \$1,000,000 FOR BLDG. AND \$250,000 FOR BPP - WINDSTORM DEDUCTIBLE 2% APPLYING TO TIV OF EACH AFFECTED DIVISION S. MINIMUM 1M AND MAXIMUM \$15 M PER EVENT COMBINED

CERTIFICATE HOLDER:

PUERTO RICO PORTS AUTHORITY
 PO BOX 362829
 SAN JUAN, PR 00936-2829

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING COMPANY WILL endeavor TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE COMPANY, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE:



ACORD TM

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YY) 3/0/2014

PRODUCER EASTERN AMERICA INSURANCE AGENCY P.O. BOX 183800 SAN JUAN, PR 00919-3800

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURERS AFFORDING COVERAGE

INSURED AEROSTAR AIRPORT HOLDINGS, LLC PO BOX 38085 SAN JUAN, PR 00937-1085

INSURER A: GREENWICH INSURANCE COMPANY
INSURER B:
INSURER C:
INSURER D:
INSURER E:

COVERAGES

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

Table with columns: INSR LTR, TYPE OF INSURANCE, POLICY NUMBER, POLICY EFFECTIVE DATE (MM/DD/YY), POLICY EXPIRATION DATE (MM/DD/YY), LIMITS. Includes sections for General Liability, Automobile Liability, Garage Liability, Excess Liability, and Workers Compensation and Employers Liability.

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/EXCLUSIONS ADDED BY ENDORSEMENT/SPECIAL PROVISIONS LMMIA Airport Facility and all LMMIA Airport Facility Operations

CERTIFICATE HOLDER: PUERTO RICO PORTS AUTHORITY
PO BOX 362020
SAN JUAN, PR 00936-2020

CANCELLATION: SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE... AUTHORIZED REPRESENTATIVE: EASTERN AMERICA INSURANCE AGENCY

ACORD™ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

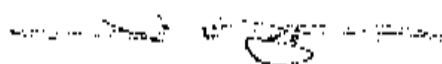
07/18/14

PRODUCER MARSH SAI DANA	THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRM, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.
INSURED ALROSTAR AIRPORT HOLDINGS, LLC PO BOX 30086 SAN JUAN, PR 00931-1086	INSURERS AFFORDING COVERAGE ACE INSURANCE COMPANY P O BOX 191249 SAN JUAN, PR 00919-1249

COVERAGES
THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE. FOR THE POLICY IT REPRESENTS. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WHICH SPECIES TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSURANCE LINE	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YYYY)	POLICY EXPIRATION DATE (MM/DD/YYYY)	LIMITS
	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS MADE <input type="checkbox"/> OCCUR <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PL POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC <input type="checkbox"/>				EACH OCCURRENCE FIRE DAMAGE (Any one fire) MED LXP (Any one person) PERSONAL ADV INJURY GENERAL AGGREGATE PRODUCTS COMPROP AGG
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS <input type="checkbox"/> GARAGE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/>				COMBINED SINGLE LIMIT (Per accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
					AUTO ONLY - FA ACCIDENT OTHER THAN FA ACC AUTO ONLY - AGG
					EACH OCCURRENCE AGGREGATE RETENTION
	EXCESS LIABILITY CLAIMS MADE <input type="checkbox"/> OCCUR <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> UMBRELLA FORM <input type="checkbox"/> DEFENSIBLE <input checked="" type="checkbox"/> RETENTION				
WORKERS COMPENSATION					
X	FIDUCIARY LIABILITY	DO 2878	02/27/14	02/27/15	DO \$5,000,000.00 RETENTION \$10,000
	OTHER DIRECTORS & OFFICERS	DO 2878	02/27/14	02/27/15	Directors & officers \$10,000,000.00 EMPLOYMENT PRACTICES LIABILITY \$10,000,000.00 RETENTION \$25,000.00

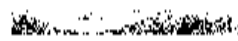
DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLE/EXCLUSIONS AFFORDED BY ENDORSEMENT/SPECIAL PROVISIONS
EVIDENCE OF INSURANCE

CERTIFICATE HOLDER: PUERTO RICO PORTS AUTHORITY PO BOX 362829 SAN JUAN, P.R. 00936-2829	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER OR ITS AGENTS OR REPRESENTATIVES.  ACE INSURANCE COMPANY
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IMPORTANT
If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s). If SUPPLEMENTAL WAIVER is subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

DISCLAIMER
This certificate of insurance does not constitute a contract between the issuing insurer(s), authorized representative or producer, and the certificate holder nor does it affirmatively or negatively amend, extend or alter the coverage afforded by the policies listed therein.

STARR AVIATION



A Member Company of C.V. Starr & Co., Inc.
3303 Peachtree Road NE, Suite 1000
Atlanta, GA 30326

Certificate of Insurance

Certificate Holder: PUERTO RICO PORTS AUTHORITY
PO BOX 362829
SAN JUAN, PUERTO RICO 00936-2829

Named Insured: AEROSTAR AIRPORT HOLDINGS
PO BOX 38085
SAN JUAN, PR 00937-1085

Policy Period: From FEBRUARY 27, 2014 To FEBRUARY 27, 2015

Policy Number: 1000700003-01

Issuing Company: STARR INDEMNITY & LIABILITY COMPANY

This is to certify that the policy(ies) listed herein have been issued providing coverage for the listed insured as further described. This certificate of insurance is not an insurance policy and does not amend, extend, or alter the coverage afforded by the policy(ies) listed herein. Notwithstanding any requirement, term or condition of any contract, or other document with respect to which this certificate of insurance may be concerned or may pertain, the insurance afforded by the policy(ies) listed on this certificate is subject to all the terms, exclusions, and conditions of such policy(ies).

Aviation Commercial General Liability

Limits of Insurance

Each Occurrence Limit	\$ <u>400,000,000</u>
Damage to Premises Rented to You Limit	\$ <u>250,000</u> Any one premises
Medical Expense Limit	\$ <u>NOT COVERED</u> Any one person
Personal & Advertising Injury Aggregate Limit	\$ <u>50,000,000</u>
General Aggregate Limit	\$ <u>NOT APPLICABLE</u>
Products/Completed Operations Aggregate Limit	\$ <u>400,000,000</u>
Hangarkeepers Limit	
Each Aircraft Limit	\$ <u>400,000,000</u>
Each Loss Limit	\$ <u>400,000,000</u>
Hangarkeeper's Deductible	\$ <u>AS ENDORSED</u> Each Aircraft

FOR FURTHER INFORMATION, PLEASE REFER TO THE ATTACHED ENDORSEMENT FORM, STARR 10060, 10134 AND 10466.

THE INSURANCE EVIDENCED TO THE CERTIFICATE HOLDER BY THIS CERTIFICATE OF INSURANCE IS PRIMARY AND NON CONTRIBUTORY TO ANY OTHER INSURANCE AVAILABLE TO THE CERTIFICATE HOLDER.

Certificate Number: 1-1
Issued By and Date: FEBRUARY 27, 2014 (MFL)

Starr 10058 (6/06)

By

(Authorized Representative)

ADDITIONAL INSURED - DESIGNATED PERSON OR ORGANIZATION

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE FORM

SCHEDULE

Name of Additional Insured Person(s) or Organization(s):

PUERTO RICO PORTS AUTHORITY
PO BOX 362829
SAN JUAN, PUERTO RICO 00936 2829

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

SECTION II - WHO IS AN INSURED is amended to include as an additional Insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf:

- A. In the performance of your ongoing operations; or
- B. In connection with your premises owned by or rented to you.

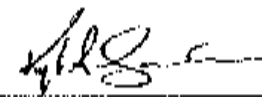
All other provisions of this policy remain the same.

This endorsement becomes effective FEBRUARY 27, 2014 to be attached to and hereby made a part of:
Policy No. 1000700003-01
Issued to AERIOSTAR AIRPORT HOLDINGS

By STARR INDEMNITY & LIABILITY COMPANY

Endorsement No. 14

Date of Issue FEBRUARY 27, 2014 (MFL)

By 
(Authorized Representative)

7012 2920 0001 2267 5912

U.S. Postal Service™
CERTIFIED MAIL™ RECEIPT *-Legal-*
(Domestic Mail Only; No Insurance Coverage Provided)

For delivery information visit our website at www.usps.com

OFFICIAL USE

Postage	\$
Certified Fee	
Return Receipt Fee (Endorsement Required)	
Restricted Delivery Fee (Endorsement Required)	
Total Postage & Fees	\$

Postmark Here

Sent To: Ingrid C. Colberg Rodríguez, Esq.
 Street, Apt. No., or PO Box No.: Puerto Rico Ports Authority
 City, State, ZIP+4: PO Box 362829
 San Juan, PR 00936-2829

PS Form 3800, August 2006 See Reverse for Instructions

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. 	<p>A. Signature <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>X <i>[Signature]</i></p> <p>B. Received by (Printed Name) <i>[Signature]</i> C. Date of Delivery <i>7-29-14</i></p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes If YES, enter delivery address below: <input type="checkbox"/> No</p>
<p>1. Article Addressed to:</p> <p>Ingrid C. Colberg Rodríguez, Esq. Puerto Rico Ports Authority PO Box 362829 San Juan, PR 00936-2829</p>	<p>3. Service Type</p> <p><input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>2. Article Number (transfer from service label)</p>	<p>7012 2920 0001 2267 5912</p>

AEROSTAR

AIRPORT HOLDINGS LLC

Enrique Ramos-Meléndez, Esq.
Security & Risk Director

April 24th, 2015

VIA CERTIFIED MAIL

Francisco Cruz, Esq.
Puerto Rico Ports Authority
PO Box 362829
San Juan, PR 00936-2829

Re: Aerostar Airport Holdings 2015 Insurance Program

Dear Mr. Cruz:

Pursuant to the provisions set forth in the Luis Muñoz Marín International Airport Lease Agreement, executed by the Puerto Rico Ports Authority, ("PRPA"), and Aerostar Airport Holdings, LLC, ("Aerostar"), I take the opportunity to present you with the enclosed certificates of insurance for Aerostar 2015 insurance program renewal.

The enclosed certificates of insurance include the required endorsements in favor of PRPA, which has also been included as an additional insured under the corresponding Aerostar insurance policies.

Feel free to contact me if you need any additional information.

Cordially,



Enrique Ramos-Meléndez

enclosures

- Varlín J. Viasepó-Muñoz
Chief Legal Officer & Corporate Secretary
Aerostar Airport Holdings, LLC

CERTIFICATE OF INSURANCE

Insured AEROSTAR AIRPORT HOLDINGS, LLC PO BOX 3535507 SAN JUAN PR 00936-3507	THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.
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Certificate Holder PUERTO RICO PORTS AUTHORITY PO BOX 362829 SAN JUAN PR 00936-2829	COMPANIES AFFORDING COVERAGE Company Name MAPFRE PRAICO INSURANCE CO. Producer/Authorized Representative 2001 - AON RISK SOLUTIONS OF PR
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Coverages

THIS IS TO CERTIFY THAT POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS, AND CONDITIONS OF SUCH POLICIES. LIMITS AND/OR AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

Policy Number	CBP 8864805-5	Property Information	Location / Description
Effective Date	02/27/2015	LUIS MUNOZ MARIN INTERNATIONAL	ROAD PR 17 INTERSECTION ROAD PR 28
Expiration Date	02/27/2016	AIRPORT	CAROLINA PR.

Property Coverage Information	Causes Of Loss	Amount Of Insurance	Deductible
<input checked="" type="checkbox"/> Building Coverage	First Loss Limit	\$ 250,000,000	\$
<input checked="" type="checkbox"/> Personal Property		\$	\$
<input type="checkbox"/> Other Coverage		\$	\$

Other Building & Business Personal Property - \$250,000,000.
 Deductibles: Windstorm: 2% / EQ: 5% / Flood: 2% / AOP - \$250,000. Cap of \$10MM for above perils.

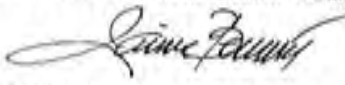
General Liability		Limits Of Liability
<input type="checkbox"/> General Aggregate Limit		\$
<input type="checkbox"/> Personal and Advertising Injury Limit		\$
<input type="checkbox"/> Each Occurrence Limit		\$
<input type="checkbox"/> Damage to Premises Rented To You (Any One Premises)		\$
<input type="checkbox"/> Medical Expense Limit		\$
<input type="checkbox"/> Products - Comp/OP Agg. (Any One Person)		\$

Automobile Coverages		Limits Of Liability
<input type="checkbox"/> Schedule Autos	Combined Single Limit	\$
<input type="checkbox"/> Any Auto Liability	Bodily Injury (Per Person)	\$
<input type="checkbox"/> Hired Automobile Liability	Bodily Injury (Per Accident)	\$
<input type="checkbox"/> Non Owned Auto Liability	Property Damage	\$
<input type="checkbox"/> Garage Keepers Legal Liability		\$
<input type="checkbox"/> Comprehensive Form	Deductible	\$
<input type="checkbox"/> Specified Perils		\$
<input type="checkbox"/> Collision Coverage		\$

Excess / Umbrella Liability		Limits Of Liability
<input type="checkbox"/> Occurrence Excess Policy	Each Occurrence	\$
	Aggregate	\$
EMPLOYERS'S LIABILITY "STOP" GAP COVERAGE		Each Accident
		Disease-Policy Limit
		Disease Each Employee

Cancellation

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING COMPANY WILL MAIL TO THE CERTIFICATE HOLDER WRITTEN NOTICE OF CANCELLATION AT LEAST 10 DAYS BEFORE THE EFFECTIVE DATE IF WE CANCEL FOR NON-PAYMENT OF PREMIUM; OR 30 DAYS BEFORE THE EFFECTIVE DATE OF CANCELLATION IF WE CANCEL FOR ANY OTHER REASON. PROOF OF MAILING WILL BE SUFFICIENT PROOF OF NOTICE.

MAPFRE PRAICO INSURANCE COMPANY  COUNTERSIGNATURE MANAGER	FILE: 1300322133	DATE: 03/05/2015
		INITIALS: OQR



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YY)
3/17/2015

PRODUCER
AON RISK SOLUTION OF PR, INC.

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURED
AEROSTAR AIRPORT HOLDINGS, LLC
PO BOX 363507
SAN JUAN PR 00936

INSURERS AFFORDING COVERAGE
ACE INSURANCE COMPANY
P O BOX 191249
SAN JUAN, PR 00919-1249

COVERAGES

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXP. DATE (MM/DD/YYY)	LIMITS	
	GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> _____ GENL AGGREGATE LIMIT APPLIES PER POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC <input type="checkbox"/>				EACH OCCURRENCE	
					FIRE DAMAGE (Any one fire)	
					MED EXP (Any one person)	
					PERSONAL ADV INJURY	
					GENERAL AGGREGATE	
					PRODUCTS-COMP/OP AGG	
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS				COMBINED SINGLE LIMIT (Ea accident)	
					BODILY INJURY (Per person)	
					BODILY INJURY (Per accident)	
					PROPERTY DAMAGE (Per accident)	
	GARAGE LIABILITY <input type="checkbox"/> ANY AUTO _____				AUTO ONLY - EA ACCIDENT	
					OTHER THAN EA ACC	
					AUTO ONLY: AGG	
	EXCESS LIABILITY CLAIMS MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> UMBRELLA FORM <input type="checkbox"/> DEDUCTIBLE <input type="checkbox"/> RETENTION				EACH OCCURRENCE	
					AGGREGATE	
					RETENTION	
	WORKERS COMPENSATION					
	EMPLOYERS LIABILITY <input type="checkbox"/> STOP GAP				E.L EACH ACCIDENT	
					E.L DISEASE - EA EMPLOYEE	
					E.L DISEASE - POLICY LIMIT	
X	OTHER PREMISES POLLUTION LIABILITY	PPL0106	02/27/2015	02/27/2016	LIMIT	30,000,000
					AGGREGATE	30,000,000
					DEDUCTIBLE	250,000

DESCRIPTION OF OPERATIONS/LOCATIONS, VEHICLE/EXCLUSIONS ADDED BY ENDORSEMENT/SPECIAL PROVISIONS EVIDENCE OF INSURANCE

CERTIFICATE HOLDER: ADDITIONAL INSURED INSURER LETTER

CANCELLATION

PUERTO RICO PORTS AUTHORITY
PO BOX 362829
SAN JUAN, PR 00936-2829

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.

IMPORTANT

If the certificate holder is an ADDITIONAL INSURED, the policy(es) must be endorsed. A statement on this certificate does not confer rights to the certificate holder in of such endorsement(s). If SUBROGATIONS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

DISCLAIMER

This certificate of insurance does not constitute a contract between the issuing insurer(s), authorized representative or producer, and the certificate holder nor does it affirmatively or negatively amend, extend or alter the coverage afforded by the policies listed thereon.

CERTIFICATE OF INSURANCE

Insured

AEROSTAR AIRPORT HOLDINGS, LLC

PO BOX 3533507

SAN JUAN PR 00938-3507

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

Certificate Holder

PUERTO RICO PORTS AUTHORITY

PO BOX 362829

SAN JUAN PR 00938-2829

COMPANIES AFFORDING COVERAGE
Company Name

MAPFRE PRAICO INSURANCE CO.

Producer/Authorized Representative

2101 - AON RISK SOLUTIONS OF PR

Coverages

THIS IS TO CERTIFY THAT POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS, AND CONDITIONS OF SUCH POLICIES. LIMITS AND/OR AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

Policy Number	BAP 7471507	Property Information	Location / Description
Effective Date	02/27/2015		
Expiration Date	02/27/2016		

Property Coverage Information	Causes Of Loss	Amount Of Insurance	Deductible
<input type="checkbox"/> Building Coverage		\$	\$
<input type="checkbox"/> Personal Property		\$	\$
<input type="checkbox"/> Other Coverage		\$	\$

Other GARAGEKEEPERS LIMIT (SPECIFIED PERILS & COLLISION) \$250,000 - DIRECT PRIMARY, SPECIFIED PERILS DED \$100/500 / COLLISION DED. \$100.

General Liability

	General Aggregate Limit	Limits Of Liability
<input type="checkbox"/>	Personal and Advertising Injury Limit	\$
<input type="checkbox"/>	Each Occurrence Limit	\$
<input type="checkbox"/>	Damage to Premises Rented To You (Any One Premises)	\$
<input type="checkbox"/>	Medical Expense Limit	\$
<input type="checkbox"/>	Products - Comp/OP Agg. (Any One Person)	\$

Automobile Coverages

	Combined Single Limit	Limit Of Liability
<input checked="" type="checkbox"/> Schedule Autos	\$	1,000,000
<input checked="" type="checkbox"/> Any Auto Liability	\$	
<input checked="" type="checkbox"/> Hired Automobile Liability	\$	
<input checked="" type="checkbox"/> Non Owned Auto Liability	\$	
<input type="checkbox"/> Garage Keepers Legal Liability	\$	
<input type="checkbox"/> Comprehensive Form	\$	
<input type="checkbox"/> Specified Perils	\$	
<input type="checkbox"/> Collision Coverage	\$	

Other MEDICAL PAYMENTS \$5,000.

Excess / Umbrella Liability

	Occurrence Excess Policy	Each Occurrence	Aggregate	Limit Of Liability
<input type="checkbox"/>		\$	\$	
<input type="checkbox"/>		\$	\$	Each Accident
<input type="checkbox"/>		\$	\$	Disease-Policy Limit
<input type="checkbox"/>		\$	\$	Disease Each Employee

Cancellation

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING COMPANY WILL MAIL TO THE CERTIFICATE HOLDER WRITTEN NOTICE OF CANCELLATION AT LEAST 30 DAYS BEFORE THE EFFECTIVE DATE IF WE CANCEL FOR NON-PAYMENT OF PREMIUM, OR 30 DAYS BEFORE THE EFFECTIVE DATE OF CANCELLATION IF WE CANCEL FOR ANY OTHER REASON. PROOF OF MAILING WILL BE SUFFICIENT PROOF OF NOTICE.

MAPFRE PRAICO INSURANCE COMPANY

FILE: 1300822133

DATE: 03/12/2015

INITIALS: OQR



 COUNTERSIGNATURE MANAGER



STARR COMPANIES

GLOBAL INSURANCE & INVESTMENTS
3353 Peachtree Road NE, Suite 1000
Atlanta, GA 30326

Certificate of Insurance

Certificate Holder: PUERTO RICO PORTS AUTHORITY
PO BOX 362829
SAN JUAN, PUERTO RICO 00936 2829

Named Insured: AEROSTAR AIRPORT HOLDINGS, LLC
PO BOX 38085
SAN JUAN, PR 00937-1085

Policy Period: From FEBRUARY 27, 2015 To FEBRUARY 27, 2016

Policy Number: 1000700003-02

Issuing Company: STARR INDEMNITY & LIABILITY COMPANY

This is to certify that the policy(ies) listed herein have been issued providing coverage for the listed insured as further described. This certificate of insurance is not an insurance policy and does not amend, extend, or alter the coverage afforded by the policy(ies) listed herein. Notwithstanding any requirement, term or condition of any contract, or other document with respect to which this certificate of insurance may be concerned or may pertain, the insurance afforded by the policy(ies) listed on this certificate is subject to all the terms, exclusions, and conditions of such policy(ies).

Aviation Commercial General Liability

Limits of Insurance

Each Occurrence Limit	\$ 400,000,000.
Damage to Premises Rented to You Limit	\$ 250,000. Any one premises
Medical Expense Limit	\$ NOT COVERED Any one person
Personal & Advertising Injury Aggregate Limit	\$ 50,000,000.
General Aggregate Limit	\$ NOT APPLICABLE
Products/Completed Operations Aggregate Limit	\$ 400,000,000.
Hangarkeepers Limit	
Each Aircraft Limit	\$ 400,000,000.
Each Loss Limit	\$ 400,000,000.
Hangarkeeper's Deductible	\$ AS ENDORSED Each Aircraft

FOR FURTHER INFORMATION, PLEASE REFER TO THE ATTACHED ENDORSEMENT FORM, STARR 10060, 10134 AND 10466.

THE INSURANCE EVIDENCED TO THE CERTIFICATE HOLDER BY THIS CERTIFICATE OF INSURANCE IS PRIMARY AND NON CONTRIBUTORY TO ANY OTHER INSURANCE AVAILABLE TO THE CERTIFICATE HOLDER.

THE CERTIFICATE HOLDER WILL BE PROVIDED WITH THIRTY (30) DAYS (TEN (10) DAYS IF FOR NON PAYMENT OF PREMIUM) NOTICE OF CANCELLATION OR MATERIAL CHANGE.

THE CERTIFICATE HOLDER IS PROVIDED A WAIVER OF SUBROGATION AS RESPECTS TO LIABILITY COVERAGE.

Certificate Number: 1.1
Issued By and Date: MARCH 9, 2015 (WC)

By

(Authorized Representative)

ADDITIONAL INSURED - DESIGNATED PERSON OR ORGANIZATION

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE FORM

SCHEDULE

Name of Additional Insured Person(s) or Organization(s):

PUERTO RICO PORTS AUTHORITY
PO BOX 362829
SAN JUAN, PUERTO RICO 00936-2829

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

SECTION II - WHO IS AN INSURED is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf:

- A. In the performance of your ongoing operations; or
- B. In connection with your premises owned by or rented to you.

All other provisions of this policy remain the same.

This endorsement becomes effective FEBRUARY 27, 2015 to be attached to and hereby made a part of:

Policy No. 1000700003-02
Issued to AEROSTAR AIRPORT HOLDINGS, LLC

By STARBUCK INDEMNITY & LIABILITY COMPANY

Endorsement No. TBA

Date of Issue MARCH 9, 2015 (WC) By _____
(Authorized Representative)



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YY)

03/03/15

PRODUCER

AON RISK SOLUTIONS OF PUERTO RICO

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURED

AEROSTAR AIRPORT HOLDING, INC

PO BOX 363507

SAN JUAN, PR 00936-3507

INSURERS AFFORDING COVERAGE

ACE INSURANCE COMPANY

P O BOX 191249

SAN JUAN, PR 00919-1249

COVERAGES

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS	
	GENERAL LIABILITY [] COMMERCIAL GENERAL LIABILITY CLAIMS MADE [] OCCUR [] [] _____ [] _____ GEN'L AGGREGATE LIMIT APPLIES PER POLICY [] PROJECT [] LOC []				EACH OCCURRENCE	
					FIRE DAMAGE (Any one fire)	
					MED EXP (Any one person)	
					PERSONAL ADV INJURY	
					GENERAL AGGREGATE	
					PRODUCTS-COMP/OP AGG	
	AUTOMOBILE LIABILITY [] ANY AUTO [] ALL OWNED AUTOS [] SCHEDULED AUTOS [] HIRED AUTOS [] NON-OWNED AUTOS []				COMBINED SINGLE LIMIT (Ea accident)	
					BODILY INJURY (Per person)	
					BODILY INJURY (Per accident)	
					PROPERTY DAMAGE (Per accident)	
	GARAGE LIABILITY [] ANY AUTO []				AUTO ONLY - EA ACCIDENT	
					OTHER THAN EA ACC	
					AUTO ONLY: AGG	
	EXCESS LIABILITY CLAIMS MADE [] OCCUR [] [] UMBRELLA FORM [] DEDUCTIBLE [] RETENTION				EACH OCCURRENCE	
					AGGREGATE	
					RETENTION	
	WORKERS COMPENSATION					
	EMPLOYERS LIABILITY [] STOP GAP				LIMIT	
					AGGREGATE	
					DEDUCTIBLE	
x	COMMERCIAL CRIME	63PR3579	02/27/15	02/27/16	LIMIT	\$ 3,000,000.00
					RETENTION	\$ 50,000.00

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLE/EXCLUSIONS ADDED BY ENDORSEMENT/SPECIAL PROVISIONS

EVIDENCE OF INSURANCE

CERTIFICATE HOLDER [] ADDITIONAL INSURED [] INSURER LETTER []

PUERTO RICO PORTS AUTHORITY

PO BOX 362829

SAN JUAN, PR 00936-2829

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND BUT UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.

ACE INSURANCE COMPANY

IMPORTANT

If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement (s). If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement (s).

DISCLAIMER

This certificate of insurance does not constitute a contract between the issuing insurer (s), authorized representative or producer, and the certificate holder nor does it affirmatively or negatively amend, extend or alter the coverage afforded by the policies listed thereon.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YY)

03/03/15

PRODUCER
AON RISK SOLUTIONS OF PUERTO RICO

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURED	INSURERS AFFORDING COVERAGE
AEROSTAR AIRPORT HOLDING, INC PO BOX 363507 SAN JUAN, PR 00936-3507	ACE INSURANCE COMPANY P O BOX 191249 SAN JUAN, PR 00919-1249

COVERAGES

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS
	GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> _____ <input type="checkbox"/> _____ GEN'L AGGREGATE LIMIT APPLIES PER POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC <input type="checkbox"/>				EACH OCCURRENCE FIRE DAMAGE (Any one fire) MED EXP (Any one person) PERSONAL ADV INJURY GENERAL AGGREGATE PRODUCTS-COMP/OP AGG
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS <input type="checkbox"/> _____				COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
	GARAGE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> _____				AUTO ONLY - EA ACCIDENT OTHER THAN EA ACC AUTO ONLY: AGG
	EXCESS LIABILITY CLAIMS MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> UMBRELLA FORM <input type="checkbox"/> DEDUCTIBLE <input type="checkbox"/> RETENTION				EACH OCCURRENCE AGGREGATE RETENTION
X	OTHER DIRECTORS AND OFFICERS	DO2878	02/27/15	02/27/16	LIMIT \$ 10,000,000.00 RETENTION \$ 25,000.00
X	OTHER EMPLOYMENT PRACTICES LIABILITY	DO2878	02/27/15	02/27/16	LIMIT \$ 10,000,000.00 RETENTION \$ 25,000.00
X	OTHER FIDUCIARY LIABILITY	DO2878	02/27/15	02/27/16	LIMIT \$ 5,000,000.00 RETENTION \$ 10,000.00

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLE/EXCLUSIONS ADDED BY ENDORSEMENT/SPECIAL PROVISIONS

EVIDENCE OF INSURANCE

CERTIFICATE HOLDER <input type="checkbox"/> ADDITIONAL INSURED <input type="checkbox"/> INSURER LETTER <input type="checkbox"/> PUERTO RICO PORTS AUTHORITY PO BOX 362829 SAN JUAN, PR 00936-2829	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND BUT UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES. ACE INSURANCE COMPANY
---	---

IMPORTANT

If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement (s). If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement (s).

DISCLAIMER

This certificate of insurance does not constitute a contract between the issuing insurer (s), authorized representative or producer, and the certificate holder nor does it affirmatively or negatively amend, extend or alter the coverage afforded by the policies listed thereon.

ACORD™

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YY)

3/10/2016

PRODUCER EASTERN AMERICA INSURANCE AGENCY
P.O. BOX 193900
SAN JUAN, PR 00919 3900

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURERS AFFORDING COVERAGE

INSURED AEROSTAR AIRPORT HOLDINGS, LLC
PO BOX 30805
SAN JUAN, PR 00937-1085

INSURER A: CONTINENTAL CASUALTY COMPANY
INSURER B:
INSURER C:
INSURER D:
INSURER E:

COVERAGES

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

Table with columns: INSR LTR, TYPE OF INSURANCE, POLICY NUMBER, POLICY EFFECTIVE DATE (MM/DD/YY), POLICY EXPIRATION DATE (MM/DD/YY), LIMITS. Includes sections for General Liability, Automobile Liability, Garage Liability, Access Liability, Workers Compensation and Employers Liability, and Other Boilerplate Machinery.

DESCRIPTION OF OPERATIONS, OCCASIONS, RISKS, EXCLUSIONS ADDED BY ENDORSEMENTS/SPECIAL PROVISIONS
LIMITS: PROFESSIONAL SERVICES RENDERED

CERTIFICATE HOLDER [X] ADDITIONAL INSURED: (INSURER LETTER)

Additional Insured
PUERTO RICO PORTS AUTHORITY
PO BOX 302629
SAN JUAN PR 00936-2629

FILE # 193904 CERT # 11 PROD # 203 DRM

CANCELLATION

IF IN ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL endeavor to MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPROVE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE:
EASTERN AMERICA INSURANCE AGENCY

IMPORTANT

If the certificate holder is an ADDITIONAL INSURED, the policy (ies) must be endorsed. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

DISCLAIMER

This Certificate of Insurance does not constitute a contract between the issuing insurer(s), authorized representative(s) producer, and the certificate holder, nor does it affirmatively or negatively amend, extend or alter the coverage afforded by the policy(ies) listed thereon.

AEROSTAR

AIRPORT HOLDINGS LLC

Agustin Arellano-Rodriguez
President & CEO
agustin.arellano@aerostarairports.com

March 7, 2016

**VIA CERTIFIED MAIL WITH RETURN RECEIPT:
7015-0640-0002-6932-3165**

Ingrid C. Colberg, Esq.
Executive Director
Puerto Rico Ports Authority
PO Box 362829
San Juan, PR 00936-2829

Re.: Aerostar Airport Holdings, LLC 2016 Insurance Program

Dear Ms. Colberg:

In compliance with Section 13.1 of the Luis Muñoz Marín International Airport (“LMMIA”) Lease Agreement dated as of July 24, 2012 by and between The Puerto Rico Ports Authority (“PRPA”) and Aerostar Airport Holdings, LLC (“Aerostar”), attached you will find the Certificates of Insurance for Aerostar 2016 Insurance Program Renewal.

The enclosed certificates of insurance include the required endorsements in favor of PRPA, which has also been included as an additional insured under the corresponding Aerostar insurance policies.

Regards,



Agustín Arellano

zdn

Attachments

CERTIFICATE OF INSURANCE

Insured AEROSTAR AIRPORT HOLDINGS, LLC PO BOX 3535507 SAN JUAN PR 00936-3507	THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.
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COMPANIES AFFORDING COVERAGE

Certificate Holder PUERTO RICO PORTS AUTHORITY PO BOX 362829 SAN JUAN PR 00936-2829	Company Name MAPFRE PRAICO INSURANCE CO. Producer/Authorized Representative 2001 - AON RISK SOLUTIONS OF PR
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Coverages
THIS IS TO CERTIFY THAT POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS, AND CONDITIONS OF SUCH POLICIES. LIMITS AND/OR AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

Policy Number	1225168001254	Property Information	Location / Description
Effective Date	02/27/2016		
Expiration Date	02/27/2017		

Property Coverage Information	Causes Of Loss	Amount Of Insurance	Deductible
<input type="checkbox"/> Building Coverage		\$	\$
<input type="checkbox"/> Personal Property		\$	\$
<input type="checkbox"/> Other Coverage		\$	\$

Other

General Liability		Limits Of Liability
<input type="checkbox"/> General Aggregate Limit		\$
<input type="checkbox"/> Personal and Advertising Injury Limit		\$
<input type="checkbox"/> Each Occurrence Limit		\$
<input type="checkbox"/> Damage to Premises Rented To You (Any One Premises)		\$
<input type="checkbox"/> Medical Expense Limit		\$
<input type="checkbox"/> Products – Comp/OP Agg. (Any One Person)		\$

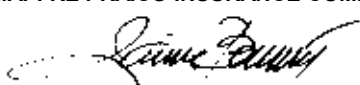
Automobile Coverages		Limits Of Liability
<input type="checkbox"/> Schedule Autos	Combined Single Limit	\$
<input type="checkbox"/> Any Auto Liability	Bodily Injury (Per Person)	\$
<input type="checkbox"/> Hired Automobile Liability	Bodily Injury (Per Accident)	\$
<input type="checkbox"/> Non Owned Auto Liability	Property Damage	\$
<input checked="" type="checkbox"/> Garage Keepers Legal Liability	Deductible	Limit Of Insurance
<input type="checkbox"/> Comprehensive Form	\$	\$
<input checked="" type="checkbox"/> Specified Perils	\$ 0	\$ 250,000
<input checked="" type="checkbox"/> Collision Coverage	\$ 0	\$ 250,000

Other DIRECT PRIMARY. SPECIFIED PERILS DED \$100/500 COLLISION DED. \$100.

Excess / Umbrella Liability		Limits Of Liability
<input type="checkbox"/> Occurrence Excess Policy	Each Occurrence	\$
	Aggregate	\$
EMPLOYERS'S LIABILITY "STOP" GAP COVERAGE	\$	Each Accident
	\$	Disease-Policy Limit
	\$	Disease Each Employee

Cancellation

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING COMPANY WILL MAIL TO THE CERTIFICATE HOLDER WRITTEN NOTICE OF CANCELLATION AT LEAST 10 DAYS BEFORE THE EFFECTIVE DATE IF WE CANCEL FOR NON-PAYMENT OF PREMIUM; OR 30 DAYS BEFORE THE EFFECTIVE DATE OF CANCELLATION IF WE CANCEL FOR ANY OTHER REASON. PROOF OF MAILING WILL BE SUFFICIENT PROOF OF NOTICE.

MAPFRE PRAICO INSURANCE COMPANY	FILE: 1300322133	DATE: 03/01/2016	INITIALS:OQR
 COUNTERSIGNATURE MANAGER			

IMPORTANT

If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

DISCLAIMER

This Certificate of Insurance does not constitute a contract between the issuing insurer(s), authorized representative or producer, and the certificate holder, nor does it affirmatively or negatively amend, extend or alter the coverage afforded by the policies listed thereon.

CERTIFICATE OF INSURANCE

Insured AEROSTAR AIRPORT HOLDINGS, LLC PO BOX 3535507 SAN JUAN PR 00936-3507	THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.
--	---

COMPANIES AFFORDING COVERAGE

Certificate Holder PUERTO RICO PORTS AUTHORITY PO BOX 362829 SAN JUAN PR 00936-2829	Company Name MAPFRE PRAICO INSURANCE CO.
	Producer/Authorized Representative 44082 - AON RISK SOLUTIONS OF PR

Coverages
THIS IS TO CERTIFY THAT POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS, AND CONDITIONS OF SUCH POLICIES. LIMITS AND/OR AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

Policy Number	CBP 8872244-6	Property Information	Location / Description
Effective Date	02/27/2016	LUIS MUNOZ MARIN INTERNATIONAL	ROAD PR 17 INTERSECTION ROAD PR 26
Expiration Date	02/27/2017	AIRPORT	CAROLINA PR.

Property Coverage Information	Causes Of Loss	Amount Of Insurance	Deductible
<input checked="" type="checkbox"/> Building Coverage	First Loss Limit	\$ 250,000,000	\$
<input checked="" type="checkbox"/> Personal Property		\$	\$
<input type="checkbox"/> Other Coverage		\$	\$

Other Building & Business Personal Property - \$250,000,000.
Deductibles: Windstorm: 2% / EQ: 5% / Flood: 2% / AOP - \$250,000. Cap of \$10MM for above perils.

General Liability		Limits Of Liability	
<input type="checkbox"/> General Aggregate Limit		\$	
<input type="checkbox"/> Personal and Advertising Injury Limit		\$	
<input type="checkbox"/> Each Occurrence Limit		\$	
<input type="checkbox"/> Damage to Premises Rented To You (Any One Premises)		\$	
<input type="checkbox"/> Medical Expense Limit		\$	
<input type="checkbox"/> Products - Comp/OP Agg. (Any One Person)		\$	

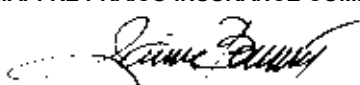
Automobile Coverages		Limits Of Liability	
<input type="checkbox"/> Schedule Autos	Combined Single Limit	\$	
<input type="checkbox"/> Any Auto Liability	Bodily Injury (Per Person)	\$	
<input type="checkbox"/> Hired Automobile Liability	Bodily Injury (Per Accident)	\$	
<input type="checkbox"/> Non Owned Auto Liability	Property Damage	\$	
<input type="checkbox"/> Garage Keepers Legal Liability	Deductible		Limit Of Insurance
<input type="checkbox"/> Comprehensive Form	\$	\$	
<input type="checkbox"/> Specified Perils	\$	\$	
<input type="checkbox"/> Collision Coverage	\$	\$	

Other

Excess / Umbrella Liability		Limits Of Liability	
<input type="checkbox"/> Occurrence Excess Policy	Each Occurrence	\$	
	Aggregate	\$	
EMPLOYERS'S LIABILITY "STOP" GAP COVERAGE	\$		Each Accident
	\$		Disease-Policy Limit
	\$		Disease Each Employee

Cancellation

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING COMPANY WILL MAIL TO THE CERTIFICATE HOLDER WRITTEN NOTICE OF CANCELLATION AT LEAST 10 DAYS BEFORE THE EFFECTIVE DATE IF WE CANCEL FOR NON-PAYMENT OF PREMIUM; OR 30 DAYS BEFORE THE EFFECTIVE DATE OF CANCELLATION IF WE CANCEL FOR ANY OTHER REASON. PROOF OF MAILING WILL BE SUFFICIENT PROOF OF NOTICE.

MAPFRE PRAICO INSURANCE COMPANY	FILE: 1300322133	DATE: 02/26/2016	INITIALS: OQR
 COUNTERSIGNATURE MANAGER			

IMPORTANT

If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

DISCLAIMER

This Certificate of Insurance does not constitute a contract between the issuing insurer(s), authorized representative or producer, and the certificate holder, nor does it affirmatively or negatively amend, extend or alter the coverage afforded by the policies listed thereon.



**STARR
COMPANIES**

GLORIOUS SERVICE

3353 Peachtree Road NE, Suite 1000
Atlanta, GA 30326

Certificate of Insurance

Certificate Holder: PUERTO RICO PORTS AUTHORITY
PO BOX 362829
SAN JUAN, PUERTO RICO 00936-2829

Named Insured: ACROSTAR AIRPORT HOLDINGS, LLC
PO BOX 38085
SAN JUAN, PUERTO RICO, 00937-1085

Policy Period: From FEBRUARY 27, 2016 To FEBRUARY 27, 2017

Policy Number: 1000700003-03

Issuing Company: STARR INDEMNITY & LIABILITY COMPANY

This is to certify that the policy(ies) listed herein have been issued providing coverage for the listed insured as further described. This certificate of insurance is not an insurance policy and does not amend, extend, or alter the coverage afforded by the policy(ies) listed herein. Notwithstanding any requirement, term or condition of any contract, or other document with respect to which this certificate of insurance may be concerned or may pertain, the insurance afforded by the policy(ies) listed on this certificate is subject to all the terms, exclusions, and conditions of such policy(ies).

Aviation Commercial General Liability

Limits of Insurance

Each Occurrence Limit	\$ 400,000,000.	
Damage to Premises Rented to You Limit	\$ 250,000.	Any one premises
Medical Expense Limit	\$ NOT COVERED	Any one person
Personal & Advertising Injury Aggregate Limit	\$ 50,000,000.	
General Aggregate Limit	\$ NOT APPLICABLE	
Products/Completed Operations Aggregate Limit	\$ 400,000,000.	
Hangarkeepers Limit		
Each Aircraft Limit	\$ 400,000,000.	
Each Loss Limit	\$ 400,000,000.	
Hangarkeeper's Deductible	\$ AS ENDORSED	Each Aircraft

FOR FURTHER INFORMATION, PLEASE REFER TO THE ATTACHED ENDORSEMENT FORM, STARR 10060, 10134 AND 10466.

THE INSURANCE EVIDENCED TO THE CERTIFICATE HOLDER BY THIS CERTIFICATE OF INSURANCE IS PRIMARY AND NON CONTRIBUTORY TO ANY OTHER INSURANCE AVAILABLE TO THE CERTIFICATE HOLDER.

THE CERTIFICATE HOLDER WILL BE PROVIDED WITH THIRTY (30) DAYS (TEN (10) DAYS IF FOR NON PAYMENT OF PREMIUM) NOTICE OF CANCELLATION OR MATERIAL CHANGE.

THE CERTIFICATE HOLDER IS PROVIDED A WAIVER OF SUBROGATION AS RESPECTS TO LIABILITY COVERAGE.

Certificate Number: 1.1
Issued By and Date: FEBRUARY 26, 2016 (CK)

Starr 10058 (6/06)

By 
(Authorized Representative)

ADDITIONAL INSURED - DESIGNATED PERSON OR ORGANIZATION

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE FORM

SCHEDULE

Name of Additional Insured Person(s) or Organization(s):

PUERTO RICO PORTS AUTHORITY
PO BOX 362829
SAN JUAN, PUERTO RICO 00936-2829

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

SECTION II - WHO IS AN INSURED is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf:

- A. In the performance of your ongoing operations; or
- B. In connection with your premises owned by or rented to you.

All other provisions of this policy remain the same.

This endorsement becomes effective FEBRUARY 27, 2016 to be attached to and hereby made a part of:
Policy No. 1000700003-03
Issued to ALROSTAR AIRPORT HOLDINGS, LLC

By STARR INDEMNITY & LIABILITY COMPANY

Endorsement No. TBA

Date of Issue FEBRUARY 26, 2016 (CK)

By

(Authorized Representative)

AEROSTAR

AIRPORT HOLDINGS LLC

*Lessee Annual Report
2015 v. 2014 Year Comparison*

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Introduction

The following document summarizes the findings of each of the reports that are generated on a regular basis, as required by Article 6 of the Luis Muñoz Marín International Airport Lease Agreement ("Lease Agreement") dated as of July 24, 2012 by and between the Puerto Rico Ports Authority ("Authority") and Aerostar Airport Holdings, LLC ("Aerostar"), Section 1.2.5 of Schedule A-Operating Standards of the Lease Agreement and Section 2.4.6 of the Airport Use Agreement ("AUA"). Aerostar must deliver on an annual basis to the Authority and the Airlines (as defined in the AUA), a Lessee Annual Report.

The Lessee Annual Report summarizes the quantifiable performance measures contained in the Form of Operational Performance Metrics Report identified as Appendix D of Schedule A of the Operating Standards of the Lease Agreement.

As required, this Lessee Annual Report contains the first full year 2014 compared to the full 2015 year. Each year will be compared to the previous one in order to compare past/present performances to evaluate and/or remedy any deficiencies and/or increase performance.

Lessee Annual Report

1. Operational Performance Report

1.1 Airfield

Category	Metric	Standard	In Compliance Yes No or %		Comment, if any	
			2015	2014	2015	2014
Airfield/Airport Operations	Visual airfield inspections	Once per 8 hour shift	Yes	Yes	The inspections are being done by our Safety Coordinators on daily basis.	We currently have nine Safety Coordinators, one Lead and one Supervisor working 24/7 in the AOA divided in different shifts. They perform inspections routinely within the -AOA including movement areas as required by FAA Part 139, and non-movement areas to maintain international standards and recommended practices.
	Visual terminal / landside inspections	Once per 8 hour shift	Yes	Yes	Efforts for 2015 continued to be concurrent with previous effective strategies.	Collaboration between Aerostar Departments assures a continued presence in landside areas.
	Fueling inspections	Observation during fueling operation	Yes	Yes	Random Inspections continue to be done in addition to the Quarterly Inspection.	Our AOA Safety Coordinators are responsible for performing random inspections on fueling operations.

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Category	Metric	Standard	In Compliance Yes No or %		Comment, if any	
			2015	2014	2015	2014
	Field condition reports—standard day	Once per 8 hour shift	Yes	Yes	Refer to Visual Airfield Inspections Section.	
	Pavement friction testing—standard day	Weekly	Yes	Yes	Refer to Appendix A: Hi-Lite Certification.	
	Airfield lighting and signs maintenance	Daily in accordance with ACM; airfield lighting must be routinely checked for continuous operation; immediate repairs required	Yes	Yes	This continues to be checked twice a day (day and night) by our Safety Inspectors and repairs are performed on the spot.	Airfield lighting and signs are inspected twice daily as part of the Part 139 Self Inspection, the runway electrician is part of the inspection to perform immediate repairs apart from the maintenance program.
Runways	Unscheduled runway closures	Less than the historical mean for the last five years	Yes	Yes	No unscheduled closures during this year.	No available historical data for the last five years. During the year of 2014 there was only one unscheduled runway closure due to an Alert 3 emergency on runway 08. Runway 08/26 was closed on August 9, 2014 for approximately 5 hours.
	Incursions by vehicles or pedestrians	Zero	Yes	Yes	None	None

Category	Metric	Standard	In Compliance Yes No or %		Comment, if any	
			2015	2014	2015	2014
	Pavement rubber removal	See FAA Advisory Circular 150/5320-12C	Yes	Yes	Refer to Appendix A: Hi-Lite Certification.	

1.2 Passenger Terminal Complex

Per IATA's 9th Edition of the "Airport Development Reference Manual", Level C is defined as follow:

- Good level of service. Conditions of stable flow, acceptable delays and good levels of comfort, per Table F9.1-Level of Service Framework of Chapter F, Section F1: Capacity and level of service.

Category	Metric	Standard	In Compliance Yes No or %		Comment, if any	
			2015	2014	2015	2014
Check-in queue	Area per passenger	IATA level of service C, at a minimum (a)	Yes	Yes	In average, with the improvement works at the LMMIA, passengers have an estimate space of 1.37 meters at the check in queue, thus in compliance with the IATA standards.	
Waiting/circulation area	Area per passenger	IATA level of service C, at a minimum	Yes	Yes	The operation at LMMIA provides an average space of 2.05 sq. meters as required and in compliance with IATA.	
Passport control	Area per passenger	IATA level of service C, at a minimum	Yes	Yes	The security checkpoints of the LMMIA provide an average space of 1.21 Sq. M per passengers, thus exciding IATA's Level B.	
Baggage claim area	Area per passenger	IATA level of service C, at a minimum	Yes	Yes	Terminal A has 4 baggage belts facing a wall of 10 meters apart (including the minimum standard of the corridor) thus giving an average of 3.52 Sq. M space per passenger, exceeding IATA's Level A. Terminal B/C has 8 baggage claim belts with an average separation of 11.4	

Lessee Annual Report

Category	Metric	Standard	In Compliance Yes No or %		Comment, if any	
			2015	2014	2015	2014
					meters (including the corridor minimum standard), giving this 2.17 Sq. M per passenger, slightly exceeding IATA's Level B. Terminal D has 3 baggage claim belts with an average separation of 8.23 meters between them (including the corridor minimum standard), giving an average of 2.48 Sq. M per passenger, exceeding the IATA's Level B.	
Maximum queue time	Minutes	See IATA Table F9.7 (a)	Yes	Yes	Refer to Appendix B: LMMIA Maximum Queue Time Table.	
Public restrooms	Cleanliness - average number of cleanings per day per restroom	16 cleanings per day, 1 attendant per bathroom	Yes	Yes	The required metric continued to be exceeded throughout 2015.	Since February 2014, daily cleaning exceeds the 16 requested. Specifically, an average of 20 to 22 daily cleaning efforts per restroom has been performed. The required metric was exceeded throughout this period.
	Supervisor inspections of restrooms per 8 hour shift	2 inspections per restroom per shift	Yes	Yes	The required metric continued to be exceeded throughout 2015.	The required metric was exceeded throughout this period.

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Category	Metric	Standard	In Compliance Yes No or %		Comment, if any	
			2015	2014	2015	2014
Aircraft apron	Lead-in line markings	Twice per year	Yes	Yes	Refer to Appendix A: Hi-Lite Certification.	
	Stop line markings	Twice per year	Yes	Yes		
	Safety envelope markings	Twice per year	Yes	Yes		
	Ramp lighting	Weekly inspection, repair lights within 24 hours notice	Yes	Yes		
	Lightning protection	Monthly inspection, repair within 24 hours notice	Refer to Comment		Project is underway and we expect the project to be completed by Second Quarter 2016.	
Loading bridges	Doors	5 minute response time, 1 hour repair	Response		For additional details, please, refer to Appendix C: Job Orders - KPI Analysis.	
			94.87%	92.31%		
			Repair			
	92.31%	94.87%				
	Overall functionality	Response time: 5 minutes; Repair: 2 hours, when possible	Response			
			100%	100%		
			Repair			
	100%	100%				
	Ground power	Response time: 15 minutes; Repair: 2 days	Response			
			96.04%	96.08%		
			Repair			
	100%	100%				
	Potable water	Response time: 15 minutes; Repair: 2 hours	Response			
			90%	88.49%		
		Repair				
100%	94.96%					
Pre-conditioned air	Response time: 15 minutes; Repair: 2 days	Response				
		98.04%	89.47%			
		Repair				
94.12%	100%					
Baggage handling system	Outbound baggage; Inbound baggage; Baggage claim devices	Response				
		90.58%	88.87%			
		Repair				
98.78%	98.35%					

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Category	Metric	Standard	In Compliance Yes No or %		Comment, if any	
			2015	2014	2015	2014
Passenger conveyance systems	Elevators	Response time: 30 minutes; Repair: 4 hours	Response		For additional details, please, refer to Appendix C: Job Orders – KPI Analysis.	
			82.63%	85.11%		
	Repair					
	94.37%		90.07%			
	Escalators		Response			
			83.84%	86.16%		
Repair						
98.61%	98.55%					
Moving walkways	N/A	N/A				
USDA Booths	Hours of operation	4 hours prior to first departure of the day through the time of the last scheduled departure of the day	Refer to Comments		USDA booths are open from 6:00 AM to 9:30 PM. Any operation of these areas in other periods is performed by USDA at the request of the airlines, which is fully paid by the requesting airlines and is considered "overtime" by USDA. Because of this, airlines and USDA have agreed on opening USDA inspection booths 2 hours prior to the flight departure when outside of regular working hours.	
Federal Inspection Services	Hours of operation	From the first scheduled arrival time to the last scheduled arrival	Yes	Yes	LMMIA operates 24 hours, 7 days a week.	
Flight information displays	Overall functionality	Response time: 2 hours; Repair: 2 hours	Yes	Yes	All job orders regarding Flight Information Displays were completed. Please, refer to Appendix D: Flight Information Displays for detailed information.	
Paging systems	Gate paging system	Response time: 5 minutes; Repair: 2 hours	Yes	Yes	All job orders regarding Paging Systems were completed. Please, refer to Appendix E: Paging Systems for detailed information.	
	Terminal-wide paging system	Response time: 5 minutes; Repair: 2 hours				

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Category	Metric	Standard	In Compliance Yes No or %		Comment, if any	
			2015	2014	2015	2014
Terminal building climate	Temperature between 70 and 74 degrees Fahrenheit	Response time: 30 minutes; Repair time: 3 days	Response		For additional details, please, refer to Appendix C: Job Orders – KPI Analysis.	
			82.70%	78.54%		
			Repair			
			100%	100%		
Terminal building power	Emergency generators	Inspection: bi-weekly	Yes	Yes	Bi-weekly inspections are performed for each of the twelve (12) emergency generators.	
Terminal building janitorial	Clean floors of public walkways, departure holdrooms, passenger loading bridges, and all public areas	Daily; respond to spill incidents as required	Yes	Yes	Departure holdrooms have designated personnel and Supervisors per Terminal 24 hours, 7 days a week. Departure holdrooms personnel also handle PBB cleaning. Public areas are handled by a Supervisor and a special cleaning crew. This team is trained to handle heavy cleaning efforts, special equipment, spills and the use of chemicals.	
Terminal building waste removal	Empty waste receptacles; replace liners	As needed on a daily basis	Yes	Yes	The SJU cleaning contractor has designated personnel on a continuous basis specifically for waste management disposal tasks. Aerostar ensures the management and good condition of the equipment, such as waste receptacles, t-trucks, and other. Same personnel for disposal, performs the replacement of the liners and sets aside the recycling waste.	

1.3 Ground Transportation and Parking

Category	Metric	Standard	In Compliance		Comment, if any	
			Yes	No	2015	2014
Vehicle departures curb	Percentage of double-parked vehicles	10%	Yes	Yes	Aerostar's Security Department has 24/7 Towing Unit that controls the flow of vehicles in both departures and arrivals curb. Unattended vehicles are removed.	
Vehicle arrivals curb	Percentage of double-parked vehicles	10%	Yes	Yes		
Taxicabs	Maximum wait time (minutes)	5	No	Yes	The average waiting time was 0:06:14	The average waiting time was 0:04:16
Parking lot shuttles	Maximum wait time (minutes)	10	N/A		N/A	
Hourly vehicle parking ¹	Maximum number of hours per year the lot is full or closed	1%	Yes	Yes	The Luis Muñoz Marín International Airport Parking Garage is open 24/7.	
Daily vehicle parking	Maximum number of hours per year the lot is full or closed	10%	Yes	Yes	The lot has not been full or closed for the years 2014-2015.	
Economy vehicle parking	Maximum number of hours per year the lot is full or closed	0%	N/A		The Luis Muñoz Marín International Airport does not have an Economy Vehicle Parking.	

(a) International Air Transport Association Airport Development Reference Manual, 9th Edition.

2. Facilities Condition Assessment

By Aerostar request, the Facilities Condition Assessment ("FCA") is being performed by René Acosta Arquitectos, regarding general terms of capital improvements that should be carried out, as well as the urgency of the required work.

The FCA will be provided no later than March 31, 2016.

¹ Parking Lot is open 24/7

3. Air Traffic Summary²

3.1 Aircraft Operations

3.1.1 Annual Operations

Months	Categories					
	Commercial		General Aviation		Military	
	2015	2014	2015	2014	2015	2014
January	12,968	11,846	1,242	2,470	71	26
February	11,592	10,887	1,130	1,833	87	40
March	13,269	13,197	1,313	1,679	126	50
April	12,380	12,492	992	1,451	98	65
May	11,094	11,414	761	1,081	79	108
June	11,488	11,411	779	1,163	98	73
July	12,341	12,100	717	1,153	76	76
August	10,885	10,603	668	1,174	53	96
September	8,986	8,614	555	888	72	49
October	9,949	9,654	643	881	90	68
November	11,357	10,715	895	1,110	88	55
December	13,444	12,923	1,160	1,479	79	72
Total:	139,753	135,856	10,855	16,362	1,017	778
Grand Total of All Operations:			Difference		% of Change	
For the Year 2015:	151,625		-1,371		-1%	
For the Year 2014:	152,996					

3.1.2 Peak Month Operations

Category	Peak Month		Operations			
	2015	2014	2015	2014		
Commercial	December	March	13,444	13,197		
General Aviation	March	January	1,313	2,470		
Military	March	May	126	108		
Grand Total of All Peak Month Operations:			Difference		% of Change	
For the Year 2015:	14,883		-892		-5.65%	
For the Year 2014:	15,775					

² For the 2014 Air Traffic Summary sections, the cargo, fuel stops and diverted flights were included in the reported sections. For 2015, only the information of passenger commercial airlines was included in the reported sections.

3.1.3 Peak Month Average Day Ops (Peak Month/31 Days)

Category	Peak Month Average Day		Operations	
	2015	2014	2015	2014
Commercial	December	March	434	426
General Aviation	March	January	42	80
Military	March	May	4	3
Grand Total of All Peak Month Average Day Operations:			Difference	% of Change
For the Year 2015:	480		-29	-5.70%
For the Year 2014:	509			

3.1.4 Peak Hour Operations

Category	Peak Hour		Operations	
	2015	2014	2015	2014
Commercial	12:00PM-1:00PM	2:00PM - 3:00PM	52	31
General Aviation	12:00PM-1:00PM	1:00PM - 2:00PM	20	3
Military	1:00PM-2:00PM	4:00PM - 5:00PM	5	3
Grand Total of All Peak Hour Operations:			Difference	% of Change
For the Year 2015:	77		40	108%
For the Year 2014:	37			

3.1.5 Commercial Fleet Mix

Description	%		Difference	% of Change
	2015	2014		
Wide body jet (%)	.96%	4.27%	-3.31%	-77.52%
Narrow body jet (%)	52.88%	44.45%	8.43%	18.97%
Regional jet (%)	.13%	0.04%	.09%	2.25%
Piston (%)	30.98%	29.11%	1.87%	6.42%
Turboprop (%)	15.05%	22.13%	-7.08%	-31.99%
TOTAL:	100.00%	100.00%		

3.1.6 General Aviation Fleet Mix

Description	%		Difference	% of Change
	2015	2014		
Jet (%)	29.05%	19.27%	9.78%	50.75%
Turboprop (%)	31.33%	45.46%	-14.13%	-31.08%
Piston (%)	39.62%	35.27%	4.35%	12.33%
TOTAL:	100.00%	100.00%		

3.1.7 Non-stop Markets

Description	Number		Difference	% of Change
	2015	2014		
Domestic Markets	51	61	-10	-16.39%
International Markets	48	53	-5	-9.43%
TOTAL:	99	114	-15	-25.82%

3.2 Commercial Activity

3.2.1 Passenger Load Factor

The Passenger Load Factor for 2015 is 84.31% and for 2014 was 76%.³

3.2.2 Annual Passengers⁴

The grand total of passenger for the Year 2015 is **8,430,939**, with 67,101 more passengers than 2014 (**8,363,838**).

Months	Passenger Categories									
	Domestic			International			O&D		Connecting	
	2015	2014	Diff.	2015	2014	Diff.	2015	2014	2015	2014
January	691,027	670,707	20,230	42,913	41,920	993	Data Not Available	Data Not Available	Data Not Available	Data Not Available
February	600,767	575,587	25,180	31,460	33,239	(1,779)				
March	712,807	742,352	(29,545)	34,229	37,252	(3,023)				
April	645,500	674,836	(29,336)	32,838	40,292	(7,454)				
May	644,405	650,658	(6,253)	32,741	39,900	(7,159)				
June	739,369	767,635	(28,266)	48,259	54,272	(6,013)				
July	824,027	828,042	(4,015)	63,400	69,780	(6,380)				
August	681,964	681,458	506	44,015	49,643	(5,628)				
September	486,398	461,524	24,874	26,322	28,205	(1,883)				
October	534,795	515,526	19,269	29,747	31,764	(2,017)				
November	638,859	577,239	61,620	39,441	36,038	3,403				
December	766,111	721,579	44,532	39,545	34,390	5,155				
Total:	7,966,029	7,867,143	98,886	464,910	496,695	(31,785)	7,166,298	6,941,986⁵	1,264,641	1,421,852⁶

3.2.3 Peak Month Passengers

Category	Peak Month		Passengers	
	2015	2014	2015	2014
Domestic Passengers	July	July	824,027	806,292
International Passengers			63,400	48,080
O&D Passengers			700,423	669,222
Connecting Passengers			187,004	185,150
Grand Total of Passengers:			887,427	854,372

³ Source Airport Operations Data Base ("AODB").

⁴ Revenue Passengers as included on the Airlines Self Reports. International enplaned passengers are included as domestic.

⁵ Data not available by month.

⁶ Data not available by month.

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3.2.4 Peak Month Average Day Passengers

Category	Peak Month Average Day		Passengers	
	2015	2014	2015	2014
Domestic Passengers	July	July	26,582	26,009
International Passengers			2,045	1,551
O&D Passengers			24,333	22,875
Connecting Passengers			4,294	4,685
Grand Total of Passengers:			28,627	27,560

3.2.5 Peak Hour Passengers

No available data for 2015 and 2014.

3.2.6 Cargo Activity

Description	Cargo	
	2015 ⁷	2014 ⁸
Enplaned Cargo Tonnage	58,723	57,314
Deplaned Cargo Tonnage	88,777	74,668
Total Cargo Tonnage:	147,500	131,982

3.3 Airport Users (Tenants)

3.3.1 Passenger Airlines

US-BASED AIRLINES	
2015	2015
Air America, Inc.	Air America, Inc.
Air Charter, Inc. d/b/a Air Flamenco	Air Charter, Inc. d/b/a Air Flamenco
Air Margarita	Air Margarita
Air Sunshine	Air Sunshine
American Airlines	American Airlines
Cape Air	Atlas Air
Delta	Cape Air
jetBlue	Delta
Orange Air	jetBlue
Seaborne Virgin Airlines, Inc. d/b/a Seaborne Airlines	Orange Air
Southwest Airlines	Seaborne Virgin Airlines, Inc. d/b/a Seaborne Airlines
Spirit	Southwest Airlines

⁷ Includes cargo information for passenger commercial airlines.

⁸ Cargo information for passenger commercial airlines not available.

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US-BASED AIRLINES	
2015	2015
Sun Country	Spirit
Tradewinds Aviation, LCC	Sun Country
United Airlines	Tradewinds Aviation, LCC
US Airways	United Airlines
Vieques Air Link	US Airways
Xtra Airways	Vieques Air Link
Universal Aviation	Xtra Airways
Miami Air	
Million Air	
Charter Flights Caribbean	
Total of Passenger Airlines for Each Year:	
22	19

FOREIGN-BASED AIRLINES	
2015	2014
Aerovías del Continente Americano S.A. (Avianca)	Aerovías del Continente Americano S.A. (Avianca)
Air Antilles	Air Antilles
Air Canada	Air Berlin
Air Europa	Air Canada
Compañía Panameña de Aviación, S.A. (Copa)	Air Europa
Condor Flugdienst GmbH	British Western
Insel Air	Compañía Panameña de Aviación, S.A. (Copa)
InterCaribbean Airways, Ltd.	Condor Flugdienst GmbH
Liat	Insel Air
Swift Air	InterCaribbean Airways, Ltd.
Westjet	Liat
Volaris	Swift Air
National Airlines	Westjet
Norwegian	
Fly BVI	
Insel Air Aruba	
AceFlight Center (Dueño es Cleo Hodge)	
Air Anguila	
Bohlke Airways	
Caribbean Buzz (Helicopteros)	
Island Airlines	
Island Birds	
Air Paradise	
Air Century	

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FOREIGN-BASED AIRLINES	
2015	2014
Helidosa	
Total of Foreign-Based Airlines for Each Year:	
25	13

3.3.2 Cargo Airlines

ALL CARGO AIRLINES	
2015	2014
ABX Air, Inc.	ABX Air, Inc.
Air Cargo Carriers (FedEx Affiliate)	Air Cargo Carriers (FedEx Affiliate)
Ameriflight	Ameriflight
Cargolux (Solo en ene. Y feb. 2015)	Cargolux
DHL Aviation	DHL Aviation
Federal Express (FedEx)	Federal Express (FedEx)
IFL	IFL
Kalitta Air (Solo ene. 2015)	Kalitta Air
Kingfisher	Kingfisher
Mountain Air Cargo (FedEx Affiliate)	Mountain Air Cargo (FedEx Affiliate)
Sky Way (FedEx Affiliate)	Sky Way (FedEx Affiliate)
Sky West	Sky West
United Parcel Service (UPS)	Tampa Cargo
Amerijet	United Parcel Service (UPS)
Volga Dnepr	
LAN Cargo	
Solar Cargo	
Seven Star Cargo	
Centurion Cargo	
Total of Cargo Airlines For Each Year:	
19	14

3.3.3 General Aviation (GA)

BASED AIRCRAFT (GA)			
2015		2014	
Name	Number of Aircrafts	Name	Number of Aircrafts
Gabriel Peñagaricano	2	Gabriel Peñagaricano	2
José Vélez	1	José Vélez	1
Rafael Córdova p/f	1	Rafael Córdova	1
Luis Hernández p/f	1	Luis Hernández	1
James Steven p/f	1	James Steven	1
Warren Wheeler p/f	1	Warren Wheeler	1
Cleo Hodge p/f	1	Cleo Hodge	1

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BASED AIRCRAFT (GA)			
2015		2014	
Name	Number of Aircrafts	Name	Number of Aircrafts
Black Magic	2		
Hjalmar Rivera	1		
Ruben Torres	1		
Edwin Medina	1		
David Peacock	1		
Anthony Thompson	1		
Omar Shoriff	1		
Kasey Canton	1		
Total of Aircrafts:	17	Total of Aircrafts:	8

FIXED BASE OPERATORS (FBO)	
2015	2014
Airport Aviation Services	Airport Aviation Services
Pazos Fuel Services, Inc.	Pazos Fuel Services, Inc.
Total of FBO for Each Year:	
2	2

4. Sustainability Report

4.1 Introduction

The purpose of this Sustainability Plan is to develop measures at the Luis Muñoz Marín International Airport ("SJU") that assure environmental impact avoidance, minimize unavoidable environmental impacts, and properly mitigate all potential issues, while assuring airport safety and effective operational activities. According to the Airports Council International of North America, airport sustainability represents a holistic approach to managing an airport to ensure the economic viability, operational efficiency, natural resource conservation, and social responsibility (commonly referred to as "EONS"). Overall, Aerostar Airport Holdings, LLC ("Aerostar"), the current SJU operator, is pursuing such airport sustainability standards in phases.

Additional focus is being placed to overall SJU environmental regulatory compliance, waste management issues, recycling, wildlife management, contamination avoidance and remediation, energy efficiency, storm water management and potable water systems maintenance.

4.2 Sustainability Goals and Achievements

4.2.1 Climate Change

Goal: To support initiatives that reduces contributions to climate change and consider potential climate change impacts in development projects.

Achievements:

- Aerostar Environmental Department continues to be an active member of the Puerto Rico Climate Change Council.

4.2.2 Energy Conservation

Goal: To reduce energy consumption by promoting innovative technology (including renewable resources).

Achievements:

- Due to the implementation of numerous projects focused on energy consumption reduction, during 2015 Aerostar was able to reduce energy consumption by approximately 1,900,000 kWh. This is equivalent to approximately 1,250,000 lbs. of CO₂ or to removing 115 vehicles from the road.
- Additionally, HVAC initiatives resulted in a consumption reduction of approximately 300,000 kWh in the month of December 2015.
- Feasibility analyses were conducted in order to increase energy efficiency.

4.2.3 Water Conservation

Goal: To reduce the consumption of water resources.

Achievements:

- Aerostar was proactive in reducing all “non-critical” water use at SJU during the 2015 water rationing program that was implemented by the Government of Puerto Rico. Such measures included the avoidance of power washing activities, car washing, water supply to aircrafts, and irrigation, as well as intermittent water supply measures to cargo area.
- Over 50 water leaks were identified and corrected during the water rationing period.
- HVAC condensation was collected in order to conduct runway and jet bridges maintenance activities (estimated at 250 gal per hr).

4.2.4 Natural Resources Management

Goal: Adequate management of natural resources in coordination with environmental regulatory agencies.

Achievements:

- Conducted tree management efforts with arboriculture experts and in close coordination with the PR Department of Natural and Environmental Resources, focusing mostly of tree pruning.

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- Effectively maintained the tree mitigation project at the Northeastern Ecological Corridor Reserve.
- Reinforced partnership with the US Department of Agriculture on wildlife management efforts, thus assuring best management practices and expert participation.
- Reinforced partnership with the San Juan Bay Estuary Program on developing initiatives to protect the adjacent lagoon systems.

4.2.5 Solid Waste Reduction / Recycling

Goal: Minimize solid waste and promote recycling.

Achievements:

- Launched Phase V of SJU Recycling Program in April 2015, which is currently recycling an average of 7.5 tons per month.
- Significant education and coordination was conducted with airlines as to assist them in developing recycling programs within their operation.

4.2.6 Air Quality

Goal: Minimize air emissions and achieve environmental compliance.

Achievements:

- Secured air emission permits from the PR Environmental Quality Board for all 17 emergency power generators under a single umbrella.
- Conducted improvements to emergency power generators and associated diesel fuel tanks.

4.2.7 Noise

Goal: Reduce adverse noise impacts in areas surrounding the Airport.

Achievements:

- Maintained the process to record and address noise complaints from SJU stakeholders (no noise related calls in 2015).

4.2.8 Hazardous Materials

Goal: Reduce hazardous materials in Airport property.

Achievements:

- Aerostar continued to address areas where special waste had been historically abandoned and removed 8,943 gallons of contaminated oil,

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5,031 lbs. of electronic equipment, and 2,104 fluorescent light bulbs during 2015.

- Significant education and coordination was conducted with airlines and tenants, including environmental inspections and notice of potential violations, in order to promote proper hazardous waste management practices.

4.2.9 Community Engagement

Goal: Develop relationship and collaborate with adjacent communities and environmental organizations.

Achievements:

- Reinforced partnership with the San Juan Bay Estuary Program.

4.2.10 Historical Performance

Data for 2015 evidences effective environmental and sustainability practices when compared to 2014.

5. Safety Report

5.1 Introduction – Safety Policy – Executed: 12/05/2013

The management of Aerostar Airport Holdings, LLC (“Aerostar”) striving for excellence in all we do recognizes the impact that our activities may have on people and the environment.

Aviation Safety is of the highest importance to Luis Muñoz Marín International Airport (“SJU”) and an integral part of its success. Aviation Safety will always be given highest priority in the context of any commercial, operational and environmental activities, and paramount above all daily work pressures. We will therefore endeavor to take all reasonable and achievable steps to ensure that the objectives of our Policy are met and that the necessary resources are allocated to reach our goals.

The objectives of our Policy are to ensure that the airport is safe to use by aircraft and to guarantee an unambiguous level of safety, matching that in place at other comparable international airports. Our goals are:

- To ensure that SJU will be recognized as one of the safest airports in the Caribbean and Latin America, and known as a leader in providing customers and employees with the highest level of safety.
- To implement and maintain, as far as is reasonably practicable, our Safety Management Program.
- Safety, health and protection of the environment will form an integral part of our planning and decision making.
- We will manage our company, wherever we do business, in an ethical way that strikes an appropriate and well-reasoned balance between economic, social and environmental needs.

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We are committed to:

- Conducting our business with respect and care for people and the environment.
- Responsible utilization of natural resources.
- Continually improving our safety, health and environmental performance.
- Complying, as a minimum, with all applicable legal and other agreed requirements.
- Promoting dialogue with stakeholders about safety, health and environmental performance.

We will achieve these by:

- Implementing safety, health, environmental management system.
- Informing and appropriately training all employees and contractors on safety, health and environmental matters.
- Responding effectively to safety, health and environmental emergencies involving our actives and those of our tenants.
- As far as reasonably practicable, providing appropriate resources required to implement the above.
- Ensure that our health, safety and environmental policy is reviewed at periods not exceeding three years from the effective date or by a date set by the Chief Executive Officer.

Please, refer to **Appendix F: Safety Policy** to view the executed version.

5.2 Safety Incidents - Refer to **Appendix G** to view the detailed Safety Incidents.

Corrective actions:

- Airport Safety Management Systems Manual
- Friday Safety Flyer Campaign
- Airport Safety Committee meetings
- Aerostar SMS Committee meetings
- Coordinate Safety Risk Assessments
- Incorporate initial SMS training to new staff.
- Expecting FAA Final Rule on SMS to be part of the FAA Part 139 inspection.
- Increase the number of safety reports from any identified unsafe operation or incident in the Airport Operations Area (AOA). (We saw a significant increase of reports thanks to our effective SMS development and implementation)

5.3 Safety Risks

Safety deficiencies to be corrected in the upcoming period:

- Reduce fuel spills by 5%
- Reduce AOA accidents or incidents by 5%
- Reduce vehicle/pedestrian and runway incursions to nil

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- Increase FOD collection by 10% from baseline with our FOD Manual Implementation
- Integrated Ramp markings and ground service equipment staging areas.

5.4 Self-inspection Summary

During 2015, the FAA conducted the self-inspections in accordance with FAA Advisory Circular 150/5200-18C. The following is a summary comparison between the years 2015 and 2014:

Months	Mandatory Self-Inspection		Special Self-Inspections		Job Orders	
	2015	2014	2015	2014	2015	2014
January	62	62	7	4	87	11
February	56	56	5	6	33	9
March	62	62	7	9	21	8
April	60	60	3	4	51	15
May	62	62	4	5	36	8
June	60	60	8	6	45	17
July	62	62	7	7	22	15
August	62	62	7	9	57	20
September	60	60	5	3	64	46
October	62	62	14	7	45	44
November	60	60	22	6	43	35
December	62	62	10	7	56	24
Total:	730	730	99	73	560	252

6. Security Assessment Report

6.1 Introduction – Airport Security Plan

The measures contained in the Airport Security Plan (“ASP”) must be complied with in accordance with 49 Code of Federal Regulations (“49 CFR”), Transportation Security Regulations, Section 1542.101(a). The airport operator must ensure that the measures contained in the ASP are implemented to provide for the safety and security of persons and property on an aircraft operating in air transportation against an act of criminal violence, aircraft piracy, and the introduction of an unauthorized weapon, explosive or incendiary device onto an aircraft.

These regulations are applicable to airport operators within the United States regularly serving operations of an aircraft operator or foreign air carrier under 49 CFR, sections 1544.101(a) or 1546.101(a). The airport operator, Aerostar, must ensure that employees and representatives conducting security conducting security procedures on its behalf comply with the provisions of this program.

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6.2 Security Incidents

Description	Quantity		
	2015	2014	Difference
Unattended Bags	1,726	1,554	+172
Removed Vehicles	959	1,003	-44
Emergency Door or Fire Alarm Activation (+5 Minutes Response) ⁹	16	36	-20
Emergency Door or Fire Alarm Activation (5 Minutes Response)	947	767	+180
"Piggy Back"	6	5	+1
Car Accidents	30	13	+17
Disorderly Conduct Among Passengers	33	46	-13
TOTAL:	3,717	3,424	+293

6.3 Proposed Program Changes

Aerostar's Security Department will be creating a new Airport Security Program that will have to be approved by the Transportation Security Administration ("TSA") by the end of 2016 Second Quarter.

7. Emergency Report

7.1 Introduction

The Airport Emergency Plan ("AEP") was designed to minimize the possibility and extent of personal injury and property damage on the airport in an emergency.

An emergency means an unforeseen combination of circumstances that calls for immediate action. It is any occasion or instance, natural or man-made that warrants action to save lives and protect property and public health. The AEP addresses those emergencies that occur on or directly impact an airport or adjacent property that:

- Is within the authority and responsibility of the airport to respond.
- May present a threat to the airport because of the proximity of the emergency to the airport.
- Where the airport has responsibilities under local/regional emergency plans and by mutual aid agreements.

The policies promulgated by the AEP ensure compliance with certification requirements contained in Part 139. Accordingly, the AEP applies to Aerostar employees, tenants, and other airport users, including Federal, Commonwealth of Puerto Rico, and local agencies approved to operate on the airport.

⁹ Per ASP the time response cannot exceed 10 minutes

The General Director, or designated representative, will maintain an AEP designed to minimize the possibility and extent of personal injury and property damage on the airport in an emergency. The General Director may deviate from these procedures when his/her judgment immediate and direct action is necessary to maintain established standards of operational safety and airport security, or in contingency situations affecting life and property in areas under the jurisdiction of the airport.

When necessary, applicable changes will be distributed to all manual holders. Changes will be dated and numbered consecutively. Upon receipt of a change notice, the change should be annotated on the "Record of Changes" sheet.

The General Director is responsible for the AEP updates and maintenance. FAA officials are authorized to make any inspections, including unannounced inspections, or tests to determine compliance with Part 139.

7.2 Emergency Incidents

A total of 47 alerts were reported from January through December 2015. Twenty-seven less alerts than 2014. Please, refer to **Appendix H: SJU Alerts** for more details.

Months	SJU Alerts	
	2015	2014
January	5	3
February	6	6
March	6 ¹⁰	9
April	3	4
May	4	5
June	2	7
July	5	6
August	3	9
September	2	5
October	2	7
November	6	6
December	3	7
TOTAL:	47	74

¹⁰ On March 24, 2015 an ARFF Drill was performed and is included in the SJU Alerts for the month of March.

7.3 Training

Description	Company	Instructor	Certified by
PART 139.303 & 139.327	Airside OPS	Erick Gracia Pedro Quiñones Dannaly Cruz	Aerostar
PART 139.303 & 139.327	ARFF	Erick Gracia	Aerostar
PART 139 Workshop	Aerostar	Steven Hicks	FAA
AEP Briefing	Aerostar	Jorge Capó	N/A
ICS 300	OPS/ARFF	PREMA	PREMA
ICS 400	OPS/ARFF	Health Department	PREMA
AOA Driving	Airport Community	Erick Gracia	Aerostar

7.4 Deficiencies

Please, refer to **Appendix I: "Oasis I 2015" Table Top Exercise**, which is performed in compliance with Federal Regulations of a mandatory drill once a year.

7.5 Corrective Measures

In response to the lessons learned on the Oasis I 2015 Table Top Exercise, we trained our staff in different Emergency Management methods depending on their job duties, to be able to respond efficiently during an emergency situation. Please, refer to Section 8.3: *Training* of this report and to Appendix A: Improvement Plan from the *Oasis I 2015 Table Top Exercise*.

8. Level of Service Report

Four (4) *Customer Satisfaction Surveys* were conducted during the months of March, June, September and December of 2015. Passenger graded various aspects of Level of Service, depending on their experience at the Airport, from 1 to 5 where 1 is bad and 5 is excellent. The final results were the following:

Airport Functional Area	Component	Survey Score	
		2015	2014
Airport access / parking	Signage and way finding to and from Airport	4.33	3.80
	Economy parking availability	N/A	
	Short-term parking availability	N/A	
	Terminal curb front congestion	N/A	
	Way finding to / from rental car facilities	4.38	3.51
Passenger ticketing	General appearance and cleanliness	3.99	3.61
	Customer service from airport employees	3.89	3.93

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Airport Functional Area	Component	Survey Score	
		2015	2014
	Wait times and congestion	3.88	3.79
	Overall ticketing lobby experience	3.89	3.78
	Signage and way finding	3.91	3.82
Passenger security screening	Customer service from security personnel	3.96	3.86
	Wait time and congestion	3.95	3.77
Departure hold rooms	General appearance and cleanliness	3.99	3.60
	Access to flight information	4.00	3.75
	Availability of seating	3.98	Not Available ¹¹
	Space available and passenger circulation	3.98	3.56
	Availability of concessions	3.99	3.26
Terminal concessions	General appearance and cleanliness	3.99	3.61
	Adequacy of food and beverage options	3.97	3.26
	Adequacy of retail options	3.99	3.26
	Adequacy of news and gift options	3.97	3.26
	Customer service by Lessee employees	3.98	3.64
Terminal restrooms	General appearance and cleanliness	3.98	3.47
	Adequacy pre-security and post-security	3.97	3.50
	Walking distance to restrooms (accessibility)	3.97	3.50
Baggage claim	General appearance and cleanliness	4.13	4.05
	Information regarding baggage claim device ¹²	N/A	
	Wait time for retrieval of luggage ¹³	N/A	
	Space available and passenger circulation	4.38	4.32
	Way finding from gate to baggage claim area	4.41	4.33
	Way finding from baggage claim area to ground transportation ¹⁴	N/A	
	Availability of concessions	4.25	4.17

¹¹ Not available in 2014 Surveys. Was included in 2015 Surveys.

¹² Information devices not available at Baggage Claim Area.

¹³ Survey is conducted while the passenger waits for the baggage. However, we comply with the IATA's Level C on the baggage claim waiting time.

¹⁴ Survey is conducted while the passenger waits for the baggage. A separate survey is conducted on Ground transportation way finding.

APPENDIX

APPENDIX A: HI-LITE CERTIFICATION

HI-LITE PUERTO RICO, LLC

CERTIFICATION

Hi-Lite Puerto Rico, LLC, certifies that the following works were performed during the year 2015, in compliance with the metrics and standards established in Schedule A: Operating Standards of the Luis Muñoz Marín International Airport Lease Agreement:

1. Airfield/Airport Operations:
 - a. Weekly pavement friction testing – standard day.
 - b. Pavement rubber removal, in compliance with the FAA Advisory Circular 150/5320-12C.

2. Aircraft Apron, twice per year:
 - a. Lead-in line markings
 - b. Stop line markings
 - c. Safety envelope markings

This certification is an Appendix to the *2015 Operational Performance Report*.



Carlos H. Vázquez, P.E.; Regional Director

Name and Title



Signature

1/21/16

Date

**APPENDIX B: LTMIA MAXIMUM QUEUE TIME
TABLE**

APPENDIX B: LMMIA MAXIMUM QUEUE TIME

Table F9.7: Level of Service Maximum Waiting Time Guidelines (In Minutes)

Area	Short to Acceptable (Minutes)	Acceptable to Long (Minutes)	Luis Muñoz Marín International Airport		
			2015	2014	Difference
Check-In Economy*	0 - 12	12 - 30	Domestic 0:07:48	Domestic 0:05:16	Domestic 0:02:32
			International 0:06:10	International 0:05:37	International 0:00:33
Check-In Business Class*	0 - 3	3 - 5	Domestic 0:07:48	Domestic 0:05:16	Domestic 0:02:32
			International 0:06:10	International 0:05:37	International 0:00:33
Passport Control Inbound	0 - 7	7 - 15	0:08:00	0:09:00	Under 0:01:00
Passport Control Outbound	0 - 5	5 - 10	0:08:00	0:06:53	0:01:07
Baggage Claim	0 - 12	12 - 18	0:11:49	0:12:45	Under 0:00:56
Security	0 - 3	3 - 7	0:04:40	0:04:03	0:00:37

*There is no way to know if its economy or business while performing the timing exercise.

APPENDIX C: JOB ORDERS-KPI ANALYSIS

**JOB ORDERS - ALL AIRPORT
KPI ANALYSIS**

Response Time (h:mm)
Year-To-Date-2015

DESCRIPTION	KPI_Time	# JO's	< KPI	> KPI	%<KPI	%>KPI
Jetbridge Doors	0:05	39	37	2	94.87%	5.13%
Jetbridge Overall Functionality	0:05	0	0	0	0.00%	0.00%
Jetbridge Ground Power	0:15	101	97	4	96.04%	3.96%
Jetbridge Potable Water	0:15	30	27	3	90.00%	10.00%
Jetbridge Pre-Conditioned Air	0:15	51	50	1	98.04%	1.96%
Baggage Handling System (BHS)	0:05	329	298	31	90.58%	9.42%
Elevators	0:30	213	176	37	82.63%	17.37%
Escalators	0:30	359	301	58	83.84%	16.16%
Terminal Building Climate (HVAC)	0:30	740	612	128	82.70%	17.30%
TOTALS:		1,862	1,598	264	85.82%	14.18%

Repair Time (h:mm)
Year-To-Date-2015

DESCRIPTION	KPI_Time	# JO's	< KPI	> KPI	%<KPI	%>KPI
Jetbridge Doors	1:00	39	36	3	92.31%	35.90%
Jetbridge Overall Functionality	2:00	0	0	0	0.00%	0.00%
Jetbridge Ground Power	48:00	101	101	0	100.00%	0.00%
Jetbridge Potable Water	2:00	30	30	0	100.00%	0.00%
Jetbridge Pre-Condition Air	48:00	51	48	3	94.12%	5.88%
Baggage Handling System (BHS)	2:00	329	325	4	98.78%	1.22%
Elevators	4:00	213	201	12	94.37%	5.63%
Escalators	4:00	359	354	5	98.61%	1.39%
Terminal Building Climate (HVAC)	72:00	740	740	0	100.00%	0.00%
TOTALS:		1,862	1,835	27	98.55%	1.45%

Remarks:
1. Preventive JO's are not considered for KPI's.
2. Only completed JO's are considered.

**JOB ORDERS – ALL AIRPORT – KPI ANALYSIS
2015-VS-2014-COMPARISON**

Response Time (h:mm)

DESCRIPTION	KPI Time	# JO's		< KPI		>KPI		%<KPI		%>KPI	
		2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Jetbridge Doors	0:05	39	78	37	72	2	6	94.87%	92.31%	5.13%	7.69%
Jetbridge Overall Functionality	0:05	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%
Jetbridge Ground Power	0:15	101	102	97	98	4	4	96.04%	96.08%	3.96%	3.92%
Jetbridge Potable Water	0:15	30	139	27	123	3	16	90.00%	88.49%	10.00%	11.51%
Jetbridge Pre-Conditioned Air	0:15	51	114	50	102	1	12	98.04%	89.47%	1.96%	10.53%
Baggage Handling System (BHS)	0:05	329	485	298	431	31	54	90.58%	88.87%	9.42%	11.13%
Elevators	0:30	213	141	176	120	37	21	82.63%	85.11%	17.37%	14.89%
Escalators	0:30	359	484	301	417	58	67	83.84%	86.16%	16.16%	13.84%
Terminal Building Climate (HVAC)	0:30	740	601	612	472	128	129	82.70%	78.54%	17.30%	21.46%
TOTALS:		1,862	2,144	1,598	1,835	264	309	85.82%	85.59%	14.18%	14.41%

Repair Time (h:mm)

DESCRIPTION	KPI Time	# JO's		< KPI		>KPI		%<KPI		%>KPI	
		2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Jetbridge Doors	1:00	39	78	36	74	3	4	92.31%	94.87%	35.90%	5.13%
Jetbridge Overall Functionality	2:00	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%
Jetbridge Ground Power	48:00	101	102	101	102	0	0	100.00%	100.00%	0.00%	0.00%
Jetbridge Potable Water	2:00	30	139	30	132	0	7	100.00%	94.96%	0.00%	5.04%
Jetbridge Pre-Conditioned Air	48:00	51	114	48	114	3	0	94.12%	100.00%	5.88%	0.00%
Baggage Handling System (BHS)	2:00	329	485	325	477	4	8	98.78%	98.35%	1.22%	1.65%
Elevators	4:00	213	141	201	127	12	14	94.37%	90.07%	5.63%	9.93%
Escalators	4:00	359	484	354	477	5	7	98.61%	98.55%	1.39%	1.45%
Terminal Building Climate (HVAC)	72:00	740	601	740	601	0	0	100.00%	100.00%	0.00%	0.00%
TOTALS:		1,862	2,144	1,835	2,104	27	40	98.55%	98.13%	1.45%	1.87%

APPENDIX D: FLIGHT INFORMATION DISPLAY

APPENDIX D: FLIGHT INFORMATION DISPLAY

Date	Terminal	Description	Ticket Closed (Hour)	Time Spent in Minutes	Metric OT NOT
2015-01-07 @ 11:12 AM	B	Monitor de FIDS solo muestra logo de Aerostar. Verificar si se está utilizando como FIDS al igual que el B2 y B4.	2015-01-07 @ 11:27 AM	15 min.	OT
2015-01-08 @ 05:15 PM	D	Posiciones D05 y D06 deben tener logo de Air Europa Priority.	2015-01-08 @ 05:20 PM	5 min.	OT
2015-01-08 @ 05:17 PM	D	Posición D03 debe tener logo de Air Europa, aún tiene el logo de Aerostar.	2015-01-08 @ 05:27 PM	10 min.	OT
2015-01-09 @ 02:01 PM	C	Global Lounge en Terminal C reporta tienen un monitor que no está funcionando, tiene un mensaje de no 'layout assigned'	2015-01-09 @ 02:16 PM	15 min.	OT
2015-01-09 @ 03:04 PM	A	No aparece el logo de JY en el counter A10, favor asignar ya está en AODB desde la 1320	2015-01-09 @ 03:19 PM	15 min.	OT
2015-01-12 @ 12:59 PM	A	Se observan 2 de las 4 pantallas para información de vuelos fuera de servicio. Las mismas están ubicadas al lado de la puerta de abordaje A3	2015-01-12 @ 01:59 PM	60 min.	OT
2015-01-14 @ 01:03 PM	A	La pantalla está ubicada en el lobby principal del Terminal A cerca de los mostradores de servicios. Muestra ventana con mensaje de error.	2015-01-14 @ 01:08 PM	5 min.	OT
2015-01-20 @ 12:56 PM	C	Uno de los monitores en el Global Lounge no está mostrando la información completa, aparentemente la mitad de la pantalla no se ve.	2015-01-20 @ 01:26 PM	30 min.	OT
2015-01-20 @ 02:51 PM	D	Localizada en el Terminal D, área de llegadas. 1 de 2 pantallas esta fuera de servicio. Incluyo adjunto fotografía de la misma.	2015-01-20 @ 03:21 PM	30 min.	OT
2015-01-22 @ 09:23 AM	D	En el Checkpoint #2 (Terminal D) 2 de 4 pantallas para información de vuelos están fuera de servicio (9:10am)	2015-01-22 @ 10:23 AM	60 min.	OT
2015-01-22 @ 01:00 PM	D	Pantallas localizadas en el Terminal D, Pasillo entre el Gate D7 y Margaritaville (11:40am)	2015-01-22 @ 02:00 PM	60 min.	OT
2015-01-27 @ 12:55 PM	A	Pantallas ubicadas en el área estéril, cerca del Gate A3. Las cuatro se observaron apagadas a eso de las 11:00am.	2015-01-27 @ 01:55 PM	60 min.	OT
2015-01-29 @ 11:28 AM	A	Air America no solicitó el mostrador hoy, favor remover logo.	2015-01-29 @ 11:33 AM	5 min.	OT
2015-02-09 @ 05:38 PM	A	Las 4 pantallas ubicadas en el área del gate A3 están inactivas según vistas en una ronda de calidad a eso de las 4:40pm	2015-02-09 @ 06:08 PM	30 min.	OT
2015-02-10 @ 01:09 PM	A	Baggage Claim, Terminal A. Una de las pantallas tiene un mensaje de error. Según visto en ronda a las 12:00pm	2015-02-10 @ 01:19 PM	10 min.	OT
2015-02-17 @ 11:45 AM	A	Favor de quitar los logos de Intercaribbean del counter A10. Reemplazarlos con los de Aerostar.	2015-02-17 @ 11:50 AM	5 min.	OT
2015-02-23 @ 02:29 PM	A	Subir logo de Air America en el counter A10 de 1400-1700.	2015-02-23 @ 02:34 PM	5 min.	OT
2015-03-02 @ 05:17 PM	A	Área estéril, después del Duty Free y antes del Gate A3	2015-03-02 @ 06:17 PM	60 min.	OT
2015-03-05 @ 05:28 PM	A	Reportan los FIDS que ubican en el A3 están apagados	2015-03-05 @ 05:58 PM	30 min.	OT
2015-03-09 @ 07:01 AM	A	Monitor no presenta info de vuelo, ni siquiera muestra el logo de Aerostar. Aparentemente no tiene conexión.	2015-03-09 @ 07:31 AM	30 min.	OT
2015-03-09 @ 07:05 AM	C	Buenos Días, los monitores de Cape Air en el C23 tienen un mensaje que dice "FAILED TO CONNECT"	2015-03-09 @ 07:35 AM	30 min.	OT
2015-03-10 @ 12:36 PM	A	Favor subir el logo de Air America en el counter A10.	2015-03-10 @ 12:41 PM	5 min.	OT
2015-03-10 @ 12:46 PM	B	Favor el vuelo 1680 con destino a ORD saliendo a las 1340 en la salida B6. En las pantallas sale el logo de Aerostar	2015-03-10 @ 01:01 PM	15 min.	OT
2015-03-10 @ 01:20 PM	B	Buenas tardes, necesito se suba el logo y vuelo de DL 506 con destino a ATL y hora de salida 1402 en el B11.	2015-03-10 @ 01:30 PM	10 min.	OT

Date	Terminal	Description	Ticket Closed (Hour)	Time Spent in Minutes	Metric OT NOT
2015-03-13 @ 02:14 PM	A	Nuevamente, las pantallas de información que están entre la salida del Duty Free y el Gate A3 se encuentran fuera de servicio.	2015-03-13 @ 03:14 PM	60 min.	OT
2015-03-16 @ 05:21 PM	CT	Una de las pantallas sobre el los counters de Southwest está fuera de servicio.	2015-03-16 @ 05:31 PM	10 min.	OT
2015-03-18 @ 11:43 AM	A	Terminal A, área de puertas giratorias en reclamo de equipaje. Ambas presentaban mensaje de error.	2015-03-18 @ 12:43 PM	60 min.	OT
2015-03-28 @ 05:53 AM	B	Buenos días, los monitores en el B3 no están mostrando la info del vuelo, solo el logo de Aerostar	2015-03-28 @ 07:53 AM	120 min.	OT
2015-03-30 @ 05:20 AM	D	American Airlines reports that the FIDS monitor at gate D9 are all in black, not showing any info.	2015-03-30 @ 07:50 AM	120 min.	OT
2015-03-30 @ 10:29 AM	A	Favor subir logo de Air America en la posición A-10.	2015-03-30 @ 10:34 AM	5 min.	OT
2015-04-02 @ 12:21 PM	C	Pantallas de información no genera el número de vuelo de Copa solo tiene el logo de Aerostar.	2015-04-02 @ 12:36 PM	15 min.	OT
2015-04-08 @ 01:31 PM	C	Pantalla reflejando un error en la imagen.	2015-04-08 @ 01:36 PM	5 min.	OT
2015-04-14 @ 09:37 AM	CT	Buenos días, me reportan GMD que las pantallas en estas posiciones están en Azul, se supone que salga el logo de Aerostar.	2015-04-14 @ 09:42 AM	5 min.	OT
2015-04-27 @ 11:12 AM	A	Pantalla localizada frente a giratorias que dan acceso a baggage claim del Terminal A.	2015-04-27 @ 01:12 PM	120 min.	OT
2015-04-29 @ 11:52 AM	A	Logo AAM en el counter A10 hasta las 4:00PM.	2015-04-29 @ 11:57 AM	5 min.	OT
2015-05-01 @ 12:18 PM	CT	En el módulo de info la pantalla de info de vuelos está en blanco	2015-05-01 @ 12:33 PM	15 min.	OT
2015-05-08 @ 01:56 PM	A	El personal de JY se comunicó con nuestro departamento para activar el counter el A10 del terminal A, con el logo de InterCaribbean, según el personal de JY aun muestra el logo de Air America. Favor de desactivar el logo de Air America, ya que en nuestro sistema no lo tenemos en el A10 activado.	2015-05-08 @ 02:41 PM	45 min.	OT
2015-05-08 @ 02:16 PM	D	Pantallas de ArriVal Terminal D del mostrador de información se quedaron frizadas, no están emitiendo la información correcta.	2015-05-08 @ 02:21 PM	5 min.	OT
2015-05-13 @ 01:47 PM	A	Unidades apagadas. Lado estéril entre Dufry y Gate A3	2015-05-13 @ 03:47 PM	120 min.	OT
2015-05-13 @ 04:20 PM	B	Please add the image for Sun Country Airlines to terminal B EASE. Counters and gates. JP.	2015-05-13 @ 04:25 PM	5 min.	OT
2015-05-14 @ 10:46 AM	CT	Iris Guzman - Reporta - Tiene 4 mostradores 2 con problemas de logo y 2 muy lentas	2015-05-14 @ 11:16 AM	30 min.	OT
2015-05-15 @ 10:50 AM	C	Información de vuelo en el gate c-28 sale en sistema como el gate c-27.	2015-05-15 @ 11:20 AM	30 min.	OT
2015-05-15 @ 02:30 PM	A	Sr. González notifica monitor con imagen distorsionada	2015-05-15 @ 03:00 PM	30 min.	OT
2015-05-19 @ 10:25 AM	All	Estimado Jason, es de suma importancia que todas las imágenes sean iguales en todos los counters y gates EASE. Es necesario que sea así debido a la complejidad de la temporada de verano.	2015-05-19 @ 12:25 PM	120 min.	OT
2015-05-20 @ 01:34 PM	A	F.I. Screens fuera de servicio en el área estéril, Gate A3 del Terminal A.	2015-05-20 @ 02:34 PM	60 min.	OT
2015-05-20 @ 04:40 PM	All	Some of the logos at terminal A need to be changed to dynamic assignments. Ask Abdie for details. JP.	2015-05-23 @ 04:40 PM	1,400 min.	NOT
2015-05-21 @ 04:41 PM	A	Pantalla fuera de servicio en el área que antes ubicaba la aerolínea Cape Air.	2015-05-21 @ 05:41 PM	60 min.	OT
2015-05-21 @ 05:53 PM	D	Solicitud de activar logos de primera clase UX, mostradores del Terminal D posición D5-D4	2015-05-21 @ 05:58 PM	5 min.	OT
2015-05-27 @	CT	Informan que los monitores del Central	2015-05-27 @	90 min.	OT

Date	Terminal	Description	Ticket Closed (Hour)	Time Spent in Minutes	Metric OT NOT
02:33 PM		Terminal donde se despliegan los logos de las líneas aéreas con error (fail to connect) área pública.	04:03 PM		
2015-05-28 @ 10:33 AM	A	Buenos días, por favor para que suban los logos de Air Antilles en las posiciones A37 y A38 (3S) Gracias,	2015-05-28 @ 10:43 AM	10 min.	OT
2015-05-28 @ 12:45 PM	C	Los monitores de AA baggage se apagaron, Las pantallas están en negro	2015-05-28 @ 01:45 PM	60 min.	OT
2015-05-28 @ 04:31 PM	A	Saludos: Les pido apoyo para reemplazar el logo de Air America con este nuevo provisto, lo antes posible. Mil Gracias.	2015-05-28 @ 05:01 PM	30 min.	OT
2015-05-30 @ 08:52 PM	CT	La siguiente es para informarle que las pantallas de los mostradores del área pública en Central Terminal hay algunas que están en blanco, y las pantallas del Terminal D del 1-4 están con el Logo de Volaris, adjunto encontraran las imágenes de los monitores.	2015-05-30 @ 09:37 PM	45 min.	OT
2015-06-03 @ 03:14 PM	A	Monitor ubicado en el área de Baggage Claim, Terminal A.	2015-06-03 @ 04:14 PM	60 min.	OT
2015-06-03 @ 03:25 PM	A	Activación de Logo Air America (AAM) en la posición A10 en el terminal A área publica. Fue solicitada desde ahora hasta las 20:00	2015-06-03 @ 03:30 PM	5 min.	OT
2015-06-04 @ 05:29 AM	A	Buenos días, Reporta Hector Padilla que los FIDS del gate A5 están apagados.	2015-06-04 @ 07:29 AM	120 min.	OT
2015-06-04 @ 10:18 AM	D	Los monitores del counter de información en el terminal D se fueron en blanco, están encendidos pero no sale ninguna imagen.	2015-06-04 @ 11:18 AM	60 min.	OT
2015-06-04 @ 12:38 PM	CT	Reporta DL que el monitor encima del counter #5 está apagado.	2015-06-04 @ 12:48 PM	10 min.	OT
2015-06-04 @ 06:27 PM	A	All Counter logos in terminal A need to be converted to DYNAMIC. Ask Abdiel for details.	2015-06-05 @ 06:27 PM	1,400 min.	NOT
2015-06-11 @ 11:16 AM	CT	Se le asignaron los mostradores pero los logos no suben.	2015-06-11 @ 11:31 AM	15 min.	OT
2015-06-12 @ 06:19 AM	A	Hola! Los logos de 3S están desactivados desde ayer en la A37 y A38 pero siguen apareciendo, intentamos poner los logos de InterCaribbean (JY) y no pasó nada.	2015-06-12 @ 07:19 AM	60 min.	OT
2015-06-15 @ 06:44 AM	A	Buenos Días, necesito por favor subir el logo de Tradewinds en el mostrador A09 & A10. Gracias,	2015-06-15 @ 07:14 AM	30 min.	OT
2015-06-15 @ 02:41 PM	A	favor de bajar los logos de Range y poner los de Aerostar, gracias anticipadas	2015-06-15 @ 03:11 PM	30 min.	OT
2015-06-16 @ 10:49 AM	A	Buenos Días, por favor para subir los logos de Air Antilles (3S) en las posiciones A37 & A38	2015-06-16 @ 10:54 AM	5 min.	OT
2015-06-18 @ 04:20 PM	D	Logos de Sky Priority en las posiciones D05 Y D06 de Aerostar en el terminal D de las Operaciones Air Europa	2015-06-18 @ 04:25 PM	5 min.	OT
2015-06-19 @ 08:54 AM	A	Buenos días reporta una compañera del booth de información que las pantallas de información de vuelo en el gate A3 están apagadas.	2015-06-19 @ 09:24 AM	30 min.	OT
2015-06-20 @ 04:07 PM	A	Poner los logos de Tradewind fijos en terminal A posiciones A09 y A10. Todas las demás son dinámicas. Preguntar a Juan Perez o Abdiel para detalles.	2015-06-20 @ 04:22 PM	15 min.	OT
2015-06-22 @ 06:04 AM	CT	Por favor si pueden bajar los logos de Air Europa de los mostradores 5 & 6. Gracias	2015-06-22 @ 08:04 AM	120 min.	OT
2015-06-22 @ 01:33 PM	CT	PANTALLAS CON EL LOGO DE LIAT NO SE ESTAN REFLEJANDO.	2015-06-22 @ 02:03 PM	30 min.	OT
2015-06-23 @ 01:09 PM	A	Terminal A, lado estéril, antes del Gate A3. 2 pantallas se observan fuera de servicio.	2015-06-23 @ 02:09 PM	60 min.	OT
2015-06-23 @ 01:11 PM	A	Se observa pantalla de video feed fuera de servicio en el Terminal A, lado estéril, frente al food court.	2015-06-23 @ 02:11 PM	60 min.	OT
2015-06-25 @	C	Please check images for Air Europa and	2015-06-25 @	30 min.	OT

Date	Terminal	Description	Ticket Closed (Hour)	Time Spent in Minutes	Metric OT NOT
12:02 PM		Condor in positions CT22 to CT27. It was reported by GMD that no icon for the mentioned airlines is present. JP.	12:32 PM		
2015-07-02 @ 05:23 AM	A	Las pantallas de los logos en el Terminal A área pública A3-A4 no aparecen los logos de Insef.	2015-07-02 @ 07:38 AM	120 min.	OT
2015-09-30 @ 01:06 PM	A	2 pantallas para información de vuelos fuera de servicio en el área del Gate A3 en el Terminal A	2015-09-30 @ 02:06 PM	60 min.	OT
2015-11-16 @ 04:27 PM	CT	Aún continúa con el Logo especial de Air Canada. Debe aparecer el de Aerostar	2015-11-16 @ 04:37 PM	10 min.	OT
2015-11-22 @ 05:42 PM	CT	Activación de Logos de Priority en los mostradores de UX CT20-CT21	2015-11-22 @ 05:47 PM	5 min.	OT
2015-11-29 @ 10:34 AM	A	Activación de logos de Air Canada en la Terminal A recursos A07 Priority Checkin A10 Economy Class	2015-11-29 @ 10:39 AM	5 min.	OT
2015-11-29 @ 01:16 PM	D	Activación de logos especiales de DY D05-D10	2015-11-29 @ 01:21 PM	5 min.	OT
2015-11-29 @ 01:18 PM	C	Activación de Logos especiales de SY CT 98, CT99	2015-11-29 @ 01:28 PM	10 min.	OT
2015-11-29 @ 02:02 PM	CT	Spirit reporta los monitores de logo en counter posiciones CT60 y CT61 están en negro.	2015-11-29 @ 02:32 PM	30 min.	OT
2015-11-29 @ 02:18 PM	CT	Sr. Abreu de Air Canada reporta que dos letreros no subieron. Las pantallas fueron las 9 y 20	2015-11-29 @ 02:48 PM	30 min.	OT
2015-11-29 @ 03:14 PM	B	Monitores de FIDS frente al Market en Terminal B están congelados	2015-11-29 @ 03:29 PM	15 min.	OT
2015-11-29 @ 05:48 PM	CT	Air Europa solicita letreros Sky Priority en las posiciones de counter 20 y 21	2015-11-29 @ 05:58 PM	10 min.	OT
2015-12-03 @ 02:11 PM	C	Pantalla de información de vuelo despliegan información a mitad	2015-12-03 @ 02:16 PM	5 min.	OT
2015-11-30 @ 03:29 PM	CT	Cada pantalla debe pasar el video en la misma frecuencia, así lo solicita TSA	2015-12-02 @ 03:29 PM	2,880 min.	NOT
2015-12-06 @ 11:22 AM	A	Fids área publica del Food Court Terminal B hacia el Terminal A (cerca de USDA) dos de ellas están apagadas.	2015-12-06 @ 01:22 PM	120 min.	OT
2015-12-26 @ 08:22 AM	CT	CT10 y CT05 por favor para bajar los logos.	2015-12-26 @ 08:27 AM	5 min.	OT

Flight Information Display Tickets Total:

2015	2014	Difference	% of Change
87	41	46	112%

On Time - %		Difference	% of Change	Not on Time - %		Difference	% of Change
2015	2014			2015	2014		
84 - 97%	39 - 95%	45	115%	3 - 3%	2 = 5%	1	50%

APPENDIX E: PAGING SYSTEM

APPENDIX E: PAGING SYSTEM

Date	Terminal	Description	Ticket Closed (Hour)	Time Spent in Minutes	Metric OT NOT
2015-01-22 @ 10:32 AM	A	Micrófono no está funcionando en Jet Blue.	2015-01-22 @ 11:02 AM	30 min.	OT
2015-02-18 @ 12:05 PM	B	Buenas tardes, United quiere saber cómo utilizar el paging system en el B6 y B8, en este momento están allí los agentes.	2015-02-18 @ 12:35 PM	30 min.	OT
2015-02-20 @ 11:56 AM	A	Cape Air necesita con urgencia un cable que va de la bocina al amplificador en el podio que tienen en el gate A1 abajo. Llevan días solicitando el arreglo de ese cable ya que sus empleados se están quedando sin voz. Según el Sr. Pedroza se ha comunicado varias veces con el Sr William Martínez.	2015-02-20 @ 12:56 PM	60 min.	OT
2015-03-12 @ 09:24 AM	A	Reporta JetBlue que el PA System del A2 no está funcionando.	2015-03-12 @ 09:39 AM	15 min.	OT
2015-03-18 @ 12:53 PM	D	12:05 Llamo Christopher Irizarry de USAirways a reportar que el micrófono del Gate D6 se salió de la base.	2015-03-18 @ 1:23 PM	30 min.	OT
2015-03-26 @ 02:44 PM	C	Buenas tardes, me reporta empleado de AA para informar que el cable del micrófono aparenta estar dañado ya que cuando dan los mensajes por el mismo se escucha entre cortado.	2015-03-28 @ 02:44 PM	2,880 min	NOT
2015-04-07 @ 04:38 PM	D	PA System riot working inside terminal.	2015-04-07 @ 05:08 PM	30 min.	OT
2015-04-22 @ 01:09 PM	D	Problemas equipo de sonido en el salón.	2015-04-22 @ 01:39 PM	30 min.	OT
2015-04-23 @ 04:15 PM	D	Anuncio de TSA en Terminal D no funciona en el area esteril	2015-04-23 @ 05:15 PM	60 min.	OT
2015-04-24 @ 10:36 AM	A	Syastema de Intrecom muy alto en el Terminal A	2015-04-24 @ 11:36 AM	60 min.	OT
2015-04-24 @ 01:15 PM	A	PA System está muy alto y no se entiende el mensaje.	2015-04-24 @ 01:45 PM	30 min.	OT
2015-04-24 @ 04:15 PM	A	Volumen muy alto, pasajeros y empleados han presentado queja.	2015-04-24 @ 05:15 PM	60 min.	OT
2015-05-04 @ 03:08 PM	A	PA SYSTEM ESTA MUY ALTO	2015-05-04 @ 04:08 PM	60 min.	OT
2015-05-14 @ 02:51 PM	D	Problemas con el PA System al momento de hacer los anuncios, informa que debe haber un cable suelto, área del Terminal D, sala de espera de D11	2015-05-14 @ 04:21 PM	90 min.	OT
2015-05-16 @ 11:53 AM	A	Para informar que en la Terminal A desde el A3-A7 el mismo no se esa escuchando al igual que en el área de reclamo de equipaje del mencionado Terminal.	2015-05-16 @ 01:23 PM	30 min.	OT
2015-05-19 @ 08:51 AM	A	Me indica Hector Padilla de JetBlue que el PA System no está funcionando en los Gates A5, A6 y A7. No se escucha parece estar apagado.	2015-05-19 @ 09:21 AM	30 min.	OT
2015-05-22 @ 03:50 PM	A	pa system en terminal está muy alto.	2015-05-22 @ 04:50 PM	60 min.	OT
2015-05-25 @ 06:46 PM	A	Notifican que anuncios de TSA se escuchan muy alto en los gate A5-A7	2015-05-25 @ 07:46 PM	60 min.	OT
2015-06-02 @ 07:01 AM	D	Buenos días! Reporta Giselle de Seaborne que el paging system del gate d18 no está funcionando. Aparentemente lo habían reportado hace unos dias pero ella no sabe si se arregló y se volvió a dañar o si no ha sido reparado.	2015-06-02 @ 08:31 AM	90 min.	OT
2015-06-04 @ 06:27 AM	A	Buenos días, Reporta Hector Padilla de JetBlue que el micrófono del podio del A5 está dañado. Hoy tiene 5 vuelos programados para ese gate.	2015-06-04 @ 07:57 AM	90 min.	OT
2015-06-08 @ 08:52 AM	A	Sistema de page system tiene un feedback muy fuerte.	2015-06-08 @ 09:22 AM	30 min.	OT

Date	Terminal	Description	Ticket Closed (Hour)	Time Spent in Minutes	Metric OT NOT
2015-06-12 @ 12:04 PM	A	No tiene micrófono para poder dar sus anuncios.	2015-06-12 @ 12:19 PM	15 min.	OT
2015-06-13 @ 02:44 PM		Notifican problemas de interferencia al transmitir mensaje	2015-06-13 @ 03:14 PM	30 min.	OT
2015-07-01 @ 01:18 PM	D	El personal de Seaborne informo que tienen problemas con el sistema de PA en el área de abordar, se escucha entre cortado los mensajes	2015-07-01 @ 01:48 PM	30 min.	OT
2015-07-07 @ 01:03 PM	D	Terminal D between Gates 9-18 TSA announcement can't be heard.	2015-07-07 @ 02:03 PM	60 min.	OT
2015-07-15 @ 01:03 PM	C	Reporto LIAT que el PA del 25 no está funcionando	2015-07-15 @ 02:03 PM	60 min.	OT
2015-07-17 @ 03:44 PM	A	Buenas Tardes, nos reporta JBU que tienen uno de los PA del A4 que no funciona	2015-07-17 @ 04:44 PM	60 min.	OT
2015-07-21 @ 09:02 AM	C	Wilmarie Pineiro de AA ops reporta que el mismo no funciona	2015-07-21 @ 10:02 AM	60 min.	OT
2015-07-22 @ 07:58 AM	C	Problemas con el Microphone	2015-07-22 @ 08:28 AM	30 min.	OT
2015-07-22 @ 08:01 AM	A	Jet blue informa problema con el Microphone Box counter A3	2015-07-22 @ 09:31 AM	90 min.	OT
2015-10-19 @ 12:27 PM	A	Notifican micrófono fuera de servicio.	2015-10-19 @ 12:57 PM	30 min.	OT
2015-11-02 @ 07:00 AM	C	Micrófono del counter no está funcionando.	2015-11-02 @ 08:30 AM	90 min.	OT
2015-11-03 @ 01:44 PM	A	Notifican que el podio de A2 no cuenta con micrófono.	2015-11-03 @ 01:59 PM	15 min.	OT
2015-11-07 @ 04:39 PM	D	Personal de GMD trabajando en Condor reporta problemas con el PA System en el D7	2015-11-07 @ 05:09 PM	30 min.	OT
2015-11-09 @ 11:04 AM	D	Representante de AA informa que el D15 no tiene Micrófono para el PA System del D15.	2015-11-09 @ 11:19 AM	15 min.	OT
2015-11-09 @ 12:24 PM	A	Está reportando Joseph Ramos # 10477 de JetBlue que el micrófono que está en el gate 4 para el PA system, está confrontando problemas. Alega el caballero que ya lo había informado y aun no lo han reparado.	2015-11-11 @ 12:24 PM	2,880 min.	NOT
2015-11-10 @ 05:07 PM	A	Notifican que el micrófono no funciona	2015-11-10 @ 06:37 PM	90 min.	OT
2015-11-11 @ 10:41 AM	C	Informan problemas con el micrófono del PA System C20-C22, el problema es que cuando están emitiendo el mensaje por el PA se corta la comunicación, (problema intermitente)	2015-11-12 @ 10:41 AM	1,400 min.	NOT
2015-11-11 @ 12:07 PM	D	Personal en la salida notifica problemas con el micrófono en la salida	2015-11-11 @ 1:37 PM	90 min.	OT
2015-11-13 @ 09:45 AM	D	Mensaje de seguridad está muy alto en el área de las salidas.	2015-11-13 @ 10:15 AM	30 min.	OT
2015-11-18 @ 01:13 PM	D	American Airlines reporta problemas con cabrería de PA System en D9. Se reportó ayer. Verificando status de la solicitud.	2015-11-20 @ 01:13 PM	2,880 min	NOT
2015-11-19 @ 07:45 PM	A	Se reporta que está muy alto, se necesita que bajen el volumen	2015-11-19 @ 08:15 PM	30 min.	OT
2015-12-03 @ 02:31 PM	C	Sr. Ortiz de operaciones AA reporta el cable del micrófono del podio de baggage en la correa bravo partido.	2015-12-03 @ 04:01 PM	90 min.	OT
2015-12-07 @ 05:10 PM	A	El micrófono de Tango 1 (caseta de cobro a los Taxistas, área del corral) no se escucha. Gracias	2015-12-07 @ 06:10 PM	60 min.	OT
2015-12-09 @ 01:38 AM	B	Eveliz Cotto de United reporta PA system Pódium del B6 que no funciona.	2015-12-09 @ 08:08 AM	420 min.	NOT
2015-12-18 @ 09:40 AM	Other	Necesitamos que revisen el sistema de PA de la estación de ARFF	2015-12-18 @ 11:40 AM	120 min.	OT

Paging System Tickets Total			
2015	2014	Difference	% of Change
46	31	15	48.39%

On Time - %		Difference	% of Change	Not on Time - %		Difference	% of Change
2015	2014			2015	2014		
41 - 89.13%	25 - 81%	16	64%	5 - 10.87%	6 - 19%	-1	-16.67

APPENDIX F: SAFETY POLICY

AEROSTAR AIRPORT HOLDINGS LLC

Safety Policy

The management of Aerostar Airport Holdings LLC striving for excellence in all we do recognizes the impact that our activities may have on people and the environment.

Aviation Safety is of the highest importance to Luis Munoz Marin International Airport (SJU) and an integral part of its success. Aviation Safety will always be given highest priority in the context of any commercial, operational and environmental activities, and paramount above all daily work pressures. We will therefore endeavor to take all reasonable and achievable steps to ensure that the objectives of our Policy are met and that the necessary resources are allocated to reach our goals.

The objectives of our Policy are to ensure that the airport is safe to use by aircraft and to guarantee an unambiguous level of safety, matching that in place at other comparable international airports.

Our goals are to ensure that Luis Munoz Marin International Airport (SJU) will be recognized as one of the safest airports in the Caribbean and Latin America, and known as a leader in providing customers and employees with the highest level of safety.


To implement and maintain, as far as is reasonably practicable, our Safety Management Program. Safety, health and protection of the environment will form an integral part of our planning and decision making. We will manage our company, wherever we do business, in an ethical way that strikes an appropriate and well-reasoned balance between economic, social and environmental needs.

We are committed to:

- Conducting our business with respect and care for people and the environment.
- Responsible utilization of natural resources.
- Continually improving our safety, health and environmental performance.
- Complying, as a minimum, with all applicable legal and other agreed requirements.
- Promoting dialogue with stakeholders about safety, health and environmental performance.

We will achieve these by:

- Implementing safety, health, environmental management system.
- Informing and appropriately training all employees and contractors on safety, health and environmental matters.
- Responding effectively to safety, health and environmental emergencies involving our actives and those of our tenants.
- As far as reasonably practicable, providing appropriate resources required to implement the above.
- Ensure that our health, safety and environmental policy is reviewed at periods not exceeding three years from the effective date or by a date set by the Chief Executive Officer.



Eng. Agustin Arellano
Chief Executive Officer

12-5-2013

Date

APPENDIX G: SAFETY INCIDENTS

Luis Muñoz Marin International Airport SMS/Safety Risk Management Register

Qualitative Risk Assessment										Risk Response Plan		Monitoring and Control			
Risk Identification															
#	SMSJAN	Risk Category	Risk Event	Cause	Effect	Threat or Opportunity	Primary Objective	Probability	Impact	Risk Matrix	Response Strategy	Response Actions	Responsible Entity	Interval or Milestone Check	Status, Date and Review Comments
1	SMSJAN1	External	PREPA power outage outside but it affected the airport.	PREPA maintenance issues leading to system failure and later power outage	Different points without electricity throughout the airport (i.e. RWY11, TWXX, Security checkpoints, etc.)	Threat	Scope	Low	Medium		Mitigate	Our electricians worked the situation, worked with the electric vault and resolved partially the problem until the service was reestablished by PREPA.	PREPA / AEROSTAR	See ways to prevent or know before hand this type of electrical outages and situations.	1/5/2015
2	SMSJAN3	External	PREPA power outage outside but it affected the airport.	PREPA maintenance issues leading to system failure and later power outage.	Unlike last power situation this time the only effect was that only some escalators, revolving doors and terminal areas where affected.	Threat	Scope	Low	Medium		Mitigate	Our electricians worked the situation, as for some escalators they turned them back on and others wait for the power to be fully back and normal.	PREPA / AEROSTAR	See ways to prevent or know before hand this type of electrical outages and situations.	1/7/2015
3	SMSJAN5	External	Aircraft from Cape Air with and alert category 2	Problems with the altimeters and mechanical factors involved.	Alert 2 response procedures from AREF and all required responsible parties.	Opportunity	Time	Low	Low		Mitigate	Maintenance reviews from airline SOP's and procedures.	N/A	N/A	1/6/2015
4	SMSJAN8	Environment	Bird strike on RWY18 with a US Airways Boeing 757-2 AZ03JUV	Bird activity in the vicinity, wildlife management program in place to mitigate bird activity.	No aircraft damage was reported by pilot, but some debris was accumulated due to the strike	Threat	Time	Low	Medium		Mitigate	Wildlife Management Program in place to mitigate bird activity in the vicinity of the airport and surrounding canals.	AEROSTAR / USDA WILDLIFE	Execute our Wildlife Management program accordingly to reduce and mitigate bird activity	1/12/2015
5	SMSJAN10	External	Terrorist threat on JetBlue flight 1348 SJU to DCA	Some information was obtained identifying the flight and suggesting a hijack attempt on the plane.	All responsible authorities where advised (TSA, DHS, FBI, DEA, PRPD, etc.) light got delayed and at the end a resulted as a false alarm.	Threat	Cost	Low	Low		Avoid	Responsible LEO's and authorities responded accordingly	LEO's / Federal and State Law Agencies	Be on the lookout for future threats such as this	1/13/2015
6	SMSJAN13	Environment	Bird strike on RWY10 with a JetBlue Airbus A320 MCC to SJU	Bird activity in the vicinity, wildlife management program in place to mitigate bird activity.	No aircraft damage was reported by pilot, but some debris was accumulated due to the strike	Threat	Time	Low	Medium		Mitigate	Wildlife Management Program in place to mitigate bird activity in the vicinity of the airport and surrounding canals.	AEROSTAR / USDA WILDLIFE	Execute our Wildlife Management program accordingly to reduce and mitigate bird activity.	1/15/2015
7	SMSJAN17	External	Minor allegedly jumped the fence and enter the AOA	No risk was shown from the minor although he says he stayed 3 days inside the airport AOA	Minor was escorted out from the premises by Security and PRPD accordingly.	Opportunity	Time	Low	Low		Avoid	Increase Security surveillance thru the perimeter fence of the airport and increase CCTV coverage of this blind spots	AEROSTAR / SECURITY	Be on the lookout for future scenarios such as this.	1/15/2015

2015 FEBRUARY		Risk Identification				Qualitative Risk Assessment				Risk Response Plan				Monitoring and Control	
SRM No.	Risk Category	Risk Event	Cause	Effect	Threat or Opportunity	Primary Objective	Probability	Impact	Risk Matrix	Response Strategy	Response Actions	Responsible Entity	Intervenor Milestones Check	Status: Date and Review Comments	
1	External	Alert II N757XJ Cabin	Showing hydraulic problems after departing from Isla Grande airport	RNNY 20 Approach and landing. ATC authorized the move in order to have a longer RNNY available for landing.	Opportunity	Time	Low	Low		Mitigate	ATC, ARFF, Operations responded accordingly.	N/A	Overall Emergency response accordingly.	3/12/2015	
2	Domest	Collision between a GMD bus and Aerostar Maintenance unit in the AOA.	The Mx. Driver allegedly did not see the GMD bus impacting the bus damaging the Mx. Unit.	The GMD bus driver was evaluated by paramedics. PBPB was involved and pending report from Operations.	Threat	Time	Low	Medium		Avoid	Pending on Ops report and overall information to determine root cause and overall details.	Aerostar	AOA change training for response employee, also undergoing a full AOA training for the entire airport.	2/19/2015	
3	External	Alert II LUAL	Having problems with the left engine Boeing 737.	The LUAL flight was diverted to SJU from ANJ.	Opportunity	Time	Low	Low		Mitigate	ATC, ARFF, Operations responded accordingly.	N/A	Overall Emergency response accordingly.	2/16/2015	
4	Environment	Fuel spill	Small spill due to a minor problem with the fuel oil valve.	Air Bp contained the spill and took care of the situation, ARFF and Ops personnel acted accordingly.	Opportunity	Scope	Low	Low		Mitigate	Air Bp responded and contained the spill, both ARFF, Environmental and Ops acted accordingly.	Air Bp	Response was fast and effective, all according to SOP's and Air Bp response.	2/19/2015	
5	Organization	Traffic light crossing N runway is out of order.	Overall high traffic volume and concentration at the N runway AOA crossing intersection hazard for both drivers and aircraft.	A high risk situation due to the high volume of both AOA traffic and aircraft traffic crossing N runway.	Threat	Time	Low	Medium		Avoid	Both Aerostar Mx and Ops worked together in solving the issue, electrical problem with traffic light was corrected.	Aerostar	Traffic light malfunctioning and locking in order to prevent this situation from occurring again.	2/23/2015	
6	External	Alert II Cape Air	Aircraft having mechanical problems, Cessna 402	The aircraft declared and emergency and ATC proceed to activate response protocol.	Opportunity	Time	Low	Low		Mitigate	ATC, ARFF, Operations responded accordingly.	N/A	Overall Emergency response accordingly.	2/23/2015	
7	External	Alert II	Aircraft having a fire indication and problems with the APU M350CS Boeing 737-400	The aircraft declared and emergency and ATC proceed to activate response protocol.	Opportunity	Time	Low	Low		Mitigate	ATC, ARFF, Operations responded accordingly.	N/A	Overall Emergency response accordingly.	2/24/2015	
8	Environment	Fuel spill on Apron 9	Fuel spill by Apron 9 (Total) a overflow from the pit.	Total and ARFF attended the situation and solved the problem accordingly.	Opportunity	Scope	Low	Low		Mitigate	Total responded and contained the spill, both ARFF, Environmental and Ops acted accordingly.	Total	Response was fast and effective, all according to SOP's and Air Bp response.	2/24/2015	
9	External	Alert II	Aircraft having overweight problems, AAL Boeing 757-200	The AAL flight was diverted to SJU from Barbados.	Opportunity	Time	Low	Low		Mitigate	ATC, ARFF, Operations responded accordingly.	N/A	Overall Emergency response accordingly.	2/24/2015	
10	Environment	Fuel spill on Cape Air ramp.	Fuel spill due to overflow on APRON 4 by gate B2.	Total and ARFF attended the situation and solved the problem accordingly.	Opportunity	Scope	Low	Low		Mitigate	Total responded and contained the spill, both ARFF, Environmental and Ops acted accordingly.	Total	Response was fast and effective, all according to SOP's and Air Bp response.	2/25/2015	
11	External	Aircraft has a light fire right after landing and ending RNNY 8 on S5 runway intersection.	The Shorts from MN had a fuel fire right after ending RNNY 8	Both Ops and MN mechanics notified and respond to this situation accordingly.	Opportunity	Time	Low	Medium		Mitigate	Both Ops and MN mechanics notified and respond to the situation accordingly, without further problems.	N/A	Responded and act accordingly from both Aerostar and MN.	3/2/2015	

2015 MARCH		Risk Identification				Qualitative Risk Assessment				Risk Response Plan				Monitoring and Control	
#	SMS No.	Risk Category	Risk Event	Cause	Effect	Threat or Opportunity	Primary Objective	Probability	Impact	Risk Matrix	Response Strategy	Response Actions	Responsible Entity	Interval or Milestone Check	Status: Date and Review Comments
1	SMSMA06	External	Aircraft from Cape Air with an Alert II	Problems with main landing gear.	Alert II response with ARFF and Ops, accordingly.	Opportunity	Time	Low	Low		Mitigate	All emergency procedures are followed accordingly and response times comply with minimums.	N/A	N/A	3/9/2015
2	SMSMA08	External	Aircraft from Cape Air with an Alert II	Reporting smoke in the cockpit	Alert II response with ARFF and Ops, accordingly.	Opportunity	Time	Low	Low		Mitigate	All emergency procedures are followed accordingly and response times comply with minimums.	N/A	N/A	3/9/2015
3	SMSMA09	Environment	Reported bird strike of an Airbus 767-2 aircraft.	Bird strike about 100K. From the approach of RNWY15	The aircraft had some parts of the bird near the wings, but nothing major.	Threat	Time	Low	Medium		Mitigate	Wildlife Management Program in place to mitigate bird activity in the vicinity of the airport.	AEROSTAR / USDA WILDLIFE	Exemption of our Wildlife Management Program accordingly, in order to reduce occurrences.	3/11/2015
4	SMSMA11	Environment	Fuel spill by Gate 20	Jet fuel escaped from the pit, 4-1 gallon of product.	Total, ARFF and Ops responded to the situation and contained the spill.	Opportunity	Scope	Low	Low		Mitigate	Total responded and contained the spill, all cleared with ARFF and Ops.	Total	Response time was great and teamwork keeps growing.	3/12/2015
5	SMSMA17	External	Aircraft from EBU with an Alert II	Reporting a failure with legs and aircraft, respectively.	The aircraft declared an emergency and ATC followed procedures.	Opportunity	Time	Low	Low		Mitigate	All emergency procedures are followed accordingly and response times comply with minimums.	N/A	N/A	3/16/2015
6	SMSMA23	Environment	Fuel spill by Gate 20	Jet fuel escaped from the pit, 4-1 gallon of product.	Total, ARFF and Ops responded to the situation and contained the spill.	Opportunity	Scope	Low	Low		Mitigate	Total responded and contained the spill, all cleared with ARFF and Ops.	Total	Response time was great, but the spill was a problem. Response time of 10 minutes, but it happens just in a month.	3/25/2015
7	SMSMA23	External	A minor was found wandering away from the passenger group by Gate 19	The minor was away from the passenger group, he was found walking by the access next time.	Skullion was relieved, the TSA and CBP escorted both the minor and the employee from Seabrook in order to continue operations.	Opportunity	Quality	Low	Medium		Avoid	The TSA and CBP took care of the situation. Both Ops and Seabrook are avoided at handoffs and additional awareness is key while operating in this area.	Seabrook	Incidents like this have been very dormant, no further situations like this have been reported thus far.	3/25/2015
8	SMSMA24	Environment	Fuel spill by APRON 6	A minor diesel spill was reported in the area.	ARFF, Ops, Environmental and Perfect Cleaning went to the scene, the diesel reached the sewer, but it was small concentration.	Opportunity	Scope	Low	Low		Mitigate	All responsible parties responded accordingly.	N/A	N/A	3/26/2015
9	SMSMA25	External	Aircraft from Cape Air with an Alert II	The aircraft reported engine #1 with smoke.	Alert II response with ARFF and Ops, accordingly.	Opportunity	Time	Low	Low		Mitigate	All emergency procedures are followed accordingly and response times comply with minimums.	N/A	N/A	3/30/2015
10	SMSMA25	Environment	Fuel spill by Gate 29	A jet overflow from Total	The fuel pit showed an overflow with the product.	Opportunity	Scope	Low	Low		Mitigate	Total responded and contained the spill, all cleared with ARFF and Ops.	Total	Response time was great, but the pit has a problem. Second time it happens just in a month.	3/31/2015
11	SMSMA231	External	Air Force C-17 aircraft with an Alert II	The aircraft reported smoke in the cargo compartment area	Alert II response with ARFF and Ops, accordingly.	Opportunity	Time	Low	Low		Accept	All emergency procedures are followed accordingly and response times comply with minimums.	N/A	N/A	3/31/2015

#	SRM No.	Status	Risk Category	Risk Event	Cause	Effect	Threat or Opportunity	Primary Objective	Probability	Impact	Risk Matrix	Response Strategy	Response Actions	Responsible Entity	Interval or Milestone Check	Status, Date and Review Comments
1	SMSAPR1	Retired	Environment	Concentration of bees need to the car rental facility	Moving migration, nesting, constant movement	Environmental division responded, pest control team took care of the situation	Opportunity	Time	Low	Low		Mitigate	Environmental called the company that removes bees, all clear and no injuries or threat to passengers.	N/A	N/A	4/2/2015
2	SMSAPR2	Domant	External	An Island Bird aircraft had a flat tire upon landing	The aircraft tire was damaged upon landing, maintenance or systems problems.	The aircraft had to be towed out of the SS taxiway by Rome personnel	Opportunity	Time	Low	Low		Transfer	All emergency procedures are followed accordingly and aircraft was quickly removed from the area	Island Birds / Rome	N/A	4/5/2015
3	SMSAPR4	Domant	External	An Air National Guard C130 aircraft with an alert II	The aircraft was doing regular training exercises, part of training	The aircraft followed ATC instructions and executed all procedures while the emergency occur.	Opportunity	Time	Low	Low		Transfer	All emergency procedures are followed accordingly and response times complied with minimums.	Air National Guard	N/A	4/7/2015
4	SMSAPR5	Retired	Environment	Fuel spill by Gate 20	Problems with the pit and pressure.	Around one gallon of fuel	Opportunity	Scope	Low	Low		Transfer	Total responded and contained the spill, all cleared with ARFF and Ops	Total	Response time was great and teamwork keeps growing	4/9/2015
5	SMSAPR7	Domant	Environment	Birdstrike reported on RNNWY 10	Delta pilot reported a birdstrike while approaching to land on RNNWY 10	The pilot reported the birdstrike direct hit to the windshield.	Threat	Scope	Low	Medium		Mitigate	Keep on executing the Wildlife Hazard Management Plan to mitigate bird activity in the airport vicinity	Aerostar / USDA	Monitor bird activity in the area and coordination with USDA	4/9/2015
6	SMSAPR13	Domant	Environment	Fuel spill by gate 17	Problems with the pit and pressure.	Small spill by gate 17 area	Opportunity	Scope	Low	Low		Transfer	Total responded and contained the spill, all cleared with ARFF and Ops	Total	Response time was great and teamwork keeps growing	4/13/2015
7	SMSAPR15	Domant	External	A SVA went	A SVA Boeing 737 had pressurization problems.	The aircraft did a heavy landing due to fuel and all emergency procedures took place accordingly.	Opportunity	Time	Low	Low		Transfer	All emergency procedures are followed accordingly and response times complied with minimums.	SWA / ARFF	N/A	4/17/2015
8	SMSAPR19	Retired	External	An accident with an AAL Boeing 737 aircraft and the jet bridge	The AAL Boeing 737 aircraft suffered some damage due to improper operation of the jet bridge	The aircraft had some damage next to the door, did not cause further damage to the aircraft	Threat	Cost	Low	Medium		Avoid	The airline AAL executed their internal procedures, on our part we looked for maintenance records and training records from the jet bridge DB.	AAL / Aerostar	Continous monitoring of the jet bridge operations around the airport.	4/20/2015
9	SMSAPR25	Retired	Environment	An oil spill from GMD cabin cleaning vehicle	The cabin cleaning vehicle had an oil leak	The GMD vehicle was removed from the area for maintenance.	Opportunity	Time	Low	Low		Transfer	GMD responded accordingly and area was clean	GMD	Be on the lookout for vehicle operating in the AOA	4/27/2015
10	SMSAPR30	Retired	External	A UAL aircraft diverted to SJU	The UAL aircraft diverted to SJU due to cabin pressurization problems	The aircraft landed at SJU, CSP cleared the aircraft since it was an international flight	Opportunity	Quality	Low	Low		Accept	The airline UAL followed their procedures and the airport responded accordingly to the situation.	UAL	N/A	4/30/2015

2015 MAY		Risk Identification					Qualitative Risk Assessment					Risk Response Plan				Monitoring and Control	
#	SRM No.	Status	Risk Category	Risk Event	Cause	Effect	Threat or Opportunity	Primary Objective	Probability	Impact	Risk Matrix	Response Strategy	Response Actions	Responsible Entity	Interval or Milestone Check	Status/Date and Review Comments	
1	SMSMA14	Retired	Environment	Fuel spill by gate 20	Problems with the fuel pit pressure.	Around 2 gallons of fuel	Opportunity	Scope	Low	Low		Transfer	Total responded and contained the spill, all cleared with ARFF and Ops.	Total	Response time was great and clean up was promptly executed.	5/5/2015	
2	SMSMA15	Dormant	External	A DHL Caravan Alert II	The C208 W800L reported an Engine failure.	The aircraft reported the situation and ATC issued the alert and response RNMVB	Opportunity	Time	Low	Low		Transfer	All emergency procedures are followed accordingly and response times complied with minimums.	DHL	N/A	5/8/2015	
3	SMSMA15	Dormant	External	A FedEx Alert II	A MD11 N614FE aircraft reported problems with the fuel systems which turned to be a fuel pressure failure.	The aircraft reported the situation and ATC issued the alert and response RNMVB	Opportunity	Time	Low	Low		Transfer	All emergency procedures are followed accordingly and response times complied with minimums.	FedEx	N/A	5/6/2015	
4	SMSMA16	Dormant	External	A JetBlue Alert II	The E190 aircraft reported having problems with the flaps	The aircraft reported the situation and ATC issued the alert and response RNMVB	Opportunity	Time	Low	Low		Transfer	All emergency procedures are followed accordingly and response times complied with minimums.	JetBlue	N/A	5/7/2015	
5	SMSMA12	Dormant	External	A PRANG Alert II	A C130 from PRANG reported fuel leak by the right engine.	The aircraft reported the situation and ATC issued the alert and response RNMVB	Opportunity	Time	Low	Low		Transfer	All emergency procedures are followed accordingly and response times complied with minimums.	PRANG	N/A	5/13/2015	
6	SMSMA15	Retired	External	A Cape Air aircraft with a fat fire	A CA02 had a fat fire right on S1 taxiway	The aircraft changed the fire on the spot and the passengers transferred to the terminal.	Opportunity	Time	Low	Low		Transfer	Both Ops and the aircraft mechanics went to the area, replaced the tire and deplaned the aircraft.	Cape Air	N/A	5/18/2015	
7	SMSMA16	Retired	Environment	Fuel spill by gate 20	Problems with the fuel pit pressure.	The pit showed an overflow due to a valve problem.	Opportunity	Scope	Low	Low		Transfer	Total responded and contained the spill, all cleared with ARFF and Ops.	Total	Response time was great and clean up was promptly executed.	5/19/2015	
8	SMSMA21	Dormant	Design	Fumes and gases by the TSA and Vanderlande the aircraft parked there are getting into that space and baggage makeup area.	Due to high volume of commuter aircraft by the end of APRON 3, the fumes from the aircraft parked there are getting into that space and baggage makeup area.	High fumes and gases concentration in the area, air quality being lowered	Threat	Quality	Low	Medium		Mitigate	Monitor air quality in the area and bear in mind that the event is due to high volume of aircraft operations in the area.	Aerostar	Monitor commuter operations by APRON 3	5/22/2015	
9	SMSMA29	Dormant	External	PREPA power outage outside but it affected the airport.	PREPA maintenance issues leading to system failure and later power outage.	Different points without electricity throughout the airport (i.e. RNMVY, TWXXY, Security checkpoints, etc.)	Threat	Scope	Low	Medium		Mitigate	Our electricians worked the situation, worked with the electric load and resolved partially the problem until the service was reestablished by PREPA.	PREPA / AEROSTAR	See ways to prevent or know before hand the type of electrical outage and situations.	5/31/2015	

Risk Identification										Qualitative Risk Assessment										Risk Response Plan										Monitoring and Control									
ID	SO	NO	SL	MS	MS	MS	MS	MS	MS	Risk Level	Cause	Effect	Threat or Opportunity	Primary Objective	Probability	Impact	Risk Matrix	Response Strategy	Response Actions	Responsible Entity	Interval or Milestone Check	Status: Date and Review Comments																	
1	+									High concentration of aircraft fuel	TSA employees reporting high gas concentration within the baggage inspection area closer central checkpoints	The fuel was built to conform with the condition by being 2	Opportunity	Time	Low	Low	Low	Low	Avoid	The container operations by (Name) are temporary and will return to another location in the future	Aircraft	N/A	6/4/2015																
2	+									Vehicle Affairs van had a collision with the water drainage by vehicle	The van suffered slight damage and the water drainage had some damage	Opportunity	Scope	Low	Low	Low	Low	Transfer	The drainage canal was fixed and replaced. And height clearance signage was installed at the vehicle checkpoint	Vehicle Affairs	N/A	6/5/2015																	
3	+									PRAND G130 Alert 1	Aircraft received mechanical problems	FAA msg down and ADFP Alert response	Opportunity	Time	Low	Low	Low	Transfer	All emergency procedures are followed accordingly and response times complied with minimums	ROANG	N/A	6/5/2015																	
4	+									Fuel overflow by Gate 28	While during the arrival, there was an overflow of approximately 7 gallons	The fuel overflow by the ramp was around 7 gallons	Opportunity	Scope	Low	Low	Low	Transfer	Trains rebooked to the station and contacted the spill kit with ADFP and Ops	Faces	Prevent future spills and overflows	N/A	6/15/2015																
5	+									OMD employee mistook N turner USA while the sign light was on	The employee was confused and sent back to retraining	Threat	Clear	Low	Medium	Medium	Avoid	The employee was sent to retraining	OMD / Available	Monitor any future occurrence by the area	N/A	6/15/2015																	
6	+									Bin area reported during take off from RWY19	A sign reported the strike and while take off from RWY19	Threat	Scope	Low	Medium	Medium	Mitigate	KATO on existing the Wildlife Incident Management Plan to mitigate bird activity in the airport vicinity	Available / USCA	Monitor bird activity in the area and coordinate with USCA	N/A	6/15/2015																	
7	+									An Airport aircraft reported an Alert 1	The aircraft reported takeoff roll and went back to the ramp for inspection	Opportunity	Time	Low	Low	Low	Transfer	All emergency procedures are followed accordingly and response times complied with minimums	Aviation	N/A	6/16/2015																		
8	+									A Gatehouse SMO aircraft had an Alert 1	The SMO aircraft had problems with the main landing gear	Opportunity	Time	Low	Low	Low	Transfer	All emergency procedures are followed accordingly and response times complied with minimums	Gatehouse	N/A	6/16/2015																		
9	+									A Police aircraft with an Alert 1	The PC12 reported having problems with the aircraft	Opportunity	Time	Low	Low	Low	Transfer	All emergency procedures are followed accordingly and response times complied with minimums	Tridemand	N/A	6/16/2015																		
10	+									A Gatehouse SMO aircraft with a fuel issue gear	The aircraft reported EICAS with the main gear showing low pressure	Opportunity	Scope	Low	Low	Low	Transfer	The SMO maintenance followed accordingly and ADFP/OPS were followed accordingly	Gatehouse	Monitor any future occurrences or incidents by the airport	N/A	6/22/2015																	
11	+									A Main B737 aircraft fuel tank on left wing by Gate C17	The fuel tank was by the back of the left wing engine. This would cause the fuel to be impacted. Passengers changed seats	Opportunity	Scope	Low	Low	Low	Transfer	All spill response procedures were followed accordingly	Fuel Service	Prevent future spills and overflows	N/A	6/22/2015																	
12	+									Fuel jet overflow by Gate 18	The jet showed an overflow due to vent problems	Opportunity	Scope	Low	Low	Low	Transfer	All spill response procedures were followed accordingly	Total	Prevent future spills and overflows	N/A	6/22/2015																	
13	+									OMD log with missing OMD log while the aircraft was on the ramp and suffered damage on the right engine	While receiving the aircraft, the OMD log was missing and the aircraft was not fully inspected and not fully checked and caused the right engine	Opportunity	Time	Low	Medium	Medium	Avoid	Escort aircraft maintenance at all times, especially at night	Aviation / OMD	Incident has not happen again	N/A	7/16/2015																	

RIS ASSESSMENT		Qualitative Risk Assessment										Risk Mitigation Plan		Monitoring and Control		
#	NY NTSB	Source	Risk Category	Risk Event	Cause	Impact	Threat or Opportunity	Primary Objective	Probability	Impact	Risk Matrix	Response Strategy	Response Actions	Responsible Entity	Interval or Milestone Check	Status: Date and Review Comments
1	SM5JL1	Domestic	Extreme	FRANCO C130 Alert 1	High vibration indication on area of the engine. The aircraft landed on RWY 8.	Low	Opportunity	Time	Low	Low	High	Transfer	All emergency procedures were followed accordingly and response times complied with minimums.	FRANCO	N/A	7/2/2015
2	SM5JL2	Regional	High	Fuel oil by left D14	While performing the fuel oil by left D14	Low	Opportunity	Advis	Low	Low	High	Transfer	All spill response procedures were followed accordingly.	Total Self Air	Prevent future spills and overflows.	7/3/2015
3	SM5JL3	Medium	High	The air conditioning hot bleed air extraction valve broke down and caused a large amount of bleed air to be lost.	This air conditioning hot bleed air extraction valve broke down and caused a large amount of bleed air to be lost.	Low	Opportunity	Time	Low	Low	High	Avoid	The Maintenance team verified the bleed air extraction valve and replaced it with a new one.	Airframe	Verify other electrical items that share air conditioning bleed air and such.	7/6/2015
4	SM5JL3	Domestic	Extreme	A GE90 engine engine	The aircraft had a landing gear problem.	Low	Opportunity	Time	Low	Low	High	Transfer	All emergency procedures were followed accordingly and response times complied with minimums.	FL Cargo	N/A	7/6/2015
5	SM5JL12	Domestic	Extreme	FRANCO C130 Alert 1	FRANCO C130 aircraft engine low oil indication.	Low	Threat	Advis	Low	Medium	High	Mitigate	How to work in response like the rest of the aircraft and FRANCO monitoring.	FRANCO/Airframe	Size up to the aircraft and report to the tower.	7/13/2015
6	SM5JL14	Regional	Extreme	Fuel oil by left D14	The fuel oil by left D14	Low	Opportunity	Advis	Low	Low	High	Transfer	How to work in response like the rest of the aircraft and FRANCO monitoring.	Total	Events like the fuel oil by left D14 in the area since April. Good weather conditions are helping.	7/19/2015
7	SM5JL17	Domestic	Extreme	Fuel oil by left D14	Problems with the fuel oil	Low	Opportunity	Advis	Low	Low	High	Transfer	PLMA responded and ordered the rest of the aircraft and FRANCO monitoring.	PLMA	Prevent future spills and overflows.	7/22/2015
8	SM5JL17	Domestic	Extreme	Fuel oil by left D14	Problems with the fuel oil	Low	Opportunity	Advis	Low	Low	High	Transfer	PLMA responded and ordered the rest of the aircraft and FRANCO monitoring.	PLMA	Prevent future spills and overflows.	7/22/2015
9	SM5JL18	Domestic	Extreme	FRANCO C130 Alert 1	The engine low oil indication.	Low	Opportunity	Time	Low	Low	High	Transfer	All emergency procedures were followed accordingly and response times complied with minimums. Checked aircraft parts closely like before once a month.	Dyno	N/A	7/22/2015
10	SM5JL20	Domestic	High	FRANCO C130 Alert 1	Due to high vibration of the engine, the aircraft landed on RWY 8.	Low	Threat	Advis	Low	Medium	High	Mitigate	Monitor all activity in the area and be prepared to respond to any aircraft operators in the area. Event have not occurred since May.	Airframe	Monitor comparable operators by ATIS/D14.	7/21/2015
11	SM5JL21	Domestic	Extreme	Air Cargo Carriers	The aircraft had hydraulic problems.	Low	Opportunity	Advis	Low	Low	High	Transfer	All emergency procedures were followed accordingly and response times complied with minimums.	Air Cargo Carriers	N/A	7/22/2015
12	SM5JL22	Regional	High	Air Cargo Carriers	All the aircraft were being to be towed to the ramp.	Low	Opportunity	Time	Low	Low	High	Transfer	ARTF, Ops and the aircraft mechanics were in the area. The aircraft was towed away.	NORCAT Carriers	N/A	7/22/2015
13	SM5JL26	Domestic	Extreme	Air Cargo Carriers	The aircraft had a nose gear problem.	Low	Opportunity	Time	Low	Low	High	Transfer	All emergency procedures were followed accordingly and response times complied with minimums.	NY Airframe	N/A	7/22/2015
14	SM5JL27	Domestic	Extreme	FRANCO C130 Alert 1	The tag caught the fuel in a mechanical failure with the engine on the runway at the end of the runway.	Low	Threat	Time	Low	Medium	High	Avoid	OMG conducted an internal audit area inspection of the aircraft and GSE they operate.	OMG	The GSE from the aircraft was inspected and all aircraft were inspected. A tag catch is being executed by them.	8/3/2015

2015 AUGUST		Risk Identification										Qualitative Risk Assessment										Risk Response Plan										Monitoring and Control									
#	SIM No.	Status	Risk Category	Risk Event	Cause	Effect	Threat or Opportunity	Primary Objective	Probability	Impact	Risk Matrix	Response Strategy	Response Actions	Responsible Entity	Interval or Milestone Check	Status: Date and Review Comments																									
1	SMSA/J03	Revised	External	A belt loader GSE equipment from GMD had an electrical failure.	The belt loader had an electrical failure, triggering a fire on the equipment.	The belt loader fire was controlled by employees.	Opportunity	Time	Low	Low		Avoid	GMD conducts an internal audit and inspection of all the vehicles and GSE they operate. Resulting in positive feedback since some of the GSE shared the same problem.	GMD	6/4/2015	6/7/2015																									
2	SMSA/J03	Correct	Environment	IBJ and other reported while landing on RWY10	A Jiffy aircraft E150 recorded a bird strike while landing on RWY10	No damage to the aircraft, the impact was on the nose of the aircraft.	Threat	Scope	Low	Medium		Mitigate	Keep on executing our Wildlife Hazard Management Plan to mitigate bird activity in the airport vicinity.	Aerostar / USDA	Monitor bird activity in the area and coordination with USDA	6/7/2015	6/7/2015																								
3	SMSA/J03	Revised	External	High concentration of minor, part fumes by Concourse B gate B3	The ingestion of a client product from a connector was not excluded accordingly and the fumes from the product went around the area.	The used product was high with on fumes and the ingestion area should have been properly sealed.	Opportunity	Quality	Low	Low		Avoid	Made coordination with PCP with all the areas and a review of all the documentation for approval.	Aerostar / Commercial	PCP authorizations are now established before in applying before any works	6/10/2015	6/10/2015																								
4	SMSA/J06	Revised	Design	An MSN faulty aircraft got into a hot taxi by Apron 55	The aircraft got into a hot taxi due to a crane on the APRON	The hot taxi property covered with fire panels and the aircraft was operating on the area.	Opportunity	Cost	Low	Low		Mitigate	A steel plate was set in place, reviewing with M7X and PND for any future upgrades to this APRON.	Aerostar	Monitor the area for future events and lobby all possible ways to mitigate the issue	6/11/2015	6/11/2015																								
5	SMSA/J07	Revised	Sign of VIB	A Conquest aircraft continued taking on the vehicle on the road (VIB)	The aircraft C208 N1241X continued taking on along the APRON 4 by AJ	The pilot was taking in any confusion for an along the VSR	Opportunity	Scope	Low	Low		Avoid	Aviation Operations took care of the situation and advise the pilot, luckily there was no conflict on the VSR. The aircraft has the right of way	Continental Aviatec	Monitor the area for future events	6/12/2015	6/12/2015																								
6	SMSA/J07	Dismiss	External	An American Airlines Alert 1	The B737 had problems with the hydraulic system (flap)	FAA ring down and AREF Alert 1 responses, the aircraft landed safely on RWY 8	Opportunity	Time	Low	Low		Transfer	All emergency procedures were followed accordingly and response times complied with minimums.	American Airlines	N/A	6/12/2015	6/12/2015																								
7	SMSA/J10	Revised	External	Improper storage of hazardous materials by airport hotel	An inspection by AREF showed that there was an improper storage of hazardous materials by airport hotel storage room	The hotel personnel was advised of proper storage procedures	Opportunity	Time	Low	Low		Transfer	The AREF advised personnel on proper storage procedures	Stateholder / Tenant	N/A	6/13/2015	6/13/2015																								
8	SMSA/J12	Dismiss	Environment	Big tower, responses while take off on RWY8	A Southwest aircraft B737 recorded a bird strike when take off on RWY8	The aircraft reported the event, no damage was recorded.	Threat	Scope	Low	Medium		Mitigate	Keep on executing our Wildlife Hazard Management Plan to mitigate bird activity in the airport vicinity.	Aerostar / USDA	Monitor bird activity in the area and coordination with USDA	6/13/2015	6/13/2015																								
9	SMSA/J15	Dismiss	External	An American Airlines Alert 1	The B737 had problems with records of smoke in the cabin	FAA ring down and AREF Alert 1 responses, the aircraft landed safely on RWY 8	Opportunity	Time	Low	Low		Transfer	All emergency procedures were followed accordingly and response times complied with minimums.	American Airlines	N/A	6/13/2015	6/13/2015																								
10	SMSA/J15	Dismiss	External	A CBP aircraft crossed airport while it was being pushed back from the gate	The CBP crew did not give way to the aircraft and crossed it at own back	The driver was oriented and sent back to training	Opportunity	Scope	Low	Low		Avoid	The driver was oriented and sent back to training	CBP	Monitor the area for future events	6/18/2015	6/18/2015																								
11	SMSA/J022	Revised	External	An aircraft had a wingback excursion on RWY10	The aircraft was a fire on take off on RWY10 and when it landed back the RWY10 length was not enough causing the excursion	Due to the fat the aircraft had the runway excursion and sent back to the APRON without required assistance	Opportunity	Time	Low	Low		Transfer	The aircraft crew was advised and lobby on the lookout for future events such like this	Stateholder / Tenant	Monitor this events for future events	6/24/2015	6/24/2015																								
12	SMSA/J022	Dismiss	External	A Cape Air aircraft with Alert 1	The CAJ22 aircraft had problems with the landing gear	FAA ring down and AREF Alert 1 responses, the aircraft landed safely on RWY 8	Opportunity	Time	Low	Low		Transfer	All emergency procedures were followed accordingly and response times complied with minimums.	Cape Air	N/A	6/24/2015	6/24/2015																								

2016 SEPTEMBER		Risk Identification					Qualitative Risk Assessment					Risk Response Plan			Monitoring and Control	
ID	SMS No.	Status	Risk Category	Risk Event	Cause	Effect	Threat or Opportunity	Primary Objective	Probability	Impact	Risk Matrix	Response Strategy	Response Actions	Responsible Entity	Interval or Milestone Check	Status: Date and Review Comments
1	SMSEPF6	Demanded	Environment	Bird strike reported on take off RWYB	A JetBlue reported a bird strike on takeoff roll.	The aircraft reported the event, no damage was reported.	Threat	Scope	Low	Medium		Mitigate	Keep on executing our Wildlife Hazard Management Plan to mitigate bird activity in the vicinity.	Aerotar / USDA	Monitor bird activity in the area and coordinate with USDA.	9/7/2015
2	SMSEPF8	Retired	Environment	A honeycomb and bees reported by Checkpoint 2	Rising bees and grouped for honeycomb formation.	The Environmental Department worked with the situation and coordinate the bee removal.	Opportunity	Time	Low	Low		Accept	The Environmental team worked the situation and coordinate the removal.	Aerotar	Monitor response to future events like this one.	9/10/2015
3	SMSEPF10	Demanded	External	A JetBlue Alert II	The aircraft reported trouble with NAVADS	FAA ring down and ARFF Alert II response, the aircraft landed safely on RWYB	Opportunity	Time	Low	Low		Transfer	All emergency procedures were followed accordingly and response time completed with minimums.	JetBlue	N/A	9/10/2015
4	SMSEPF11	Retired	External	A Cape Air C442 N2815G aircraft had a fuel fire on taxiway C	As the aircraft was taxiing to takeoff, it had a fuel fire.	The aircraft had repairs made on taxiway C, a NOTAM #50576 was issued.	Opportunity	Time	Low	Low		Transfer	Ops and mechanics from Cape Air went to the area and worked on the aircraft for approx. 2 1/2 hours.	Cape Air	N/A	9/14/2015
5	SMSEPF12	Retired	External	A fire was reported by DB	AAL reported that some stored batteries by D6 caught fire.	The fire was extinguished by AAL personnel and no damage was reported.	Threat	Time	Low	Low		Avoid	AAL inspected the area and the triggering event was a short circuit from the battery.	American Airlines	Be on the lookout for future situations for future situations and keep on promoting fire safety awareness.	9/15/2015
6	SMSEPF16	Retired	External	A truck impacted the Taxiway B bridge	The truck which access the airport by Checkpoint 2 left the airport from Checkpoint 1 and did not notice the height clearance, causing the impact.	The truck got stuck and suffered some damage due to impact with the taxiway B bridge.	Opportunity	Scope	Low	Low		Mitigate	The Taxiway B bridge was inspected and did not suffer substantial damage. Security and Risk took the investigation.	Truck driver	Installed some height clearance indicators and reinforce clearance height signage.	9/18/2015
7	SMSEPF19	Demanded	Environment	Fuel jet overflow between gates C24 and C26	The jet allowed an overflow	There was a small spill of around 4 gallons and Total cleanup the area.	Opportunity	Scope	Low	Low		Transfer	All spill response procedures were followed accordingly.	Total	Prevent future spills and overflows, monitor pits.	9/21/2015
8	SMSEPF19	Demanded	External	A JetBlue A320 aircraft with Alert II	The A320 had problems with the landing gear.	FAA ring down and ARFF Alert II response, the aircraft landed safely on RWYB	Opportunity	Time	Low	Low		Transfer	All emergency procedures were followed accordingly and response time completed with minimums.	JetBlue	N/A	9/21/2015
9	SMSEPF20	Demanded	Environment	A US Airways N156JW reported a Bird strike on RWYB	A US Airways A321 reported a bird strike on takeoff roll.	The aircraft reported the event, no damage was reported.	Threat	Scope	Low	Medium		Mitigate	Keep on executing our Wildlife Hazard Management Plan to mitigate bird activity in the vicinity.	Aerotar / USDA	Monitor bird activity in the area and coordinate with USDA.	9/22/2015
10	SMSEPF27	Retired	Environment	Fuel jet overflow by gate D18	Problems with the fuel jet valve.	Small overflow, contained by PUMA	Opportunity	Scope	Low	Low		Transfer	PUMA responded and contained the spill, all clear with ARFF and Ops.	PUMA	Prevent future spills and overflows, monitor pits.	9/28/2015
11	SMSEPF27	Retired	Environment	Fuel jet overflow by gate BT	Problems with the fuel jet valve.	Small overflow, contained by Total	Opportunity	Scope	Low	Low		Transfer	Total responded and contained the spill, all clear with ARFF and Ops.	Total	Prevent future spills and overflows, monitor pits.	9/28/2015

2015 OCTOBER										Qualitative Risk Assessment			Risk Response Plan			Monitoring and Control		
#	SOM No.	Status	Risk Category	Risk Event	Cause	Effect	Threat or Opportunity	Primary Objective	Probability	Impact	Risk Matrix		Response Strategy	Response Actions	Responsible Entity	Interval or Milestone Check	Status: Date and Review Comments	
											Probability	Impact						
1	SMSOCT1	Domest	Environment	A fueling truck overflow from PUMA	Apparently the truck caused the fuel overflow, problems with the truck valve.	Small overflow, contained by PUMA	Opportunity	Scope	Low	Low		Transfer	PUMA responded and contained the spill, all clear with ARFF and Ops.	Puma	Prevent future spills and overflows, monitor this area	10/2/2015		
2	SMSOCT11	Domest	Environment	A hydraulic spill from a jet bridge	The hydraulic leak was due to a rupture on the jet bridge hose	Around 2 gallons of hydraulic product.	Opportunity	Scope	Low	Low		Transfer	Air Bridge attended the situation and replaced the jet bridge hose.	Aerostar	Be on the lookout to prevent future situations	10/13/2015		
3	SMSOCT13	Domest	Environment	High concentration of Fuel deposit on the ground	Due to the construction works by Pazos at APRON 5, and while excavating, they triggered a fuel deposit concentrated on this area	The fuel came out of the surface and was due to high concentration of the product in the soil.	Opportunity	Scope	Low	Low		Transfer	The construction works were evaluated by ARFF and Environmental. We need to perform a study to identify the affected area.	Fuelers and Aerostar	Seek recommendations from ARFF and Environmental	10/15/2015		
4	SMSOCT15	Domest	External	A PRANG C130 aircraft with an Alert 1	The aircraft reported having problems with engine #3	FAA ring down and ARFF Alert II response, the aircraft landed safely on R09Y8	Opportunity	Time	Low	Low		Transfer	All emergency procedures were followed accordingly and response time complied with minimums	PRANG	N/A	10/16/2015		
5	SMSOCT18	Domest	Environment	A Fuel Pq overflow by Gate 19	The Fuel Pq had an overflow due to problems with valve and cleanup	There was a small spill and Total cleaned up the area	Opportunity	Scope	Low	Low		Transfer	Total responded and contained the spill, all clear with ARFF and Ops.	Total	Prevent future spills and overflows, monitor fuel pits	10/20/2015		

Risk Identification		Qualitative Risk Assessment					Risk Mitigation Plan		Monitoring and Controls			
Risk ID	Risk Title	Category	Impact	Priority	Probability	Impact	Risk Matrix	Response Strategy	Response Actions	Responsible Entity	Method for Mitigation Check	Effect, Date and Review Comments
SM0001	Fire in the engine area	Engine	High	High	High	High	High	High	All emergency procedures were followed accordingly and response time complied with instructions.	Aviation	NA	11/02/2018
SM0002	Loss of cabin pressure	Cabin	Medium	Low	Low	Low	Low	Low	The Aircraft Safety Coordinator advised accordingly and advised the cabin crew to brace for the situation.	132742	Runway evacuation light and the flight deck	11/02/2018
SM0003	Loss of cabin pressure	Cabin	High	High	High	High	High	High	All emergency procedures were followed accordingly and response time complied with instructions.	All Flight EC135	NA	11/13/2018
SM0004	Loss of cabin pressure	Cabin	Medium	Low	Low	Low	Low	Low	All emergency procedures were followed accordingly and response time complied with instructions.	Aviation	NA	11/13/2018
SM0005	Loss of cabin pressure	Cabin	High	High	High	High	High	High	AJBT subjected to the maintenance check and repaired with the clearing of the area.	Task Done	Monitor and be prepared for future flights	11/13/2018
SM0006	Loss of cabin pressure	Cabin	Medium	Low	Low	Low	Low	Low	The driver was sent to the maintenance and repaired with the proper procedure and the engine was replaced.	Aviation	Monitor for future flights to the area	11/13/2018
SM0007	Loss of cabin pressure	Cabin	High	High	High	High	High	High	All emergency procedures were followed accordingly and response time complied with instructions.	MW Aviation	NA	11/20/2018
SM0008	Loss of cabin pressure	Cabin	Medium	Low	Low	Low	Low	Low	The flight was cancelled, a report of approximately 12 gallons of fuel was reported and the fuel was replaced.	Aviation (Company External)	Prevent future flights by the company and the ACA	11/20/2018
SM0009	Loss of cabin pressure	Cabin	High	High	High	High	High	High	Monitor air quality in the area and be prepared for the event in case of high volume of aircraft operations in the area. Last report of the situation was in July.	Aviation	Monitor for future flights to the area	11/24/2018
SM0010	Loss of cabin pressure	Cabin	Medium	Low	Low	Low	Low	Low	All emergency procedures were followed accordingly and response time complied with instructions.	Aviation	NA	11/24/2018
SM0011	Loss of cabin pressure	Cabin	High	High	High	High	High	High	Monitor air quality in the area and be prepared for the event in case of high volume of aircraft operations in the area. Last report of the situation was in July.	Aviation	Monitor for future flights to the area	11/25/2018
SM0012	Loss of cabin pressure	Cabin	Medium	Low	Low	Low	Low	Low	All emergency procedures were followed accordingly and response time complied with instructions.	American Airline	NA	11/25/2018
SM0013	Loss of cabin pressure	Cabin	High	High	High	High	High	High	Monitor air quality in the area and be prepared for the event in case of high volume of aircraft operations in the area. Last report of the situation was in July.	Aviation	Monitor for future flights to the area	11/27/2018
SM0014	Loss of cabin pressure	Cabin	Medium	Low	Low	Low	Low	Low	All emergency procedures were followed accordingly and response time complied with instructions.	Aviation	NA	11/27/2018
SM0015	Loss of cabin pressure	Cabin	High	High	High	High	High	High	Monitor air quality in the area and be prepared for the event in case of high volume of aircraft operations in the area. Last report of the situation was in July.	Aviation	Monitor for future flights to the area	11/27/2018
SM0016	Loss of cabin pressure	Cabin	Medium	Low	Low	Low	Low	Low	All emergency procedures were followed accordingly and response time complied with instructions.	Aviation	NA	11/27/2018

Risk Identification		Qualitative Risk Assessment				Risk Mitigation Plan				Monitoring and Controls				
Item #	Item Name	Risk Event	Cause	Effect	Threat or Opportunity	Primary Objective	Probability	Impact	Risk Matrix	Mitigation Strategy	Response Actions	Responsible Entity	Review or Mitigation Check	Status, Date and Mitigation Comments
1	MSDC C18	A job hole on DT11 problems	A job hole on DT11 problems	The problem on DT11 has a job hole on the substructure	Opportunity	Quality	Low	Low		Flagging	A job hole was submitted to the area	Area	Verify area for future damage in reports	12/2/2015
2	MSDC C18	An aircraft was used by (E)	The right wing of the aircraft was in high light	The aircraft had a crack in the wing	Opportunity	Time	Low	Low		Transfer	The aircraft had a crack in the wing and was not used until repaired	MSDC / Bureau	See on the incident for future damage in reports	12/2/2015
3	MSDC C18	All APUs on DT11 were not working	The APUs on DT11 had a problem with the fuel system	The APUs on DT11 had a problem with the fuel system	Opportunity	Engine	Low	Low		Transfer	The APUs were not working due to a problem with the fuel system	MSDC	Monitor APU engine performance and report to the area	12/4/2015
4	MSDC C18	A hole in the floor of the DT11	Due to high volume of maintenance activity at the end of the DT11	High volume of maintenance activity at the end of the DT11	Threat	Quality	Low	Medium		Mitigate	Monitor for damage in the floor and report to the area	Area	Monitor for damage in the floor and report to the area	12/7/2015
5	MSDC C17	When entering by the DT11	An APU engine did not start and caused a problem with the DT11	The engine did not start and caused a problem with the DT11	Threat	Time	Low	Medium		Mitigate	The APU engine did not start and caused a problem with the DT11	MSDC	Monitor for APU engine performance and report to the area	12/8/2015
6	MSDC C18	A problem with the DT11	The left ladder was not working and caused a problem with the DT11	The left ladder was not working and caused a problem with the DT11	Opportunity	Time	Low	Low		Transfer	The left ladder was not working and caused a problem with the DT11	MSDC	See on the incident for future damage in reports	12/8/2015
7	MSDC C18	When entering by the DT11	An APU engine did not start and caused a problem with the DT11	The engine did not start and caused a problem with the DT11	Threat	Time	Low	Medium		Mitigate	The APU engine did not start and caused a problem with the DT11	MSDC	Monitor for APU engine performance and report to the area	12/14/2015
8	MSDC C14	A problem with the DT11	The fuel tank was not working and caused a problem with the DT11	The fuel tank was not working and caused a problem with the DT11	Opportunity	Engine	Low	Low		Transfer	The fuel tank was not working and caused a problem with the DT11	Area	Monitor for fuel tank performance and report to the area	12/16/2015
9	MSDC C17	An APU engine on DT11	The APU engine was not working and caused a problem with the DT11	The APU engine was not working and caused a problem with the DT11	Opportunity	Time	Low	Low		Transfer	The APU engine was not working and caused a problem with the DT11	Area	Monitor for APU engine performance and report to the area	12/16/2015
10	MSDC C18	A problem with the DT11	The APU engine was not working and caused a problem with the DT11	The APU engine was not working and caused a problem with the DT11	Opportunity	Time	Low	Low		Transfer	The APU engine was not working and caused a problem with the DT11	Area	Monitor for APU engine performance and report to the area	12/16/2015
11	MSDC C18	A problem with the DT11	Due to high volume of maintenance activity at the end of the DT11	High volume of maintenance activity at the end of the DT11	Threat	Quality	Low	Medium		Flagging	Monitor for damage in the floor and report to the area	Area	Monitor for damage in the floor and report to the area	12/21/2015
12	MSDC C18	A problem with the DT11	The APU engine was not working and caused a problem with the DT11	The APU engine was not working and caused a problem with the DT11	Opportunity	Engine	Low	Low		Alert	The APU engine was not working and caused a problem with the DT11	MSDC	Monitor for APU engine performance and report to the area	12/22/2015
13	MSDC C18	A problem with the DT11	Problems with the fuel system	Fuel system problems	Opportunity	Engine	Low	Low		Transfer	Fuel system problems	Area	Monitor for fuel system performance and report to the area	12/24/2015
14	MSDC C18	A problem with the DT11	The APU engine was not working and caused a problem with the DT11	The APU engine was not working and caused a problem with the DT11	Opportunity	Time	Low	Low		Transfer	The APU engine was not working and caused a problem with the DT11	Area	Monitor for APU engine performance and report to the area	12/31/2015
15	MSDC C18	A problem with the DT11	The cables on the DT11 were not working	The cables on the DT11 were not working	Opportunity	Time	Low	Low		Alert	The cables on the DT11 were not working	Area / Air Bridge	Monitor for cable performance and report to the area	12/31/2015

APPENDIX H: SJU ALERTS

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Sully González Rodriguez

Date: 01/03/2015

Time: 1828

Alert Category: 2

Aircraft Identification: 968

Airline/Company: ANG

Aircraft Make & Model: C130

Aircraft Location (If On Ground): N/A

Nature of the Emergence: Engine Out

ETA: 1840

ATA: 1839

Landing RWY: 08

Persons on board (SOB): 7

Fuel on board: 4.0 hours

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF

Departure Airport: N/A

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: C. Marrero

Time Alert Canceled: 1846

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1830	FT
Airport Manager	787-216-9244		X	X	1831	No Answer
Safety	787-216-0288		X	X	1832	EG
Security	787-253-2500		X	X	1835	RR
Airline Representative	Airline Ops		X	X	1834	No Answer
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELTION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: JC Rodriguez

Date: 01/15/2015

Time: 0925

Alert Category: 2

Aircraft Identification: N810BW

Airline/Company: Cape Air

Aircraft Make & Model: C402

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Smoke in cabin

ETA: 0932

ATA: 0933

Landing RWY: 10

Persons on board (SOB): 3

Fuel on board: 2hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Safety, ARFF, OPS

Departure Airport: MAZ

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: J. Oliveras

Time Alert Canceled: 0937

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	0925	JT
Airport Manager	787-216-9244		X	X	0928	IB
Safety	787-216-0288		X	X	0929	EG
Security	787-253-2500		X	X	0927	RU
Airline Representative	Airline Ops		X	X	0932	JR
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Sully González Rodríguez

Date: 01/21/2015

Time: 1527

Alert Category: 1

Aircraft Identification: N4498Y

Airline/Company: MN

Aircraft Make & Model: SH36

Aircraft Location (If On Ground): N/A

Nature of the Emergence: Landing gear indication

ETA: 1450

ATA: 1541

Landing RWY: 08

Persons on board (SOB): 2

Fuel on board: 800lbs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: N/A

Departure Airport: STT

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: O. Pérez

Time Alert Canceled: 1547

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1528	FJ
Airport Manager	787-216-9244		X	X	_____	_____
Safety	787-216-0288		X	X	_____	_____
Security	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-543-5357			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: J.Rodriguez/M Micheli

Date: 01/28/2015

Time: 1235

Alert Category: 1

Aircraft Identification: N4498Y

Airline/Company: MN

Aircraft Make & Model: SH360

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Landing Gear IND

ETA: 1245

ATA: 1244

Landing RWY: 8

Persons on board (SOB): 2

Fuel on board: 800 lbs.

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Ops, Safety, ARFF

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: A. Francisco

Time Alert Canceled: 1247

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1235	JT
Airport Manager	787-216-9244		X	X	_____	_____
Safety	787-216-0288		X	X	_____	_____
Security	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Lisa Castillo

Date: 02/11/2015

Time: 1100

Alert Category: 2

Aircraft Identification: N757XJ

Airline/Company: Pazos FBO

Aircraft Make & Model: C750

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Hydraulic system out

ETA: N/A

ATA: 1112

Landing RWY: 26

Persons on board (SOB):4

Fuel on board: 2hrs 45min

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, Paramedics, OPS

Departure Airport: SIG

NOTAM Number: 1502111526-150211-1630

NOTAM Cancelled at 1151

Runway & Safety Areas Swept & FOD Checked by: 1149 A. Francisco

Time Alert Canceled: 1150 CH

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1100	JT
Airport Manager	787-216-9244		X	X	1102	IB
Safety	787-216-0288		X	X	1101	JL
Security	787-253-2500		X	X	1100	OM
Airline Representative	Airline Ops		X	X	1100	JM
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Juan Cruz

Date: 02/14/2015

Time: 1708

Alert Category: 2

Aircraft Identification: N47414

Airline/Company: United Airlines

Aircraft Make & Model: B737

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Left engine out

ETA: 1719

ATA: 1719

Landing RWY: 10

Persons on board (SOB): 128

Fuel on board: 3hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, Paramedics

Departure Airport: ANU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: J. Polanco

Time Alert Canceled: 1728 UC

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1708	JF
Airport Manager	787-216-9244		X	X	1717	IB
Safety	787-216-0288		X	X	1720	EG
Security	787-253-2500		X	X	1720	CN
Airline Representative	Airline Ops		X	X	1709	CT
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis Sanchez/Sully Gonzalez

Date: 02/17/2015

Time: 1352

Alert Category: 2

Aircraft Identification: N781EA

Airline/Company: Cape Air

Aircraft Make & Model: C-402

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Gear problems

ETA: N/A

ATA: 1400

Landing RWY: 10

Persons on board (SOB): 8

Fuel on board: 400lbs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, OPS

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: O. Pérez

Time Alert Canceled: 1409

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1356	FJT
Airport Manager	787-216-9244		X	X	1357	I.B
Safety	787-216-0288		X	X	1358	E.G
Security	787-253-2500		X	X	1359	L.O
Airline Representative	Airline Ops		X	X	1400	A.P
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: L. Sanchez/S. Gonzalez

Date: 02/18/2015

Time: 1558

Alert Category: 2

Aircraft Identification: N639CS

Airline/Company: Department of justice (DOJ)

Aircraft Make & Model: 737-400

Aircraft Location (If On Ground): N/A

Nature of the Emergency: APU Failure, Fire Indicator

ETA: 1605

ATA: 1557

Landing RWY: 10

Persons on board (SOB): 70+

Fuel on board: N/A

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, OPS, Ambulance

Departure Airport: ATL

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: J. Polanco

Time Alert Canceled: 1606

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1558	FJT
Airport Manager	787-216-9244		X	X	1558	IB
Safety	787-216-0288		X	X	1559	EG
Security	787-253-2500		X	X	1600	LO
Airline Representative	Airline Ops		X	X	1601	MR
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Leslie Colon

Date: 02/22/2015

Time: 0839

Alert Category: 2

Aircraft Identification: N665AA

Airline/Company: American Airlines

Aircraft Make & Model: 757-200

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Overweight, medical emergency

ETA: 0900

ATA: 0904

Landing RWY: 08

Persons on board (SOB): 191

Fuel on board: 4hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Requested ARFF, OPS, Paramedics

Departure Airport: BGI

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Carlos Marrero

Time Alert Canceled: 0914

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	0841	FJT
Airport Manager	787-216-9244		X	X	0853	N/A
Safety	787-216-0288		X	X	0854	EG
Security	787-253-2500		X	X	0855	GO
Airline Representative	Airline Ops		X	X	0855	HO
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: J. Cruz

Date: 02/28/2015

Time: 1725

Alert Category: 2

Aircraft Identification: N557XJ

Airline/Company: Pazos

Aircraft Make & Model: CL30

Aircraft Location (if On Ground): N/A

Nature of the Emergency: Flap Failure

ETA: 1735

ATA: 1744

Landing RWY: 8

Persons on board (SOB): 4

Fuel on board: 4.5hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, OPS

Departure Airport: CIW

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: J. Polanco

Time Alert Canceled: 1753

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1732	FJ
Airport Manager	787-216-9244		X	X	1740	No Answer
Safety	787-216-0288		X	X	174	1EG
Security	787-253-2500		X	X	174	1RR
Airline Representative	Airline Ops		X	X	1743	Alexana
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: N. Lao / M. Michelle

Date: 03/06/2015

Time: 1205

Alert Category: 2

Aircraft Identification: N740CA

Airline/Company: Cape Air

Aircraft Make & Model: Cessna 402

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Right Main Gear Unsecure

ETA: 1207

ATA: 1209

Landing RWY: 10

Persons on board (SOB): 8

Fuel on board: 3hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Requested ARFF, Safety, Paramedics, Police

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: C. Gomez

Time Alert Canceled: 1217

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1205	FT
Airport Manager	787-216-9244		X	X	_____	_____
Safety	787-216-0288		X	X	1205	EG
Security	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION

SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: J. Cruz

Date: 03/06/2015

Time: 1721

Alert Category: 2

Aircraft Identification: N510BN

Airline/Company: Cape Air

Aircraft Make & Model: BN2P

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Smoke in Cabin

ETA: 1723

ATA: 1723

Landing RWY: 10

Persons on board (SOB): 4

Fuel on board: 2hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Requested ARFF

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: J. Oliveras

Time Alert Canceled: 1732

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1722	FJ
Airport Manager	787-216-9244		X	X	_____	_____
Safety	787-216-0288		X	X	1722	EG
Security	787-253-2500		X	X	1722	RU
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis Sanchez & Eduardo Velazquez

Date: 03/17/2015

Time: 1550

Alert Category: 2

Aircraft Identification: N591JB

Airline/Company: Jet Blue Airways

Aircraft Make & Model: Airbus 320

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Issue with the Aircraft Flaps

ETA: 1606

ATA: 1616

Landing RWY: 8

Persons on board (SOB): 72

Fuel on board: 1hr 30mins

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF personnel, Ops airside personnel and Security personnel

Departure Airport: Punta Cana (PUJ)

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Jonathan Oliveras

Time Alert Canceled: 1631

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1550	FJ
Airport Manager	787-216-9244		X	X	1608	ZC
Safety	787-216-0288		X	X	1551	EG
Security	787-253-2500		X	X	1551	OM
Airline Representative	Airline Ops		X	X	1552	EB
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Lisa Castillo/ Juan Carlos Rodriguez

Date: 03/24/2015 - **Drill**

Time: 0904

Alert Category: **Simulated Alert 3**

Aircraft Identification: N/A

Airline/Company: N/A

Aircraft Make & Model: N/A

Aircraft Location (If On Ground): Between S4-S5

Nature of the Emergency: Unknown

ETA: N/A

ATA: N/A

Landing RWY: N/A

Persons on board (SOB): N/A

Fuel on board: N/A

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF

Departure Airport: N/A

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: N/A

Time Alert Canceled: 0908

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	_____	_____
Airport Manager	787-318-6043		X	X	_____	_____
Safety	787-216-0288		X	X	0904	CG/NL
Security	787-253-2500		X	X	0904	Oquendo
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis Sanchez

Date: 03/30/2015

Time: 1316

Alert Category: 2

Aircraft Identification: 10189

Airline/Company: PRANG

Aircraft Make & Model: C-17

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Pressurization in the cabin

ETA: 1320

ATA: 1325

Landing RWY: 8

Persons on board (SOB): 8

Fuel on board: 5hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, Ops and security

Departure Airport: MEM

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Jonathan Oliveras

Time Alert Canceled: 1335

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1316	FJT
Airport Manager	787-318-6043		X	X	1317	ZC
Safety	787-216-0288		X	X	1318	EG
Security	787-253-2500		X	X	1319	RU
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: JC Rodriguez

Date: 3/31/2015

Time: 1146

Alert Category: 2

Aircraft Identification: 10189

Airline/Company: PRANG

Aircraft Make & Model: C17

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Smoke in cargo area

ETA: 1210

ATA: 1205

Landing RWY: 8

Persons on board (SOB): 15

Fuel on board: 4hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, Safety, EMS, PPR, ANG

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: N. León

Time Alert Canceled: 1215

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1147	FJ
Airport Manager	787-318-6043		X	X	1148	ZC
Safety	787-216-0288		X	X	1149	EG
Security	787-253-2500		X	X	1146	FA
Airline Representative	Airline Ops		X	X	1149	N/A
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis Sanchez Rivera

Date: 04/07/2015

Time: 1757

Alert Category: 1

Aircraft Identification: N362EA

Airline/Company: CHANGES IN ALTITUDE LLC / Pazos FBO

Aircraft Make & Model: Beechcraft 400

Aircraft Location (If On Ground): N/A

Nature of the Emergency, Light Indicators, bleed air system

ETA: N/A

ATA: 1759

Landing RWY: 10

Persons on board (SOB): 2

Fuel on board: 468gal

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, Operation and Safety

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: C. Gomez

Time Alert Canceled: 1801

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1758	FJT
Airport Manager	787-318-6043		X	X	_____	_____
Safety	787-216-0288		X	X	_____	_____
Security	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis A. Sanchez Rivera

Date: 04/15/2015

Time: 1810

Alert Category: 2

Aircraft Identification: N252WN

Airline/Company: Southwest Airlines

Aircraft Make & Model: Boeing 737-7H4

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Pressurization in the cabin

ETA: 1815

ATA: 1854

Landing RWY: 8

Persons on board (SOB): 137

Fuel on board: 4hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, Security, Safety and Ops

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: J. Polanco

Time Alert Canceled: 1906

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1810	F.J.T
Airport Manager	787-318-6043		X	X	1811	Z.C
Safety	787-216-0288		X	X	1812	E.G
Security	787-253-2500		X	X	1813	O.M
Airline Representative	Airline Ops		X	X	1816	E.S
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis Sánchez Rivera

Date: 05/05/2015

Time: 1407

Alert Category: 2

Aircraft Identification: N900HL

Airline/Company: DHL

Aircraft Make & Model: C208

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Engine Failure

ETA: 1422

ATA: 1409

Landing RWY: 26

Persons on board (SOB): 2

Fuel on board: 3hrs 30mins

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, Safety and paramedics

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Jose Lugo

Time Alert Canceled: 1419

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1407	FJT
Airport Manager	787-318-6043		X	X	1407	ZC
Safety	787-216-0288		X	X	1408	EG
Security	787-253-2500		X	X	1408	LO
Airline Representative	Airline Ops		X	X	1407	AC
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Juan Cruz and Eduardo Velazquez

Date: 05/06/2015

Time: 1955

Alert Category: 2

Aircraft Identification: N216JB

Airline/Company: Jet Blue Airways (B6)

Aircraft Make & Model: E190

Aircraft Location (If On Ground): N/A

Nature of the Emergency: No control over Flaps

ETA: 2012

ATA: 2013

Landing RWY: 8

Persons on board (SOB): 105

Fuel on board: 3 hours

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF Department

Departure Airport: (STI) Cibao Int'l Airport NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Jose Polanco

Time Alert Canceled: 2017

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1958	FJ
Airport Manager	787-318-6043		X	X	1959	ZC
Safety	787-216-0288		X	X	NO ASW	EG
Security	787-253-2500		X	X	2001	LO
Airline Representative	Airline Ops		X	X	1958	JC
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: L. Castillo & N. Lao

Date: 05/12/2015

Time: 1007

Alert Category: 2

Aircraft Identification: 44866

Airline/Company: Military / National Guard

Aircraft Make & Model: C130

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Fuel Leak Right Engine

ETA: 1022

ATA: 1028

Landing RWY: 8

Persons on board (SOB): 7

Fuel on board: 7hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, Police, Security & Paramedics

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: N. León

Time Alert Canceled: 1032

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1007	JT
Airport Manager	787-318-6043		X	X	1007	ZC
Safety	787-216-0288		X	X	1010	EG
Security	787-253-2500		X	X	1007	JO_
Security Manager	787-216-6646		X	X	1008	CT (V. MAIL)
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: J. Cruz / Eduardo Velazquez

Date: 06/18/2015

Time: 1508

Alert Category: 2

Aircraft Identification: N353SA

Airline/Company: Seaborne

Aircraft Make & Model: Saab 340

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Problems with left landing gear.

ETE: 1520

ATA: 1511

Take Off RWY: 8

Persons on board (SOB): 16

Fuel on board: 1200lbs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Rescue, Paramedics and Security

Departure Airport: SKB

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Arturo Francisco

Time Alert Canceled: 1520

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1511	JP
Airport Manager	787-318-6043		X	X	1508	ZC
Safety	787-216-0288		X	X	1509	EG
Security	787-253-2500		X	X	1510	RU
Security Manager	787-216-6646		X	X	1510	CT
Airline Representative	Airline Ops		X	X	1513	JR
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	1511	AG
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Omar Perez

Date: 06/22/2015

Time: 1515

Alert Category: 2

Aircraft Identification: N523JL

Airline/Company: Tradewind Aviation

Aircraft Make & Model: PC-12

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Electric Problems

ETA: N/A

ATA: 1517

Landing RWY: 8

Persons on board (SOB): 7

Fuel on board: 5 hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Rescue & Ops

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Omar Romero

Time Alert Canceled: 1525

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1515	F.J.
Airport Manager	787-318-6043		X	X	1516	Z.C.
Safety	787-216-0288		X	X	1517	E.G.
Security	787-253-2500		X	X	1518	R.U.
Security Manager	787-216-6646		X	X	1519	C.T.
Airline Representative	Airline Ops		X	X	1515	Feliciano
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: J. Cruz / Marielle Micheli

Date: 07/01/2015

Time: 1427

Alert Category: 2

Aircraft Identification: 50968

Airline/Company: PRANG

Aircraft Make & Model: C130

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Unusual Vibration

ETA: 1430

ATA: 1431

Landing RWY: 8

Persons on board (SOB): 5

Fuel on board: 5hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Rescue

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: R. Rios

Time Alert Canceled: 1434

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1427	FJ
Airport Manager	787-318-6043		X	X	1429	ZC
Safety	787-216-0288		X	X	1429	EG
Security	787-253-2500		X	X	1431	FA
Security Manager	787-216-6646		X	X	1431	CT
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Omar Perez & Eduardo Velazquez

Date: 07/03/2015

Time: 1145

Alert Category: 2

Aircraft Identification: N131FL

Airline/Company: ILF Group

Aircraft Make & Model: CV580

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Main Landing Gear problem

ETA: 1155

ATA: 1232

Landing RWY: 10

Persons on board (SOB): 2

Fuel on board: 1 hour 1/2

Type, location & amount of dangerous cargo on board: No DG on board, Just Regular Cargo

Emergency Equipment & Personnel Requested: ARFF, Security, Ops Air Side and Paramedic

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Arturo Francisco

Time Alert Canceled: 1254

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1146	FJ
Airport Manager	787-318-6043		X	X	1148	ZC
Safety	787-216-0288		X	X	1147	EG
Security	787-253-2500		X	X	1149	OM
Security Manager	787-216-6646		X	X	1151	CT
Airline Representative	Airline Ops		X	X	1154	AM
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: J. Cruz

Date: 07/18/2015

Time: 0323

Alert Category: 2

Aircraft Identification: N826MH

Airline/Company: DL

Aircraft Make & Model: 767 - 400

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Low oil indicator

ETA: 0328

ATA: 0333

Landing RWY: 10

Persons on board (SOB): 250

Fuel on board: 3hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF/Paramedics

Departure Airport: GIG

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: R. Rios

Time Alert Canceled: 0355

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	0328	JP
Airport Manager	787-318-6043		X	X	0330	ZC
Safety	787-216-0288		X	X	0331	EG
Security	787-253-2500		X	X	0332	FA
Security Manager	787-216-6646		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Mariellie Micheli, Eduardo Velazquez y Lisa Castillo

Date: 07/26/2015 Time: 1013 Alert Category: 2

Aircraft Identification: N386MQ Airline/Company: M&N

Aircraft Make & Model: SH360 Aircraft Location (If On Ground): N/A

Nature of the Emergency: Nose gear indication.

ETA: 1018 ATA: 1022 Landing RWY: 8

Persons on board (SOB): 4 Fuel on board: 1 HR

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF

Departure Airport: STX NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Carlos Gomez

Time Alert Canceled: 1029

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1014	No Answer
Airport Manager	787-318-6043		X	X	1014	No Answer
Safety	787-216-0288		X	X	_____	On Vacation
Security	787-253-2500		X	X	1015	LO
Security Manager	787-216-6646		X	X	1015	No Answer
Airline Representative	Airline Ops		X	X	1016	JS
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Omar Perez

Date: 08/07/2015

Time: 1705

Alert Category: 2

Aircraft Identification: N201UU

Airline/Company: American Airlines

Aircraft Make & Model: 757-200

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Flap Indications

ETA: 1725

ATA: N/A

Landing RWY: 8

Persons on board (SOB): 175

Fuel on board: 12,700lbs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, Security, Operations (safety)

Departure Airport: CLT

NOTAM Number: NA

Runway & Safety Areas Swept & FOD Checked by: Arturo Francisco

Time Alert Canceled: 1729 Ortiz (ARFF)

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1705	FJ
Airport Manager	787-318-6043		X	X	1706	ZC
Safety	787-216-0288		X	X	1706	No Ans
Security	787-253-2500		X	X	1707	JR
Security Manager	787-216-6646		X	X	1708	No ans
Airline Representative	Airline Ops		X	X	1705	GA
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis Sanchez Rivera

Date: 8/16/2015

Time: 1703

Alert Category: 2

Aircraft Identification: N606AA

Airline/Company: American Airlines

Aircraft Make & Model: 757-200

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Fire Indicator in the cabin

ETA: 1723

ATA: 1714

Landing RWY: 8

Persons on board (SOB): 190

Fuel on board: 3hrs 30min

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, OPS, EMT

Departure Airport: STT

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Carlos Marrero

Time Alert Canceled: 1723

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1703	FJ
Airport Manager	787-318-6043		X	X	1704	No ans
Safety	787-216-0288		X	X	1705	No ans
Security	787-253-2500		X	X	1706	CC
Security Manager	787-216-6646		X	X	1706	No ans
Airline Representative	Airline Ops		X	X	1705	GA
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis A Sanchez Rivera

Date: 08/22/2015

Time: 1848

Alert Category: 2

Aircraft Identification: N402AJ

Airline/Company: Charter flight

Aircraft Make & Model: C402

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Landing Gear indicator

ETA: 1850

ATA: 1853

Landing RWY: 8

Persons on board (SOB): 1

Fuel on board: 1hrs 25min

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, OPS

Departure Airport: STI

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Carlos Gomez

Time Alert Canceled: 1857

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1848	FJ
Airport Manager	787-318-6043		X	X	1850	No ans
Safety	787-216-0288		X	X	1852	EG
Security	787-253-2500		X	X	1853	JO
Security Manager	787-216-6646		X	X	1855	No ans
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis Sanchez

Date: 09/10/2015

Time: 2048

Alert Category: 2

Aircraft Identification: N516JB

Airline/Company: Jet Blue

Aircraft Make & Model: A320

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Navigation system problems

ETA: 2057

ATA: 2058

Landing RWY: 8

Persons on board (SOB): 150

Fuel on board: 4hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, OPS, Security

Departure Airport: STI

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Jose Polanco

Time Alert Canceled: 2105

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	2050	FJ
Airport Manager	787-318-6043		X	X	_____	_____
Safety	787-216-0288		X	X	2052	No ans
Security	787-253-2500		X	X	2054	CC
Security Manager	787-216-6646		X	X	2055	No ans
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Leslie Colon

Date: 09/19/2015

Time: 2029

Alert Category: 2

Aircraft Identification: N197JB

Airline/Company: Jet Blue

Aircraft Make & Model: E190

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Landing gear problem

ETA: 2035

ATA: N/A

Landing RWY: 8

Persons on board (SOB): 96

Fuel on board: 12,000lbs.

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, OPS, Ambulance, Security, Police

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: José Polanco

Time Alert Canceled: 2043

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	2030	FJT
Airport Manager	787-318-6043		X	X	N/A	N/A
Safety	787-216-0288		X	X	2032	EG
Security	787-253-2500		X	X	2034	RÑ
Security Manager	787-216-6646		X	X	2035	N/A
Airline Representative	Airline Ops		X	X	2036	JM
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis Sanchez

Date: 10/15/2015

Time: 1507

Alert Category: 2

Aircraft Identification: 50968

Airline/Company: National Guard

Aircraft Make & Model: C-130

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Engine #3 failure

ETA: 1520

ATA: 1510

Landing RWY: 8

Persons on board (SOB): 6

Fuel on board: 6hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, OPS, Security

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Jose Polanco

Time Alert Canceled: 1516

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1507	FJT
Airport Manager	787-318-6043		X	X	N/A	N/A
Safety	787-216-0288		X	X	1508	EG
Security	787-253-2500		X	X	1509	OM
Security Manager	787-216-6646		X	X	1510	No ans
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Eduardo Velazquez

Date: 10.22.2015

Time: 1827

Alert Category: 3

Aircraft Identification: N/A

Airline/Company: Aerostar Airlines

Aircraft Make & Model: 787-800

Aircraft Location (If On Ground): RWY 28/H1-H2

Nature of the Emergency: Problem with the left engine

ETA: N/A

ATA: N/A

Landing RWY: N/A

Persons on board (SOB): 252

Fuel on board: 33, 280

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, Security, Paramedic, PPR, NTSB, FAA, PREMA

Departure Airport: N/A

NOTAM Number: 10-103, 10-104

Runway & Safety Areas Swept & FOD Checked by: Arturo Francisco

Time Alert Canceled:

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1830	FJ
Airport Manager	787-318-6043		X	X	N/A	N/A
Safety	787-216-0288		X	X	1831	No ans
Security	787-253-2500		X	X	1831	JO
Security Manager	787-216-6646		X	X	1832	No ans
Airline Representative	Airline Ops		X	X	1833	CM
Press & Comm. Officer	787-245-4166			X	1834	No ans
PRPA-PREMA Coordinator				X		
- 911	9-1-1			X	1836	Sola-102
- Emerg Management Agency	787-724-0124/787-769-4000			X	1838	Herndez
- Municipal & State Fire Dept.	787-769-4848/2330			X	1839	No ans
- American Red Cross	1-877-763-8717/787-785-8150			X	1840	No ans
Airport Police (PRPD)	787-791-0098			X	1841	Guzman
Coast Guard (Water Accidents)	787-729-6770			X	1841	RD
FURA (Water Accidents)	787-273-5338			X	1842	Sepulveda
US Customs (Int'l Flights)	787-253-4520			X	1842	TR
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	1843	WH
- NTSB	202-314-6000			X	1846	MB
TSA OPS Center	787-253-4591			X	1848	JS
Maintenance	787-3888530			X	1850	DT
Environmental Manager	787-453-0567			X	1852	JP

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Juan C. Rodriguez and Lisa Castillo

Date: 11/02/2015

Time: 1210

Alert Category: 2

Aircraft Identification: N31703

Airline/Company: Ameriflight

Aircraft Make & Model: B1900

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Smoke in cabin

ETA: 1215

ATA: 1213

Landing RWY: 28

Persons on board (SOB): 2

Fuel on board: 3 HRS

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, Safety

Departure Airport: SJU

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: UC

Time Alert Canceled: 1220

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1212	FT
Airport Manager			X	X	N/A	N/A
Safety	787-216-0288		X	X	1212	EG
Security AOCC	787-253-2500		X	X	1211	JV
Regulatory Team Leader	787-639-4198		X	X	1226	WC
Airline Representative	Airline Ops		X	X	N/A	N/A
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: J. Cruz/L. Castillo

Date: 11/10/2015

Time: 1440

Alert Category: 2

Aircraft Identification: 80068

Airline/Company: National Guard

Aircraft Make & Model: KC-135

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Hydraulic Leak

ETA: 1450

ATA: 1505

Landing RWY: 8

Persons on board (SOB): 12

Fuel on board: 3hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, Police, Paramedics

Departure Airport: MQT

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: J. Polanco

Time Alert Canceled: 1511

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1447	FJ
Airport Manager	787-318-6043		X	X	N/A	N/A
Safety	787-216-0288		X	X	1440	JL
Security	787-253-2500		X	X	1440	NR
Security Manager	787-216-6646		X	X	1449	GC
Airline Representative	Airline Ops		X	X	1442	Alvarez
Press & Comm. Officer	787-245-4166			X	1443	Morales
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Leslie Colón

Date: 11/12/2015

Time: 0732

Alert Category: 1

Aircraft Identification: N362AE

Airline/Company: Ameriflight

Aircraft Make & Model: SW4

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Landing gear indicator

ETA: 0759

ATA: 0800

Landing RWY: 8

Persons on board (SOB): 2

Fuel on board: 3hrs

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: Not required

Departure Airport: BQN

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: J. Polanco

Time Alert Canceled: 0807

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	0751	FJ
Airport Manager	787-318-6043		X	X	_____	_____
Safety	787-216-0288		X	X	_____	_____
Security	787-253-2500		X	X	_____	_____
Security Manager	787-216-6646		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Omar Perez/Luis Sanchez

Date: 11/19/2015

Time: 1759

Alert Category: 2

Aircraft Identification: N368AC

Airline/Company: MN Aviation

Aircraft Make & Model: Short 360

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Left engine out

ETA: 1808

ATA: 1810

Landing RWY: 8

Persons on board (SOB): 1

Fuel on board: 3 HRS

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, OPS, Security

Departure Airport: STT

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Omar Romero

Time Alert Canceled: 1814

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	1801	FJ
Airport Manager			X	X	N/A	N/A
Safety	787-216-0288		X	X	1802	EG
Security AOCC	787-253-2500		X	X	1803	JO
Regulatory Team Leader	787-639-4198		X	X	1805	WC
Airline Representative	Airline Ops		X	X	_____	_____
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Luis Sanchez Rivera

Date: 11/22/2015

Time: 0131

Alert Category: 2

Aircraft Identification: N14237

Airline/Company: United Airlines

Aircraft Make & Model: 737-800

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Flaps indicator

ETA: 0138

ATA: 0139

Landing RWY: 8

Persons on board (SOB): 139

Fuel on board: 1hr

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, OPS and Security

Departure Airport: IAH

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: Nydia Leon

Time Alert Canceled: 0148

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-216-6295	X	X	X	0132	FJ
Airport Manager	787-318-6043		X	X	N/A	N/A
Safety	787-216-0288		X	X	0134	EG No an
Security	787-253-2500		X	X	0133	JC
Security Manager	787-216-6646		X	X	0137	WC No an
Airline Representative	Airline Ops		X	X	0131	CM
Press & Comm. Officer	787-245-4166			X	_____	_____
PRPA-PREMA Coordinator				X	_____	_____
- 911	9-1-1			X	_____	_____
- Emerg. Management Agency	787-724-0124/787-769-4000			X	_____	_____
- Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
- American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
- NTSB	202-314-6000			X	_____	_____
TSA OPS Center	787-253-4591			X	_____	_____
Maintenance	787-3888530			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: J. Cruz

Date: 12/17/2015

Time: 1552

Alert Category: 2

Aircraft Identification: N530BN

Airline/Company: Cape Air

Aircraft Make & Model: BNI Islander

Aircraft Location (If On Ground): N/A

Nature of the Emergency: No brake pressure – left side

ETA: 1559

ATA: 1559

Landing RWY: 8

Persons on board (SOB): 7

Fuel on board: 36 gal

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF

Departure Airport: VIJ

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: F. A.

Time & Initials Alert Canceled: 1604

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-388-8530	X	X	X	1552	NN
Airport Manager (COO)			X	X	_____	_____
Safety	787-216-0288/787-233-5288		X	X	1554	EG
Security AOCC	787-253-2500		X	X	1555	CC
Airline Representative	Airline Ops		X	X	1559	JP
Regulatory Team Leader	787-639-4198		X	X	1602	No ans
- TSA OPS Center	787-253-4591			X	_____	_____
911	9-1-1			X	_____	_____
Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
PRPA-PREMA Coordinator	787-462-3907			X	_____	_____
- State Management Agency	787-614-7606/787-724-0124			X	_____	_____
- Carolina Management Agency	787-769-4000			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Press & Comm. Officer	787-585-1348			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
Maintenance	787-406-3711			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
NTSB	202-314-6000			X	_____	_____
American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____

ALERT NOTIFICATION AND CANCELATION SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: Juan C. Rodriguez, Leslie Colón and Nelly Lao

Date: 12/18/2015

Time: 1117

Alert Category: 1

Aircraft Identification: 30603

Airline/Company: PRANG

Aircraft Make & Model: C17

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Main cabin press problem

ETA: 1119

ATA: 1113

Landing RWY: 10

Persons on board (SOB): 28

Fuel on board: 2 HRS.

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF, Safety

Departure Airport: FFO

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: N/A

Time & Initials Alert Canceled: 1121

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-388-8530	X	X	X	1117	NN
Airport Manager (COO)			X	X	_____	_____
Safety	787-216-0288/787-233-5288		X	X	_____	_____
Security AOCC	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Regulatory Team Leader	787-639-4198		X	X	_____	_____
- TSA OPS Center	787-253-4591			X	_____	_____
911	9-1-1			X	_____	_____
Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
PRPA-PREMA Coordinator	787-462-3907			X	_____	_____
- State Management Agency	787-614-7606/787-724-0124			X	_____	_____
- Carolina Management Agency	787-769-4000			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Press & Comm. Officer	787-585-1348			X	_____	_____
Coast Guard (Water Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
Maintenance	787-406-3711			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
NTSB	202-314-6000			X	_____	_____
American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____

ALERT NOTIFICATION AND CANCELATION
SJU Emergency Checklist (FAR 139.329)

Dispatcher on Duty: J. Cruz

Date: 12/24/2015

Time: 1649

Alert Category: 1

Aircraft Identification: N157JL

Airline/Company: Tradewind

Aircraft Make & Model: Citation CJ3

Aircraft Location (If On Ground): N/A

Nature of the Emergency: Door light indicator

ETA: 1700

ATA: 1651

Landing RWY: 10

Persons on board (SOB): 8

Fuel on board: 1 HR.

Type, location & amount of dangerous cargo on board: N/A

Emergency Equipment & Personnel Requested: ARFF

Departure Airport: HPN

NOTAM Number: N/A

Runway & Safety Areas Swept & FOD Checked by: PG

Time & Initials Alert Canceled: 1706

ALERT TO BE NOTIFIED

		1	2	3	TIME	INITIALS
OPS Manager	787-388-8530	X	X	X	1649	NN
Airport Manager (COO)			X	X	_____	_____
Safety	787-216-0288/787-233-5288		X	X	_____	_____
Security AOCC	787-253-2500		X	X	_____	_____
Airline Representative	Airline Ops		X	X	_____	_____
Regulatory Team Leader	787-639-4198		X	X	_____	_____
- TSA OPS Center	787-253-4591			X	_____	_____
911	9-1-1			X	_____	_____
Municipal & State Fire Dept.	787-769-4848/2330			X	_____	_____
PRPA-PREMA Coordinator	787-462-3907			X	_____	_____
- State Management Agency	787-614-7606/787-724-0124			X	_____	_____
- Carolina Management Agency	787-769-4000			X	_____	_____
Airport Police (PRPD)	787-791-0098			X	_____	_____
Press & Comm. Officer	787-585-1348			X	_____	_____
Coast Guard (Wafer Accidents)	787-729-6770			X	_____	_____
FURA (Water Accidents)	787-273-5338			X	_____	_____
US Customs (Int'l Flights)	787-253-4520			X	_____	_____
Maintenance	787-406-3711			X	_____	_____
Environmental Manager	787-453-0567			X	_____	_____
FAA Flight Standards	787-764-2538/404-305-5180(24/7)			X	_____	_____
NTSB	202-314-6000			X	_____	_____
American Red Cross	1-877-763-8717/787-785-8150			X	_____	_____

APPENDIX I: TABLE TOP EXERCISE

LUIS MUNOZ MARIN INTERNATIONAL AIRPORT (SJU/TJSJ)
TABLE TOP EXERCISE

After Action Report/Improvement Plan
(AAR/IP)

Oasis I 2015

“OASIS I 2015”
LUIS MUNOZ MARIN INTERNATIONAL AIRPORT
TABLE TOP EXERCISE

Carolina, Puerto Rico



AFTER ACTION REPORT/IMPROVEMENT PLAN

Publication Date:

NOVEMBER 27, 2015



Federal Aviation
Administration



Transportation
Security
Administration



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LUIS MUNOZ MARIN INTERNATIONAL AIRPORT (SJU/TJSJ)
TABLE TOP EXERCISE

After Action Report/Improvement Plan
(AAR/IP)

Oasis I 2015

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LUIS MUNOZ MARIN INTERNATIONAL AIRPORT (SJU/TJSJ)
TABLE TOP EXERCISE

After Action Report/Improvement Plan
(AAR/IP)

Oasis I 2015

Handling Instructions

1. The title of this document is "Oasis I 2015 Tabletop Exercise (TTX)" After Action Report/Improvement Plan (AAR/IP).
2. The information gathered in this AAR/IP is classified as For Official Use Only (FOUO) and should be handled as sensitive information not to be disclosed. This document should be safeguarded, handled, transmitted, and stored in accordance with appropriate security directives. Reproduction of this document, in whole or in part, without prior approval from Aerostar Airport Holdings, LLC is prohibited.
3. At a minimum, the attached materials will be disseminated only on a need-to-know basis and when unattended, will be stored in a locked container or area offering sufficient protection against theft, compromise, inadvertent access, and unauthorized disclosure.
4. For more information, please consult the following Points of Contact (POCs):

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Exercise Lead Evaluator:

Name: Cosme C. Torres-Sabater
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LUIS MUNOZ MARIN INTERNATIONAL AIRPORT (SJU/TJSJ)
TABLE TOP EXERCISE

After Action Report/Improvement Plan
(AAR/IP)

Oasis I 2015

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LUIS MUNOZ MARIN INTERNATIONAL AIRPORT (SJU/TJSJ)
TABLE TOP EXERCISE

After Action Report/Improvement Plan
(AAR/IP)

Oasis I 2015

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LUIS MUNOZ MARIN INTERNATIONAL AIRPORT (SJU/TJSJ)
TABLE TOP EXERCISE

After Action Report/Improvement Plan
(AAR/IP)

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LUIS MUNOZ MARIN INTERNATIONAL AIRPORT (SJU/TJSJ) TABLE TOP EXERCISE

After Action Report/Improvement Plan
(AAR/IP)

Oasis I 2015

Executive Summary

The Luis Muñoz Marin International Airport Table Top Exercise, Oasis I 2015, was developed in accordance with the requirement of the Federal Aviation Administration (FAA) under 14 CFR Part 139.325(g)(4) to, at least every 12 consecutive calendar month, review the plan with all of the parties with whom the plan is coordinated to ensure that all parties know their responsibilities and that all of the information in the plan is current in case of a real aircraft accident.

The exercise planning team was composed of numerous and diverse agencies, including:

- *Aerostar Airport Holding LLC*
- *Airlines Carriers (American, Delta, JetBlue, Southwest, Seaborne and other Airlines)*
- *Puerto Rico (PR) Port of Authority*
- *PR Police Department*
- *PR Department of Health*
- *PR Emergency Management Agency*
- *PR Department of Public Commissions Service*
- *PR Air National Guard (ARFF support)*
- *PR 9-1-1 Government Board*
- *Department of Homeland Security (TSA, HIS-ICE)*
- *Federal Aviation Administration (FAA)*
- *US Department of Justice (FBI)*
- *Pfizer Pharmaceutical-Safety Division*
- *US Army Reserve-1st MSC-Safety Section*
- *US Coast Guard-PR Security Division*
- *VHA Office of Emergency Management, Department of Veterans Affairs*

Based on the exercise planning team's deliberations, the following objectives were developed for Oasis I 2015 exercise:

1. **Response.** Test and evaluate the operational capability of the emergency management system in a stress environment with actual mobilization and simulated deployment to demonstrate coordination and response capability.
 - a. *Task: Demonstrate the ability to establish incident unified command structure in accordance with NIMS.*
 - b. *Task: Maintain an incident command unified command structure in accordance with NIMS.*
 - c. *Task: Demonstrate the ability of Airport Rescue and Firefighting crews to do an initial scene size-up and notification of appropriate response elements.*
 - d. *Task: Establish and evaluate the effective use of perimeters, traffic control points, and access control points.*
2. **Incident Command System (ICS)/Unified Command.** Evaluate the local decision-making process, the capability to implement the ICS, and effective transition to Unified Command in response to an aircraft accident.
3. **Communications.** Assess the ability to establish and maintain a multidisciplinary/multijurisdictional communications network during a response to an Aircraft Accident.
 - i. *Task: Demonstrate the ability to notify response agencies and to simulate mobilization of emergency personnel to include Fire, Law Enforcement, EMS, Hospitals, Emergency Management and the Medical Examiner.*

LUIS MUNOZ MARIN INTERNATIONAL AIRPORT (SJU/TJSJ)
TABLE TOP EXERCISE

**After Action Report/Improvement Plan
(AAR/IP)**

Oasis I 2015

The purpose of this report is to analyze exercise results, identify strengths to be maintained and built upon, identify potential areas for further improvement, and support development of corrective actions.

The exercise duration was two hours and thirty minutes (2.5) hours and began with the initial notification from the Exercise Director to the Control Tower about the simulated aircraft accident while departing from the Luis Muñoz Marín International Airport and terminate after all victims were simulated to be triaged and accounted for.

SPECIAL THANKS:

Aerostar Airport Holdings wants to recognize the excellent work and collaboration of all the Government Agencies and Private Companies that were involved in the planning and execution of the exercise. All of them played, have, and demonstrated a real commitment towards the safety of our passengers.

LUIS MUNOZ MARIN INTERNATIONAL AIRPORT (SJU/TJSJ)
TABLE TOP EXERCISE

After Action Report/Improvement Plan
(AAR/IP)

Oasis I 2015

SECTION 1: EXERCISE OVERVIEW

EXERCISE DETAILS

Exercise Name

Oasis I 2015

Type of Exercise

Tabletop Exercise (TTX)

Exercise Start Date

October 22, 2015at 2200z (1800L)

Exercise End Date

October 23, 2015at 0030z (2030L)

Duration

2.5 hours

Location

Luis Muñoz Marín International Airport
Carolina, Puerto Rico

Sponsor

Aerostar Airport Holdings, LCC

Program

Luis Muñoz Marín International Airport Emergency Plan

Scope

Local-State-Federal

Scenario Type

Aircraft Accident

LUIS MUNOZ MARIN INTERNATIONAL AIRPORT (SJU/TJSJ)
TABLE TOP EXERCISE

After Action Report/Improvement Plan
(AAR/IP)

Oasis I 2015

PARTICIPATING ORGANIZATIONS:

Aerostar Airport Holdings, LLC
Commercial Air Carriers (American, Delta, JetBlue, Southwest, Seaborne)
Puerto Rico Ports Authority
Puerto Rico Police Department
Department of Health
Puerto Rico Emergency Management Agency
Puerto Rico Department of Public Commission Services
Puerto Rico Air National Guard (ARFF Support)
9-1-1 Government Board
Department of Homeland Security (TSA, HSI-ICE)
Federal Aviation Administration
Federal Bureau of Investigation
PR Emergency Medical System
Kristal Ambulance Company
Inter-American University of Puerto Rico School of Aeronautics (Student Internship)
Pfizer Pharmaceutical-Safety Division
US Army Reserve-1st MSC-Safety Section
US Coast Guard-PR Security Division
VHA Office of Emergency Management , Department of Veterans Affairs

EXERCISE FACILITATORS:

Mr. Juan F. Martinez-Avilés, Aerostar Airport Holdings
Ms. Mariellie Micheli, Aerostar Airport Holdings
Ms. Stephanie Mendoza, Aerostar Airport Holdings
Ms. Amanda Cebollero, Intern IAUPR
Ms. Natacha Nazario, Intern IAUPR

EXERCISE EVALUATORS:

Mr. Cosme Torres-Sabater, Lead Evaluator, Veterans Affairs
Mr. Marcelo Rolon, Evaluator
Mr. Carlos Alvarado, Evaluator
Mr. Hector Colon, Evaluator
Mr. Francisco Lozada, Evaluator

EXERCISE CONTROLLERS:

Mr. Abel Nasser, Lead Controller, Department of Homeland Security
Mr. Roger Owens, Controller, PR Emergency Management Agency
Mr. Erick Gracia, Controller, Aerostar Airport Holdings

LUIS MUNOZ MARIN INTERNATIONAL AIRPORT (SJU/TJSJ)
TABLE TOP EXERCISE

After Action Report/Improvement Plan
(AAR/IP)

Oasis 1 2015

Section 2: Exercise Design Summary

EXERCISE SCENARIO

Today, October 22, 2015, at approximately 6:00pm, Aerostar Airlines Boeing 787-8 with 252 souls on board requested to take-off out of SJU Runway 28 outbound to Oslo-Gardermoen International Airport in Norway. The aircraft was at Maximum takeoff weight (495,000) at time of take-off. The Captain was cleared for take-off, accelerated their engines at full power, released brakes and started to roll out. While rolling down and accelerating for take-off, about 120 KIAS, there was a loud rumbling sound, which increased rapidly and a vibration began shaking the aircraft in a manner that neither pilot could read the instruments. The Captain immediately started the emergency procedures to abort the take-off applying full brakes and full reverse thrust. Spoilers were also deployed, but the Captain started losing the aircraft's directional control. While reaching the end of the runway, a ball of fire came out of the left wing followed by a big explosion out of the left engine resulting in a mass casualty accident. The aircraft came to rest at the safety area of runway 10..

Flight Information:

- Airline: Aerostar Airlines
- Flight Number: 7221
- Passengers: 240 + 12 Crew
- Fuel: 33,280 Gallons
- Hazardous Materials: None
- Location: Departure End Runway 10 (Safety Area)

Weather Information:

METAR for: TJSJ (San Juan/Marin Intl, PR, US)
Temperature: 24.0°C (75°F)
Dewpoint: 20.9°C (70°F) [RH = 85%]
Pressure (altimeter): 29.76 inches Hg
Winds: West South West (225) at 17 Knots; Gusting 22 knots
Visibility: 8 miles (13 km)
Ceiling: 7500 feet AGL
Clouds: Scattered Clouds at 1700 feet AGL, Broken Clouds at 3500 feet AGL, Overcast Cloud deck at 7000 feet AGL
Weather: RA (Rain)

LUIS MUNOZ MARIN INTERNATIONAL AIRPORT (SJU/TJSJ)
TABLE TOP EXERCISE

**After Action Report/Improvement Plan
(AAR/IP)**

Oasis I 2015

Major Events

- It's Raining and getting dark.
- ARFF personnel are dispatched to the scene.
- Severe Environmental Impact.
- FBI and Law Enforcement personnel are notified.
- Injured persons are taken to the hospital for treatment.

Players participated in the following two (2) locations:

1. Crisis Room Ground Floor– TTX- EOC
2. Approach End Runway #10 – Aircraft Crash/ ARFF Operations

EXERCISE TIME TABLE:

TTX - Oasis I	Due By
Concept & Objective Meeting	9/03/15
Initial Planning Meeting (IPM)	9/17/15
MSEL Preparation	9/17/15
Initial Planning Meeting II (IPM)	10/01/15
Duties of Key Personnel	10/01/15
Exercise Plan (ExPlan)	10/01/15
Midterm/Agencies Planning Meeting (MPM)	10/08/15
Emergency Evaluation Guidelines (EEGs)	10/15/15
Controllers & Evaluators Handbook	10/16/15
Final/Evaluators Planning Meeting (FPM)	10/16/15
Meeting with Homeland Security - Abel Nazer	10/16/15
TTX - Oasis I	10/22/15
AAR - Meeting	10/29/15
AAR Manual	11/27/15

LUIS MUNOZ MARIN INTERNATIONAL AIRPORT (SJU/TJSJ)
TABLE TOP EXERCISE

After Action Report/Improvement Plan
(AAR/IP)

Oasis 1 2015

Section 3: General Observations

MAJOR STRENGTHS

All the responding departments worked very well together in a cooperative system. The Fire Departments, Emergency Medical System (EMS), and Police Security worked together to solve and minimize any issues that naturally will occur on a mass casualty incident. Major strengths identified include:

- The will and dedication of the personnel to act upon the event.
- Public Information Section ability to prepare and deliver a Media Press Release and prepare a Crisis Communication Plan.
- The efforts in coordinating and executing Maintenance actions required during the event.
- Airlines, Local-State- Federal Multiagency support and participation.
- The EMT unit was immediately activated and a TRIAGE area was designated immediately.
- Informally, in the form of various notebooks and charts posted in the room.
- The Safety approach to the situations that occurred before and during the event.
- The Incident Commander on scene was identifiable and with vast experience in field operations.

PRIMARY AREAS FOR IMPROVEMENT

Throughout the exercise, several opportunities for improvement to respond to the incident were identified by the evaluators. The primary areas for improvement, including recommendations, are as follows:

- According to 14 CFR 139.319, the time response for the first unit is 3 minutes to arrive to the midpoint of the farthest runway servicing air carrier operations and 4 minutes for all other responding to the emergency. The response for the R-2 to the midpoint was within requirements, however due to external situation the vehicle did not arrive within 3 minutes to the accident scene. No other unit response to the scene.
- Assign a name to the type of event/incident that will be use at the Incident Command System (ICS) Forms 201 & 202, Incident Action Plan (IAP). An Incident Action Plan was never established nor planned. Implement the use of ICS forms as they guide the process from objectives development to IAP development.
- It was announced through radio at the Incident Command Post that channel 35 was dedicated for the event. We could not observe any graphic/visual aid/ICS form

LUIS MUNOZ MARIN INTERNATIONAL AIRPORT (SJU/TJSJ) TABLE TOP EXERCISE

After Action Report/Improvement Plan
(AAR/IP)

Oasis I 2015

delineating communications channels/frequencies, primary or alternate, to include internal and external sources.

- Recommend to refine procedures at Emergency Operations Plan (EOP) as to specific tasks and actions (Check list) that should take place at the Incident Command Post (ICP) or Emergency Operations Center (EOC). A Demobilization plan was not prepared. A roster for the second operational Shift was not clearly established.
- Accountability of personnel, equipment and victims: The airport private Emergency Management Technical (EMT) staff called directly to the different hospitals to send the injured people to the hospitals. It would be desirable that they count Liaison Officer of the PR Department of Health at PREMA Zone 1 EOC, to check on bed availability of the hospitals that could be used to move victims by conditions.
- Demonstrate how to handle mass casualty incident. EMT did not require support from the municipality or State level to handle victims despite the fact that number of victims were over 100.
- Display the application of National Incident Management System doctrine. ICS 300-400 course must increase the knowledge to command and control complex incidents/event by all leaders.
- Operate a unified command with the support of multiple Local-State-Federal agencies. Most of the people directing the activities were Aerostar and the ones from other agencies were not part of the decision making processes.

RECOMMENDATIONS:

- If a TTX is to be conducted, maybe a list of questions with the personnel in charge and a facilitator would probably be a good previous step to the present exercise. The present exercise format resembles more a functional exercise than a TTX. In a TTX format, the Observers would have gotten more information related to the airport plans and protocols.
- Recommend to implement the use of a radio operator(s) to receive/dispatch messages thru the right channels allowing decision takers the time and space to timely act.
- For future exercises we need to develop Resources Management Plan to know what ARFF, Local-State and Federal assets are available to avoid counting on resources that in reality are not available during an incident/event.

Note: Other observations from evaluator and observers are attached at the end of this Ater Action Report.

LUIS MUNOZ MARIN INTERNATIONAL AIRPORT (SJU/TJSJ)
TABLE TOP EXERCISE

After Action Report/Improvement Plan
(AAR/IP)

Oasis I 2015

Section 4: Conclusion

Oasis I 2015 was conducted on October 22, 2015 to test the Luis Muñoz Marin International Airport Emergency Plan taking into consideration recommendations from our past Table Top Exercise "Operation Ever Ready 2014".

Overall, the exercise objectives were partially accomplished. However, some areas for improvement were identified that will be worked out to help strengthen the response capabilities. No major accidents were reported at the end of the exercise. All agencies present agreed with the sequence of events, execution plan and provided multiple recommendations during the "hot wash" to support future mass casualty exercises.

The recommendations identified within this report will be implemented and tested through further exercises. The following Improvement Plan further outlines those corrective actions that will be taken to ensure continues strengthening of our capabilities.

Special thanks to Planning Committee members for their extraordinary support for the success of this event.

LUIS MUNOZ MARIN INTERNATIONAL AIRPORT (SJU/TJSJ)
TABLE TOP EXERCISE

After Action Report/Improvement Plan
(AAR/IP)

Oasis I 2015

Appendix A: Improvement Plan

This Improvement Plan has been developed specifically for Aerostar as a result of Table Top Exercise: Oasis I 2015 conducted on October 22, 2015. These recommendations draw on both the After Action Report and the After Action Conference.

#	Comments	Owner	Corrective Action	Estimate date	Remarks
1	The selected place for the Simulated Alert III, when compared to the ARFF location, was farther away than the "Midpoint" of the farthest runway servicing air carrier operations.	ARFF, ATCT	Future simulated alert III places will be selected as established under FAA Requirements	Immediately	
2	NIMS ICS 300- 400 Course for all ARFF & Command and General Staff	ARFF, PREMA	PREMA & DHS will provide the courses.	ICS300 – Nov 2015 ICS 400 – Jan 2016	
3	Improve Interoperability Communication plan between ARFF operations, local-State and Federal first responders.	ARFF, PREMA, PRANG	Continue training and testing the system with all personnel	Immediately	
4	Exercise during TTX: Single Incident Command, Unified Command and Emergency Operations Center Structures, roles and responsibilities.	Aerostar Operations PREMA, FEMA			
5	Mass Casualty Clinical Management	PR DoH ARFF, EMS	Will request PR Department of Health to provide the training	May 2016	

LUIS MUNOZ MARIN INTERNATIONAL AIRPORT (SJU/TJSJ)
TABLE TOP EXERCISE

After Action Report/Improvement Plan
(AAR/IP)

Oasis I 2015

Appendix B: Lessons Learned

While the After Action Report/Improvement Plan includes recommendations which support development of specific post-exercise corrective actions, exercises may also reveal lessons learned which can be shared with the broader homeland security audience.

EXERCISE LESSONS LEARNED

The following subject headings are lessons derived from the Oasis I 2015 Table Top Exercise held on October 22, 2015:

- Having a well-trained and certified Evaluators proved to be extremely valuable when conducting this type of exercise. The exercise ran smooth and in accordance with stablished procedures. Nevertheless, an Emergency Management Response Team needs to be established.
- Even though the amount of meeting held for the exercise were enough and the exercise met partially their objectives, the airport administration need to establish a well-trained and knowledgeable Emergency Management Response Team to handle future exercises, table tops and real emergency situation in accordance with the guidelines established by Homeland Security and the Airport Emergency Plan.

Appendix C: Exercise Site



LUIS MUNOZ MARIN INTERNATIONAL AIRPORT (SJU/TJSJ)
TABLE TOP EXERCISE

After Action Report/Improvement Plan
(AAR/IP)

Oasis I 2015

Appendix D: Photos

EXERCISE CONTROLLERS



TABLETOP EVALUATION TEAM



LUIS MUNOZ MARIN INTERNATIONAL AIRPORT (SJU/TJSJ)
TABLE TOP EXERCISE

After Action Report/Improvement Plan
(AAR/IP)

Oasis I 2015

TABLETOP SAFETY BRIEFING



TABLETOP ARFF RESPONSE



LUIS MUNOZ MARIN INTERNATIONAL AIRPORT (SJU/TJSJ)
TABLE TOP EXERCISE

After Action Report/Improvement Plan
(AAR/IP)

Oasis I 2015

TABLETOP EOC RESPONSE



LUIS MUNOZ MARIN INTERNATIONAL AIRPORT (SJU/TJSJ)
TABLE TOP EXERCISE

After Action Report/Improvement Plan
(AAR/IP)

Oasis I 2015

EXERCISE HOT WASH SECTION



LUIS MUNOZ MARIN INTERNATIONAL AIRPORT (SJU/TJSJ) TABLE TOP EXERCISE

After Action Report/Improvement Plan
(AAR/IP)

Oasis I 2015

INCIDENT DOCUMENTATION



LUIS MUNOZ MARIN INTERNATIONAL AIRPORT (SJU/TJSJ)
TABLE TOP EXERCISE

After Action Report/Improvement Plan
(AAR/IP)

Oasis I 2015

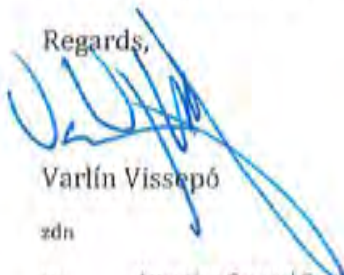
Appendix E: Acronyms

Acronym	Meaning
AAR	After Action Report
AAR/IP	After Action Report/Improvement Plan
ARFF	Aircraft Rescue and Fire Fighting
CBP	Customs and Border Protection
CP	Command Post
CDC	Centers for Disease Control and Prevention
C ³	Command, Control, and Communication
DHS	Department of Homeland Security
EMA	Emergency Management Agency
EMS	Emergency Medical Services
FBI	Federal Bureau of Investigation
FOUO	For Official Use Only
FPC	Final Planning Conference
HSEEP	Homeland Security Exercise and Evaluation Program
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
IC/UC	Incident Command/Unified Command
IPC	Initial Planning Conference
JIC	Joint Information Center
LLIS	Lessons Learned Information Sharing
MOU	Memorandum of Understanding
MSEL	Master Scenario Events List
NIMS	National Incident Management System
OP	Operational Period
PAO	Public Affairs Officer
PIO	Public Information Officer
POC	Point of contact
PRPA	Puerto Rico Ports Authority
PR DoH	Puerto Rico Department of Health
STAREX	Exercise Start
UC	Unified Command

Case Number	EAs Date	Brief Summary of Alleged Violation	TSA Resolution
2014SJU00107	Oct-24-2014	<i>"Airport tenant Pazo's employees working on a construction site did not provide escorts as instructed by Aerostar and applicable regulations."</i>	All violations dismissed in favor of Aerostar as it proved compliance with all regulatory requirements and charges should have been filed against the individual that committed the violation.
2015SJU0049	May 5, 2015	<i>"TSI inspector alleges gaining unauthorized access through the vehicle gate #1".</i>	Pending Informal Hearing
2015SJU0040	May-18-2015	<i>"Failure to ensure signs are posted at entry points from secured to sterile, in this case a pet elevator."</i>	Pending Informal Hearing

We are still pending the resolutions regarding the cases 2015SJU0049 and 2015SJU0040, respectively. As soon as the Informal Hearings take place and the resolutions are issued, we shall promptly give notice.

Regards,



Varlín Vissepó

sdn

cc: Attention General Counsel, Puerto Rico Ports Authority
Certified Mail with Return Receipt: 7015-0640-0002-6932-3141

Attention Executive Director
Public-Private Partnerships Authority
Certified Mail with Return Receipt: 7015-0640-0002-6932-3158

AEROSTAR

AIRPORT HOLDINGS LLC

Enrique Ramos-Meléndez, Esq.
Assistant General Counsel & Risk Manager

July 23, 2014

VIA CERTIFIED MAIL WITH RETURN RECEIPT
7012-2920-0001-2267-5912

Ingrid C. Colberg Rodriguez, Esq.
Puerto Rico Ports Authority
PO Box 362829
San Juan, PR 00936-2829

Ref.: **Aerostar Airport Holdings 2014 Insurance Program**

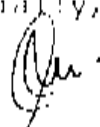
Dear Ms. Colberg:

Pursuant to the provisions set forth in the Luis Muñoz Marín International Airport Lease Agreement, I take the opportunity to present you with the enclosed certificates of insurance for Aerostar Airport Holdings, LLC, 2014 insurance program renewal.

The enclosed certificates of insurance include the required endorsements in favor of Puerto Rico Ports Authority, which has also been included as an additional insured under Aerostar policies.

Feel free to contact me if you need any additional information.

Cordially,


Enrique Ramos-Meléndez

zjh

A: Enclaves

c: Vailin C. Mianpo Muñoz
Chief Legal Officer & Corporate Secretary
Aerostar Airport Holdings, LLC

CERTIFICATE OF LIABILITY INSURANCE

03/05/2014

#ML14030500006

Producer: MARSH SALDANA, INC.

PO BOX 61985

Code: 0160 SAN JUAN, PR 00902-95

Insured: AEROSTAR AIRPORT HOLDING, LLC
 Name:

Address: PO BOX 363507

SAN JUAN, PR 00936-3607

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURERS AFFORDING COVERAGE

Insurer A: REAL LEGACY ASSURANCE COMPANY

Insurer B:

Insurer C:

Insurer D:

Insurer E:

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED, NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

COVERAGES	Policy Number	Policy Effective	Policy Expiration	Limits
GENERAL LIABILITY <input type="checkbox"/> Commercial General Liability <input type="checkbox"/> Claims Made <input type="checkbox"/> Occur Gen'l Aggregate Limit Applies per: <input type="checkbox"/> Policy <input type="checkbox"/> Project <input type="checkbox"/> Loc				GENERAL AGGREGATE PRODUCTS-COMP/OP AGG \$ PERSONAL & ADV. INJURY \$ EACH OCCURRENCE FIRE DAMAGE (Any one fire) MED EXP (Any one person)
AUTOMOBILE LIABILITY <input type="checkbox"/> Any Auto <input type="checkbox"/> All Owned Autos <input type="checkbox"/> Scheduled Autos <input type="checkbox"/> Hired Autos <input type="checkbox"/> Non-Owned Autos				COMBINED SINGLE LIMIT (ea accident) BODILY INJURY (per person) BODILY INJURY (per accident) PROPERTY DAMAGE (per accident)
GARAGE LIABILITY <input type="checkbox"/> Any Auto				AUTO ONLY-EA ACCIDENT OTHER THAN AUTO ONLY: EA ACC AGG
EXCESS LIABILITY <input type="checkbox"/> Occur <input type="checkbox"/> Claims Made <input type="checkbox"/> Deductible <input type="checkbox"/> Retention \$0				EACH OCCURRENCE AGGREGATE
WORKERS COMPENSATION AND EMPLOYER'S LIABILITY				<input type="checkbox"/> WC Statutory <input type="checkbox"/> Other E.L. EACH ACCIDENT E.L. DISEASE-EA EMPLOYEE E.L. DISEASE-POLICY LIMIT
A PROPERTY	CLP20120815	02/27/2014	02/27/2015	LOSS LIMIT \$200,000,000

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/EXCLUSIONS ADDED BY ENDORSEMENT/SPECIAL PROVISIONS
 THE CERTIFICATE HOLDER IS AN ADDITIONAL INSURED AND LOSS PAYEE WITH RESPECT TO PROPERTY COVERAGE AS DECLARATION ATTACHED

CERTIFICATE HOLDER ADDITIONAL INSURED; MORTGAGEE OR LOSS PAYEE:

PUERTO RICO PORTS AUTHORITY

PO BOX 362829

SAN JUAN PR 00936-2829

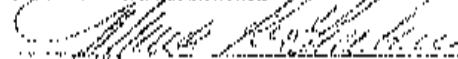
File No: 1001131

User: MI

CANCELLATION

IF SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 90 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE EFFECT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE





REAL LEGACY
ASSURANCE
tu proteccion Real

Compañía de Seguros MULTIRIES

Insured : AEROSTAR AIRPORT HOLDING, LLC
Policy : CLP20120815
Policy Period : February 27, 2014 to February 27, 2015

It is hereby understood and agreed that the following Endorsements are included only with respect to the following:

90 (NINETY) DAYS CANCELLATION CLAUSE

It is hereby understood and agreed that this policy may not be cancelled so as to affect the insurance provided until after ninety (90) days written notice shall be given to:

Puerto Rico Ports Authority
Po Box 362829
San Juan, PR 00936-2829

Prior to said cancellation becomes in effect. This will apply only on cancellation requested by the company for other reasons than non-payment of premium. Except for non-payment of premium in which case a ten (10) days written notice apply.

ADDITIONAL INSURED & LOSS PAYEE

It is hereby understood and agreed that the following is included as Additional Insured & Loss Payee in this policy:

Puerto Rico Ports Authority
Po Box 362829
San Juan, PR 00936-2829

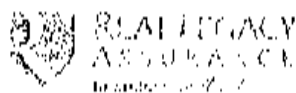
WAIVER OF SUBROGATION

This insurance shall not be invalidated should the insured waive in writing, prior to a loss, any or all rights of recovery against any party of loss occurring to the insured property.

Puerto Rico Ports Authority
Po Box 362829
San Juan, PR 00936-2829

Overseas Insurance Agency, Inc.

Authorized Representative



11/15/14 10:49 AM - 20140909000000000000

Insured : AEROSTAR AIRPORT HOLDING, LLC
Policy : CLP20120815
Policy Period : February 27, 2014 to February 27, 2015

INSURED PREMISES/PROJECT

LMMIA Airport Facility and all LMMIA Airport Facility Operations

LIMITS OF LIABILITY:

First Loss Limit of \$200,000,000

SUBLIMITS

The following Sub-limits specified herein apply as part of the overall schedule program limits; provided always that the insurer's limit of liability as specified in Item 4 above is not thereby increased. All of the below sub-limits apply any one occurrence and are automatically reinstated after loss, unless otherwise stated. Deductibles will apply as scheduled below:

Ordinance or Law Endorsement (Coverage A, B & C)	\$10,000,000.00
Debris Removal Deductible: Subject to policy's deductibles.	\$20,000,000.00
Property off Premises Deductible: \$50,000.	\$1,000,000.00
Property of Others	\$50,000.00
Newly Acquired Property and /or Temporary Structures (To be reported within 45 days) Subject to additional premium Deductibles: Subject to policy's deductibles.	\$5,000,000.00
Special Classes - Plants, Trees & Shrubs Deductibles: \$25,000.	\$1,000,000.00
Pollutant Clean Up and Removal- Annual Aggregate Limit As per form CP0407 Deductible: \$1,000,000.	\$5,000,000.00
Business Income including Extra Expense As per Form CP0030 (RLA Amended 9/99) 7 Days waiting period	\$50,000,000.00
Contingent Business Income Time Element	\$20,000,000.00
Account Receivables Deductible \$10,000	\$5,000,000.00
Valuable Papers Deductible \$10,000	\$1,000,000.00
Signs	\$1,500,000.00

As per form CP0028 03 10
Deductible 5 % of Loss

Fine Arts \$1,000,000.00
Limit Included under Business Personal Property Limit owned by the Insured including non-owned items in the Insured's care, custody or control that may be on exhibit. Subject to complete schedule of Fine Arts
Deductible: \$100,000.

Miscellaneous Property Floater \$20,000,000.00
Subject to complete schedule of property
Deductible: Subject to policy's deductibles.

FDP: \$20,000,000.00
Hardware (Including Portable Equipment, not limited to Laptops and Handhelds), Software, Business Income & Extra Expense. As per form of Insurance Agreements 1, 2, 3 and 4.
Deductible Subject to policy's deductibles.

All Risk Transportation \$1,000,000

Terrorism (TRIA) \$200,000,000.00
Deductible \$1,000,000; 7 days waiting period

COVERED PERILS

It is hereby understood and agreed that the covered perils on this policy are as follows:

- 1) Fire;
- 2) Smoke;
- 3) Windstorm;
- 4) Cyclone;
- 5) Tornado;
- 6) Hail;
- 7) Explosion;
- 8) Riot, Civil Commotion;
- 9) Flood;
- 10) Earth movement;
- 11) Collapse;
- 12) Water including overflow;
- 13) Leakage;
- 14) Sewer backup;
- 15) Utility Interruption;
- 16) Debris Removal;
- 17) Business Ordinance or law for increased cost of construction;
- 18) Extra Expense;
- 19) Valuable Papers;
- 20) Ingress or Egress;
- 21) Terrorism;
- 22) Business Income Coverage

Overseas Insurance Agency, Inc.



Authorized Representative

ACORD™ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YY)

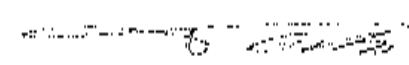
03/05/14

PRODUCER MARSH SALDAÑA	THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES IT COVERS.
INSURED AEROSTAR AIRPORT HOLDINGS, LLC PO BOX 38085 SAN JUAN, PR 00902-3549	INSURERS AFFORDING COVERAGE ACE INSURANCE COMPANY P O BOX 191249 SAN JUAN, PR 00919-1249

COVERAGES
THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS
GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS MADE <input type="checkbox"/> OCCUR <input checked="" type="checkbox"/> <input type="checkbox"/> _____ <input type="checkbox"/> _____ GENT. AGGREGATE LIMIT APPLIES PER POLICY <input checked="" type="checkbox"/> PRODUCT <input type="checkbox"/> LOG <input type="checkbox"/>				EACH OCCURRENCE FIRE DAMAGE (Any one fire) MED EXP (Any one person) PERSONAL ADV INJURY GENERAL AGGREGATE PRODUCTS-COMP/OP ACC
AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS <input type="checkbox"/> _____				COMBINED SINGLE LIMIT (Per accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
EXCESS LIABILITY CLAIMS MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> UMBRELLA FORM <input type="checkbox"/> DEDUCTIBLE <input type="checkbox"/> RETENTION				EACH OCCURRENCE AGGREGATE RETENTION
EMPLOYERS LIABILITY <input type="checkbox"/> STOP CAP				P.E. EACH ACCIDENT P.E. DISEASE (Per employee)
<input checked="" type="checkbox"/> OTHER POLLUTION	PPL0085	02/27/14	02/27/15	LIMIT OF LIABILITY \$ 30,000,000.00 AGGREGATE \$ 30,000,000.00 DEDUCTIBLE \$ 250,000 4 X PER LOSS SIR \$100,000 MAINTENANCE

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLE TYPE/EXCLUSIONS ADDED BY ENDORSEMENT/SPECIAL PROVISIONS
WITH RESPECT TO LLMA AIRPORT FACILITY AND LLMA AIRPORT FACILITIES OPERATIONS

CERTIFICATE HOLDER <input checked="" type="checkbox"/> ADDITIONAL INSURED <input type="checkbox"/> INSURER LETTER <input type="checkbox"/> PUERTO RICO PORTS AUTHORITY PO BOX 362829 SAN JUAN, PR 00936-2829	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 90 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE EFFECT THAT FAILURE TO DO SO SHALL WAIVE AND CONSTITUTE WAIVER OF LIABILITY OF ANY KIND TOWARD THE INSURER, ITS AGENTS OR BROKERS THEREON.  ACE INSURANCE COMPANY
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IMPORTANT
 If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement (s). If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement (s).
DISCLAIMER
 This certificate of insurance does not constitute a contract between the issuing insurer (s), authorized representative or producer, and the certificate holder nor does it affirmatively or negatively amend, extend or alter the coverages afforded by the policies listed hereon.

HOLD HARMLESS AGREEMENT

ISSUED TO: **PUERTO RICO PORTS AUTHORITY**

THE CONTRACTOR, FOR HIMSELF, AGENT'S EMPLOYEES, SUCCESSOR AND ASSIGNS AGREES TO SAVE AND HOLD HARMLESS THE OWNER FROM AND AGAINST ANY AND ALL CLAIMS, DEMANDS AND/OR SUITS WHETHER JUDICIAL OR EXTRA JUDICIAL FOR ANY COST WHATEVER ARISING OUT OR RELATED TO THE EXECUTION OF THE CONTRACT DESCRIBED BELOW, AND HIS INSURERS SHALL DEFEND THE OWNER FROM SUCH CLAIMS, DEMANDS AND/OR SUITS AND SHALL BEAR ALL THE EXPENSES FOR SUCH DEFENSE CONTEMPLATED WITHIN THE COVERAGE AND LIMITS PROVIDED BY THIS POLICY EXCEPT WHERE SUCH CLAIMS, DEMANDS AND/OR SUITS ARE DUE SOLELY TO THE NEGLIGENCE OF

**PUERTO RICO PORTS AUTHORITY
(OWNER)**

ITS OFFICERS, AGENT'S AND/OR EMPLOYEES. THIS ENDORSEMENT DOES NOT EXTEND, MODIFY, INCREASE LIMITS OF OR OTHERWISE ALTER THE COVERAGE PROVIDED BY THIS POLICY.

ADDITIONAL INSURED

IT IS UNDERSTOOD AND AGREED THAT:

PUERTO RICO PORTS AUTHORITY

IS INCLUDED IN THIS POLICY AS AN ADDITIONAL INSURED.

NINETY (90) DAYS CANCELLATION NOTICE

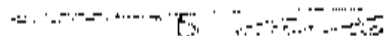
IT IS HEREBY UNDERSTOOD AND AGREED THAT IN THE EVENT OF CANCELLATION OF THE POLICY NINETY (90) DAYS WRITTEN NOTICE SHALL BE GIVEN TO:

PUERTO RICO PORTS AUTHORITY

PRIOR SAID CANCELLATION BECOMES IN EFFECT, THIS WILL APPLY ONLY ON CANCELLATION REQUESTED BY THE COMPANY FOR OTHER REASONS THAN NON-PAYMENT OF PREMIUM, ADDITIONAL PREMIUM DUE OR INSTALLMENTS DUE UNDER ANY PREMIUM FINANCING AGREEMENT. UNDER ABOVE CIRCUMSTANCES ONLY TEN (10) DAYS MODIFICATIONS WILL GIVEN AS PER POLICY CONDITIONS.

NAMED INSURED: **AEROSTAR AIRPORT HOLDINGS, LLC**
POLICY NUMBER: **PPL0085**

ACE INSURANCE COMPANY



AUTHORIZED SIGNATURE

PRODUCER

MARSH SALDAÑA
 P O BOX 9023549
 SAN JUAN, PR 00902-3549

THIS CERTIFICATE IS ISSUED AS MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

Phone: Fax:

COMPANIES AFFORDING COVERAGE

INSURED

AEROSTAR AIRPORT HOLDINGS, LLC

A ACE INSURANCE COMPANY
 B
 C
 D
 E

PO BOX 38085
SAN JUAN, PR 00931

COVERAGES

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED; NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

CO LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YYYY)	POLICY EXPIRATION DATE (MM/DD/YYYY)	COVERED PROPERTY	LIMITS
	<input type="checkbox"/> PROPERTY CAUSES OF LOSS <input type="checkbox"/> BASIC <input type="checkbox"/> BROAD <input type="checkbox"/> SPECIAL <input type="checkbox"/> EARTHQUAKE <input type="checkbox"/> FLOOD <input type="checkbox"/> WIND				<input type="checkbox"/> BUILDING <input type="checkbox"/> PERSONAL PROPERTY <input type="checkbox"/> BUSINESS INCOME <input type="checkbox"/> EXTRA EXPENSE <input type="checkbox"/> BLANKET BLDG INCRG <input type="checkbox"/> BLANKET PERS PROP <input type="checkbox"/> BLANKET BLDG & PP	
	<input type="checkbox"/> TINI AND MARINE TYPE OF POLICY CAUSES OF LOSS <input type="checkbox"/> NAMED PERILS <input type="checkbox"/> OTHER					
	<input type="checkbox"/> BOILER & MACHINERY <input checked="" type="checkbox"/> OTHER					
A	PROPERTY	10PR203952	2/27/2014	2/27/2015	LAYER 50 MM XS 200 MM	

COVERAGE/FORMS

DEDUCTIBLES: -AOP AND FLOOD \$1,000,000 FOR BLDG. AND \$250,000 FOR BPP - WINDSTORM DEDUCTIBLE 2% APPLYING TO TIV OF EACH AFFECTED DIVISION S. MINIMUM 1M AND MAXIMUM \$15 M PER EVENT COMBINED

CERTIFICATE HOLDER:

PUERTO RICO PORTS AUTHORITY
 PO BOX 362829
 SAN JUAN, PR 00936-2829

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING COMPANY WILL endeavor TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE COMPANY, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE:



ACORD TM

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YY) 3/0/2014

PRODUCER EASTERN AMERICA INSURANCE AGENCY P.O. BOX 183800 SAN JUAN, PR 00919-3800

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURERS AFFORDING COVERAGE

INSURED AEROSTAR AIRPORT HOLDINGS, LLC PO BOX 38085 SAN JUAN, PR 00937-1085

INSURER A: GREENWICH INSURANCE COMPANY
INSURER B:
INSURER C:
INSURER D:
INSURER E:

COVERAGES

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

Table with columns: INSR LTR, TYPE OF INSURANCE, POLICY NUMBER, POLICY EFFECTIVE DATE (MM/DD/YY), POLICY EXPIRATION DATE (MM/DD/YY), LIMITS. Includes rows for General Liability, Automobile Liability, Garage Liability, Excess Liability, and Workers Compensation.

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/EXCLUSIONS ADDED BY ENDORSEMENT/SPECIAL PROVISIONS LMMIA Airport Facility and all LMMIA Airport Facility Operations

CERTIFICATE HOLDER: PUERTO RICO PORTS AUTHORITY
PO BOX 362020
SAN JUAN, PR 00936-2020

CANCELLATION: SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE... AUTHORIZED REPRESENTATIVE: EASTERN AMERICA INSURANCE AGENCY

ACORD™ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

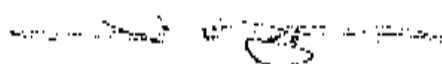
07/18/14

PRODUCER MARSH SAI DANA	THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFORD, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.
INSURED ALROSTAR AIRPORT HOLDINGS, LLC PO BOX 10086 SAN JUAN, PR 00931-1086	INSURERS AFFORDING COVERAGE ACE INSURANCE COMPANY P O BOX 191249 SAN JUAN, PR 00919-1249

COVERAGES
THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE. THE POLICY ITSELF INDICATES, NOTWITHSTANDING ANY REQUIREMENTS, TERMS OR CONDITIONS OF ANY CONTRACT OR OTHER DOCUMENT, WHETHER SPECIFIC TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSURANCE CODE	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YYYY)	POLICY EXPIRATION DATE (MM/DD/YYYY)	LIMITS
	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS MADE <input type="checkbox"/> OCCUR <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PL POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC <input type="checkbox"/>				EACH OCCURRENCE FIRE DAMAGE (Any one fire) MED LXP (Any one person) PERSONAL ADV INJURY GENERAL AGGREGATE PRODUCTS COMPROP AGG
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS <input type="checkbox"/> GARAGE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/>				COMBINED SINGLE LIMIT (Per accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
	EXCESS LIABILITY CLAIMS MADE <input type="checkbox"/> OCCUR <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> UMBRELLA FORM <input type="checkbox"/> DEFENSIBLE <input checked="" type="checkbox"/> RETENTION				EACH OCCURRENCE AGGREGATE RETENTION
	WORKERS COMPENSATION				
X	FIDUCIARY LIABILITY	DO 2878	02/27/14	02/27/15	DO \$5,000,000.00 RETENTION \$10,000
X	OTHER DIRECTORS & OFFICERS	DO 2878	02/27/14	02/27/15	Directors & officers \$10,000,000.00 EMPLOYMENT PRACTICES LIABILITY \$10,000,000.00 RETENTION \$25,000.00

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLE/EXCLUSIONS APPLIED BY ENDORSEMENT/SPECIAL PROVISIONS

EVIDENCE OF INSURANCE	
CERTIFICATE HOLDER: PUERTO RICO PORTS AUTHORITY PO BOX 362829 SAN JUAN, P.R. 00936-2829	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPLY NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER OR ITS AGENTS OR REPRESENTATIVES.  ACE INSURANCE COMPANY

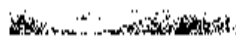
IMPORTANT

If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s). If SUPPLEMENTAL WAIVER is subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

DISCLAIMER

This certificate of insurance does not constitute a contract between the issuing insurer(s), authorized representative or producer, and the certificate holder nor does it affirmatively or negatively amend, extend or alter the coverage afforded by the policies listed therein.

STARR AVIATION



A Member Company of C.V. Starr & Co., Inc.
3303 Peachtree Road NE, Suite 1000
Atlanta, GA 30326

Certificate of Insurance

Certificate Holder: PUERTO RICO PORTS AUTHORITY
PO BOX 362829
SAN JUAN, PUERTO RICO 00936-2829

Named Insured: AEROSTAR AIRPORT HOLDINGS
PO BOX 38085
SAN JUAN, PR 00937-1085

Policy Period: From FEBRUARY 27, 2014 To FEBRUARY 27, 2015

Policy Number: 1000700003-01

Issuing Company: STARR INDEMNITY & LIABILITY COMPANY

This is to certify that the policy(ies) listed herein have been issued providing coverage for the listed insured as further described. This certificate of insurance is not an insurance policy and does not amend, extend, or alter the coverage afforded by the policy(ies) listed herein. Notwithstanding any requirement, term or condition of any contract, or other document with respect to which this certificate of insurance may be concerned or may pertain, the insurance afforded by the policy(ies) listed on this certificate is subject to all the terms, exclusions, and conditions of such policy(ies).

Aviation Commercial General Liability

Limits of Insurance

Each Occurrence Limit	\$ <u>400,000,000</u>
Damage to Premises Rented to You Limit	\$ <u>250,000</u> Any one premises
Medical Expense Limit	\$ <u>NOT COVERED</u> Any one person
Personal & Advertising Injury Aggregate Limit	\$ <u>50,000,000</u>
General Aggregate Limit	\$ <u>NOT APPLICABLE</u>
Products/Completed Operations Aggregate Limit	\$ <u>400,000,000</u>
Hangarkeepers Limit	
Each Aircraft Limit	\$ <u>400,000,000</u>
Each Loss Limit	\$ <u>400,000,000</u>
Hangarkeeper's Deductible	\$ <u>AS ENDORSED</u> Each Aircraft

FOR FURTHER INFORMATION, PLEASE REFER TO THE ATTACHED ENDORSEMENT FORM, STARR 10060, 10134 AND 10466.

THE INSURANCE EVIDENCED TO THE CERTIFICATE HOLDER BY THIS CERTIFICATE OF INSURANCE IS PRIMARY AND NON CONTRIBUTORY TO ANY OTHER INSURANCE AVAILABLE TO THE CERTIFICATE HOLDER.

Certificate Number: 1-1
Issued By and Date: FEBRUARY 27, 2014 (MFL)

Starr 10058 (6/06)

By

(Authorized Representative)

ADDITIONAL INSURED - DESIGNATED PERSON OR ORGANIZATION

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE FORM

SCHEDULE

Name of Additional Insured Person(s) or Organization(s):

PUERTO RICO PORTS AUTHORITY
PO BOX 362829
SAN JUAN, PUERTO RICO 00936 2829

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

SECTION II - WHO IS AN INSURED is amended to include as an additional Insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf:

- A. In the performance of your ongoing operations; or
- B. In connection with your premises owned by or rented to you.


All other provisions of this policy remain the same.

This endorsement becomes effective FEBRUARY 27, 2014 to be attached to and hereby made a part of:
Policy No. 1000700003-01
Issued to AERIOSTAR AIRPORT HOLDINGS

By STARR INDEMNITY & LIABILITY COMPANY

Endorsement No. 14

Date of Issue FEBRUARY 27, 2014 (MFL)

By 
(Authorized Representative)

7012 2920 0001 2267 5912

U.S. Postal Service™
CERTIFIED MAIL™ RECEIPT *-Legal-*
(Domestic Mail Only; No Insurance Coverage Provided)

For delivery information visit our website at www.usps.com

OFFICIAL USE

Postage	\$
Certified Fee	
Return Receipt Fee (Endorsement Required)	
Restricted Delivery Fee (Endorsement Required)	
Total Postage & Fees	\$



Sent To Ingrid C. Colberg Rodríguez, Esq.
Puerto Rico Ports Authority
 Street, Apt. No., or PO Box No. PO Box 362829
 City, State, ZIP+4 San Juan, PR 00936-2829

PS Form 3800, August 2006 See Reverse for Instructions

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

 Ingrid C. Colberg Rodríguez, Esq.
 Puerto Rico Ports Authority
 PO Box 362829
 San Juan, PR 00936-2829

2. Article Number
(transfer from service label)

7012 2920 0001 2267 5912

COMPLETE THIS SECTION ON DELIVERY

A. Signature Agent
 Addressee

B. Received by *(Printed Name)* Marta Rivera C. Date of Delivery 7-29-14

D. Is delivery address different from item 1? Yes
 If YES, enter delivery address below: No

3. Service Type
 Certified Mail Express Mail
 Registered Return Receipt for Merchandise
 Insured Mail C.O.D.

4. Restricted Delivery? *(Extra Fee)* Yes

AEROSTAR

AIRPORT HOLDINGS LLC

Enrique Ramos-Meléndez, Esq.
Security & Risk Director

April 24th, 2015

VIA CERTIFIED MAIL

Francisco Cruz, Esq.
Puerto Rico Ports Authority
PO Box 362829
San Juan, PR 00936-2829

Re: Aerostar Airport Holdings 2015 Insurance Program

Dear Mr. Cruz:

Pursuant to the provisions set forth in the Luis Muñoz Marín International Airport Lease Agreement, executed by the Puerto Rico Ports Authority, ("PRPA"), and Aerostar Airport Holdings, LLC, ("Aerostar"), I take the opportunity to present you with the enclosed certificates of insurance for Aerostar 2015 insurance program renewal.

The enclosed certificates of insurance include the required endorsements in favor of PRPA, which has also been included as an additional insured under the corresponding Aerostar insurance policies.

Feel free to contact me if you need any additional information.

Cordially,



Enrique Ramos-Meléndez

enclosures

- Varlín J. Viasepó-Muñoz
Chief Legal Officer & Corporate Secretary
Aerostar Airport Holdings, LLC

CERTIFICATE OF INSURANCE

Insured AEROSTAR AIRPORT HOLDINGS, LLC PO BOX 3535507 SAN JUAN PR 00936-3507	THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.
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Certificate Holder PUERTO RICO PORTS AUTHORITY PO BOX 362829 SAN JUAN PR 00936-2829	COMPANIES AFFORDING COVERAGE Company Name MAPFRE PRAICO INSURANCE CO. Producer/Authorized Representative 2001 - AON RISK SOLUTIONS OF PR
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Coverages

THIS IS TO CERTIFY THAT POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS, AND CONDITIONS OF SUCH POLICIES. LIMITS AND/OR AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

Policy Number	CBP 8864805-5	Property Information	Location / Description
Effective Date	02/27/2015	LUIS MUNOZ MARIN INTERNATIONAL	ROAD PR 17 INTERSECTION ROAD PR 28
Expiration Date	02/27/2016	AIRPORT	CAROLINA PR.

Property Coverage Information	Causes Of Loss	Amount Of Insurance	Deductible
<input checked="" type="checkbox"/> Building Coverage	First Loss Limit	\$ 250,000,000	\$
<input checked="" type="checkbox"/> Personal Property		\$	\$
<input type="checkbox"/> Other Coverage		\$	\$

Other Building & Business Personal Property - \$250,000,000.
 Deductibles: Windstorm: 2% / EQ: 5% / Flood: 2% / AOP - \$250,000. Cap of \$10MM for above perils.

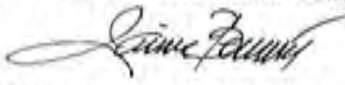
General Liability		Limits Of Liability
<input type="checkbox"/> General Aggregate Limit		\$
<input type="checkbox"/> Personal and Advertising Injury Limit		\$
<input type="checkbox"/> Each Occurrence Limit		\$
<input type="checkbox"/> Damage to Premises Rented To You (Any One Premises)		\$
<input type="checkbox"/> Medical Expense Limit		\$
<input type="checkbox"/> Products - Comp/OP Agg. (Any One Person)		\$

Automobile Coverages		Limits Of Liability
<input type="checkbox"/> Schedule Autos	Combined Single Limit	\$
<input type="checkbox"/> Any Auto Liability	Bodily Injury (Per Person)	\$
<input type="checkbox"/> Hired Automobile Liability	Bodily Injury (Per Accident)	\$
<input type="checkbox"/> Non Owned Auto Liability	Property Damage	\$
<input type="checkbox"/> Garage Keepers Legal Liability		\$
<input type="checkbox"/> Comprehensive Form	Deductible	\$
<input type="checkbox"/> Specified Perils		\$
<input type="checkbox"/> Collision Coverage		\$
Other		\$

Excess / Umbrella Liability		Limits Of Liability
<input type="checkbox"/> Occurrence Excess Policy	Each Occurrence	\$
	Aggregate	\$
EMPLOYERS'S LIABILITY "STOP" GAP COVERAGE		Each Accident
		Disease-Policy Limit
		Disease Each Employee

Cancellation

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING COMPANY WILL MAIL TO THE CERTIFICATE HOLDER WRITTEN NOTICE OF CANCELLATION AT LEAST 10 DAYS BEFORE THE EFFECTIVE DATE IF WE CANCEL FOR NON-PAYMENT OF PREMIUM; OR 30 DAYS BEFORE THE EFFECTIVE DATE OF CANCELLATION IF WE CANCEL FOR ANY OTHER REASON. PROOF OF MAILING WILL BE SUFFICIENT PROOF OF NOTICE.

MAPFRE PRAICO INSURANCE COMPANY  COUNTERSIGNATURE MANAGER	FILE: 1300322133	DATE: 03/05/2015
		INITIALS: OQR



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YY)

3/17/2015

PRODUCER
AON RISK SOLUTION OF PR, INC.

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURED**INSURERS AFFORDING COVERAGE**

AEROSTAR AIRPORT HOLDINGS, LLC

PO BOX 363507

SAN JUAN PR 00936

ACE INSURANCE COMPANY

P O BOX 191249

SAN JUAN, PR 00919-1249

COVERAGES

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXP. DATE (MM/DD/YYY)	LIMITS	
	GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> GENL AGGREGATE LIMIT APPLIES PER POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC <input type="checkbox"/>				EACH OCCURRENCE	
					FIRE DAMAGE (Any one fire)	
					MED EXP (Any one person)	
					PERSONAL ADV INJURY	
					GENERAL AGGREGATE	
					PRODUCTS-COMP/OP AGG	
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS				COMBINED SINGLE LIMIT (Ea accident)	
					BODILY INJURY (Per person)	
					BODILY INJURY (Per accident)	
					PROPERTY DAMAGE (Per accident)	
	GARAGE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/>				AUTO ONLY - EA ACCIDENT	
					OTHER THAN EA ACC	
					AUTO ONLY: AGG	
	EXCESS LIABILITY CLAIMS MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> UMBRELLA FORM <input type="checkbox"/> DEDUCTIBLE <input type="checkbox"/> RETENTION				EACH OCCURRENCE	
					AGGREGATE	
					RETENTION	
	WORKERS COMPENSATION					
	EMPLOYERS LIABILITY <input type="checkbox"/> STOP GAP				E.L EACH ACCIDENT	
					E.L DISEASE - EA EMPLOYEE	
					E.L DISEASE - POLICY LIMIT	
X	OTHER PREMISES POLLUTION LIABILITY	PPL0106	02/27/2015	02/27/2016	LIMIT	30,000,000
					AGGREGATE	30,000,000
					DEDUCTIBLE	250,000

DESCRIPTION OF OPERATIONS/LOCATIONS, VEHICLE/EXCLUSIONS ADDED BY ENDORSEMENT/SPECIAL PROVISIONS
EVIDENCE OF INSURANCE

CERTIFICATE HOLDER: ADDITIONAL INSURED INSURER LETTER

CANCELLATION

PUERTO RICO PORTS AUTHORITY

PO BOX 362829
SAN JUAN, PR 00936-2829

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.

IMPORTANT

If the certificate holder is an ADDITIONAL INSURED, the policy(es) must be endorsed. A statement on this certificate does not confer rights to the certificate holder in of such endorsement(s). If SUBROGATIONS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

DISCLAIMER

This certificate of insurance does not constitute a contract between the issuing insurer(s), authorized representative or producer, and the certificate holder nor does it affirmatively or negatively amend, extend or alter the coverage afforded by the policies listed thereon.

CERTIFICATE OF INSURANCE

Insured
AEROSTAR AIRPORT HOLDINGS, LLC
 PO BOX 3533507
 SAN JUAN PR 00936-3507

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

Certificate Holder
PUERTO RICO PORTS AUTHORITY
 PO BOX 362829
 SAN JUAN PR 00936-2829

COMPANIES AFFORDING COVERAGE

Company Name
MAPFRE PRAICO INSURANCE CO.
Producer/Authorized Representative
 2101 - AON RISK SOLUTIONS OF PR

Coverages

THIS IS TO CERTIFY THAT POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS, AND CONDITIONS OF SUCH POLICIES. LIMITS AND/OR AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

Policy Number	BAP 7471507	Property Information	Location / Description
Effective Date	02/27/2015		
Expiration Date	02/27/2016		

Property Coverage Information	Causes Of Loss	Amount Of Insurance	Deductible
<input type="checkbox"/> Building Coverage		\$	\$
<input type="checkbox"/> Personal Property		\$	\$
<input type="checkbox"/> Other Coverage		\$	\$

Other GARAGEKEEPERS LIMIT (SPECIFIED PERILS & COLLISION) \$250,000 - DIRECT PRIMARY, SPECIFIED PERILS DED \$100/500 / COLLISION DED. \$100.

General Liability

General Aggregate Limit	Limits Of Liability
<input type="checkbox"/> Personal and Advertising Injury Limit	\$
<input type="checkbox"/> Each Occurrence Limit	\$
<input type="checkbox"/> Damage to Premises Rented To You (Any One Premises)	\$
<input type="checkbox"/> Medical Expense Limit	\$
<input type="checkbox"/> Products - Comp/OP Agg. (Any One Person)	\$

Automobile Coverages

Automobile Coverages	Limits Of Liability
<input checked="" type="checkbox"/> Schedule Autos	\$ 1,000,000
<input checked="" type="checkbox"/> Any Auto Liability	\$
<input checked="" type="checkbox"/> Hired Automobile Liability	\$
<input checked="" type="checkbox"/> Non Owned Auto Liability	\$
<input type="checkbox"/> Garage Keepers Legal Liability	\$
<input type="checkbox"/> Comprehensive Form	\$
<input type="checkbox"/> Specified Perils	\$
<input type="checkbox"/> Collision Coverage	\$

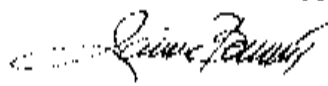
Other MEDICAL PAYMENTS \$5,000.

Excess / Umbrella Liability

Occurrence Excess Policy	Limits Of Liability
<input type="checkbox"/> Each Occurrence	\$
<input type="checkbox"/> Aggregate	\$
EMPLOYERS'S LIABILITY "STOP" GAP COVERAGE	\$
	\$
	\$

Cancellation

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING COMPANY WILL MAIL TO THE CERTIFICATE HOLDER WRITTEN NOTICE OF CANCELLATION AT LEAST 30 DAYS BEFORE THE EFFECTIVE DATE IF WE CANCEL FOR NON-PAYMENT OF PREMIUM; OR 30 DAYS BEFORE THE EFFECTIVE DATE OF CANCELLATION IF WE CANCEL FOR ANY OTHER REASON. PROOF OF MAILING WILL BE SUFFICIENT PROOF OF NOTICE.

MAPFRE PRAICO INSURANCE COMPANY  COUNTERSIGNATURE MANAGER	FILE: 1300822133	DATE: 03/12/2015	INITIALS: OGR
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STARR COMPANIES

GLOBAL INSURANCE & INVESTMENTS
3353 Peachtree Road NE, Suite 1000
Atlanta, GA 30326

Certificate of Insurance

Certificate Holder: PUERTO RICO PORTS AUTHORITY
PO BOX 362829
SAN JUAN, PUERTO RICO 00936 2829

Named Insured: AEROSTAR AIRPORT HOLDINGS, LLC
PO BOX 38085
SAN JUAN, PR 00937-1085

Policy Period: From FEBRUARY 27, 2015 To FEBRUARY 27, 2016

Policy Number: 1000700003-02

Issuing Company: STARR INDEMNITY & LIABILITY COMPANY

This is to certify that the policy(ies) listed herein have been issued providing coverage for the listed insured as further described. This certificate of insurance is not an insurance policy and does not amend, extend, or alter the coverage afforded by the policy(ies) listed herein. Notwithstanding any requirement, term or condition of any contract, or other document with respect to which this certificate of insurance may be concerned or may pertain, the insurance afforded by the policy(ies) listed on this certificate is subject to all the terms, exclusions, and conditions of such policy(ies).

Aviation Commercial General Liability

Limits of Insurance

Each Occurrence Limit	\$ 400,000,000.
Damage to Premises Rented to You Limit	\$ 250,000. Any one premises
Medical Expense Limit	\$ NOT COVERED Any one person
Personal & Advertising Injury Aggregate Limit	\$ 50,000,000.
General Aggregate Limit	\$ NOT APPLICABLE
Products/Completed Operations Aggregate Limit	\$ 400,000,000.
Hangarkeepers Limit	
Each Aircraft Limit	\$ 400,000,000.
Each Loss Limit	\$ 400,000,000.
Hangarkeeper's Deductible	\$ AS ENDORSED Each Aircraft

FOR FURTHER INFORMATION, PLEASE REFER TO THE ATTACHED ENDORSEMENT FORM, STARR 10060, 10134 AND 10466.

THE INSURANCE EVIDENCED TO THE CERTIFICATE HOLDER BY THIS CERTIFICATE OF INSURANCE IS PRIMARY AND NON CONTRIBUTORY TO ANY OTHER INSURANCE AVAILABLE TO THE CERTIFICATE HOLDER.

THE CERTIFICATE HOLDER WILL BE PROVIDED WITH THIRTY (30) DAYS (TEN (10) DAYS IF FOR NON PAYMENT OF PREMIUM) NOTICE OF CANCELLATION OR MATERIAL CHANGE.

THE CERTIFICATE HOLDER IS PROVIDED A WAIVER OF SUBROGATION AS RESPECTS TO LIABILITY COVERAGE.

Certificate Number: 1.1
Issued By and Date: MARCH 9, 2015 (WC)

By

(Authorized Representative)

ADDITIONAL INSURED - DESIGNATED PERSON OR ORGANIZATION

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE FORM

SCHEDULE

Name of Additional Insured Person(s) or Organization(s):

PUERTO RICO PORTS AUTHORITY
PO BOX 362829
SAN JUAN, PUERTO RICO 00936-2829

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

SECTION II - WHO IS AN INSURED is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf:

- A. In the performance of your ongoing operations; or
- B. In connection with your premises owned by or rented to you.

All other provisions of this policy remain the same.

This endorsement becomes effective FEBRUARY 27, 2015 to be attached to and hereby made a part of:

Policy No. 1000700003-02
Issued to AEROSTAR AIRPORT HOLDINGS, LLC

By STARBUCK INDEMNITY & LIABILITY COMPANY

Endorsement No. TBA

Date of Issue MARCH 9, 2015 (WC) By _____
(Authorized Representative)



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YY)

03/03/15

PRODUCER

AON RISK SOLUTIONS OF PUERTO RICO

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURED

AEROSTAR AIRPORT HOLDING, INC

PO BOX 363507

SAN JUAN, PR 00936-3507

INSURERS AFFORDING COVERAGE

ACE INSURANCE COMPANY

P O BOX 191249

SAN JUAN, PR 00919-1249

COVERAGES

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS	
	GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PER POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC <input type="checkbox"/>				EACH OCCURRENCE	
					FIRE DAMAGE (Any one fire)	
					MED EXP (Any one person)	
					PERSONAL ADV INJURY	
					GENERAL AGGREGATE	
					PRODUCTS-COMP/OP AGG	
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS <input type="checkbox"/>				COMBINED SINGLE LIMIT (Ea accident)	
					BODILY INJURY (Per person)	
					BODILY INJURY (Per accident)	
					PROPERTY DAMAGE (Per accident)	
	GARAGE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/>				AUTO ONLY - EA ACCIDENT	
					OTHER THAN EA ACC	
					AUTO ONLY: AGG	
	EXCESS LIABILITY CLAIMS MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> UMBRELLA FORM <input type="checkbox"/> DEDUCTIBLE <input type="checkbox"/> RETENTION				EACH OCCURRENCE	
					AGGREGATE	
					RETENTION	
	WORKERS COMPENSATION					
	EMPLOYERS LIABILITY <input type="checkbox"/> STOP GAP				LIMIT	
					AGGREGATE	
					DEDUCTIBLE	
x	COMMERCIAL CRIME	63PR3579	02/27/15	02/27/16	LIMIT	\$ 3,000,000.00
					RETENTION	\$ 50,000.00

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLE/EXCLUSIONS ADDED BY ENDORSEMENT/SPECIAL PROVISIONS

EVIDENCE OF INSURANCE

CERTIFICATE HOLDER ADDITIONAL INSURED INSURER LETTER

PUERTO RICO PORTS AUTHORITY

PO BOX 362829

SAN JUAN, PR 00936-2829

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND BUT UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.

ACE INSURANCE COMPANY

IMPORTANT

If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement (s). If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement (s).

DISCLAIMER

This certificate of insurance does not constitute a contract between the issuing insurer (s), authorized representative or producer, and the certificate holder nor does it affirmatively or negatively amend, extend or alter the coverage afforded by the policies listed thereon.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YY)

03/03/15

PRODUCER
AON RISK SOLUTIONS OF PUERTO RICO

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURED	INSURERS AFFORDING COVERAGE
AEROSTAR AIRPORT HOLDING, INC PO BOX 363507 SAN JUAN, PR 00936-3507	ACE INSURANCE COMPANY P O BOX 191249 SAN JUAN, PR 00919-1249

COVERAGES

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS
	GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> _____ <input type="checkbox"/> _____ GEN'L AGGREGATE LIMIT APPLIES PER POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC <input type="checkbox"/>				EACH OCCURRENCE FIRE DAMAGE (Any one fire) MED EXP (Any one person) PERSONAL ADV INJURY GENERAL AGGREGATE PRODUCTS-COMP/OP AGG
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS <input type="checkbox"/> _____				COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
	GARAGE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> _____				AUTO ONLY - EA ACCIDENT OTHER THAN EA ACC AUTO ONLY: AGG
	EXCESS LIABILITY CLAIMS MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> UMBRELLA FORM <input type="checkbox"/> DEDUCTIBLE <input type="checkbox"/> RETENTION				EACH OCCURRENCE AGGREGATE RETENTION
X	OTHER DIRECTORS AND OFFICERS	DO2878	02/27/15	02/27/16	LIMIT \$ 10,000,000.00 RETENTION \$ 25,000.00
X	OTHER EMPLOYMENT PRACTICES LIABILITY	DO2878	02/27/15	02/27/16	LIMIT \$ 10,000,000.00 RETENTION \$ 25,000.00
X	OTHER FIDUCIARY LIABILITY	DO2878	02/27/15	02/27/16	LIMIT \$ 5,000,000.00 RETENTION \$ 10,000.00

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLE/EXCLUSIONS ADDED BY ENDORSEMENT/SPECIAL PROVISIONS

EVIDENCE OF INSURANCE

CERTIFICATE HOLDER <input type="checkbox"/> ADDITIONAL INSURED <input type="checkbox"/> INSURER LETTER <input type="checkbox"/> PUERTO RICO PORTS AUTHORITY PO BOX 362629 SAN JUAN, PR 00936-2829	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND BUT UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES. ACE INSURANCE COMPANY
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IMPORTANT

If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement (s). If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement (s).

DISCLAIMER

This certificate of insurance does not constitute a contract between the issuing insurer (s), authorized representative or producer, and the certificate holder nor does it affirmatively or negatively amend, extend or alter the coverage afforded by the policies listed thereon.

ACORD™

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YY)

3/10/2016

PRODUCER EASTERN AMERICA INSURANCE AGENCY
P.O. BOX 193900
SAN JUAN, PR 00919 3900

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURERS AFFORDING COVERAGE

INSURED AEROSTAR AIRPORT HOLDINGS, LLC
PO BOX 30805
SAN JUAN, PR 00937-1085

INSURER A: CONTINENTAL CASUALTY COMPANY
INSURER B:
INSURER C:
INSURER D:
INSURER E:

COVERAGES

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

Table with columns: INSR LTR, TYPE OF INSURANCE, POLICY NUMBER, POLICY EFFECTIVE DATE (MM/DD/YY), POLICY EXPIRATION DATE (MM/DD/YY), LIMITS. Includes sections for General Liability, Automobile Liability, Garage Liability, Access Liability, Workers Compensation and Employers Liability, and Other Boilerplate Machinery.

DESCRIPTION OF OPERATIONS, OCCASIONS, RISKS, EXCLUSIONS ADDED BY ENDORSEMENTS/SPECIAL PROVISIONS
LIMITS: PROFESSIONAL SERVICES RENDERED

CERTIFICATE HOLDER: X ADDITIONAL INSURED: INSURER LETTER:

Additional Insured
PUERTO RICO PORTS AUTHORITY
PO BOX 302629
SAN JUAN PR 00936-2629

FILE # 193904 CERT # 11 PROD # 203 DRM

CANCELLATION

IF IN 10 DAYS OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL endeavor TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPROVE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE:
EASTERN AMERICA INSURANCE AGENCY

IMPORTANT

If the certificate holder is an ADDITIONAL INSURED, the policy (ies) must be endorsed. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

DISCLAIMER

This Certificate of Insurance does not constitute a contract between the issuing insurer(s), authorized representative(s) producer, and the certificate holder, nor does it affirmatively or negatively amend, extend or alter the coverages afforded by the policy(ies) listed thereon.

AEROSTAR

AIRPORT HOLDINGS LLC

Agustin Arellano-Rodriguez
President & CEO
agustin.arellano@aerostarairports.com

March 7, 2016

**VIA CERTIFIED MAIL WITH RETURN RECEIPT:
7015-0640-0002-6932-3165**

Ingrid C. Colberg, Esq.
Executive Director
Puerto Rico Ports Authority
PO Box 362829
San Juan, PR 00936-2829

Re.: Aerostar Airport Holdings, LLC 2016 Insurance Program

Dear Ms. Colberg:

In compliance with Section 13.1 of the Luis Muñoz Marín International Airport (“LMMIA”) Lease Agreement dated as of July 24, 2012 by and between The Puerto Rico Ports Authority (“PRPA”) and Aerostar Airport Holdings, LLC (“Aerostar”), attached you will find the Certificates of Insurance for Aerostar 2016 Insurance Program Renewal.

The enclosed certificates of insurance include the required endorsements in favor of PRPA, which has also been included as an additional insured under the corresponding Aerostar insurance policies.

Regards,

Agustín Arellano

zdn

Attachments

CERTIFICATE OF INSURANCE

Insured AEROSTAR AIRPORT HOLDINGS, LLC PO BOX 3535507 SAN JUAN PR 00936-3507	THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.
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COMPANIES AFFORDING COVERAGE

Certificate Holder PUERTO RICO PORTS AUTHORITY PO BOX 362829 SAN JUAN PR 00936-2829	Company Name MAPFRE PRAICO INSURANCE CO. Producer/Authorized Representative 2001 - AON RISK SOLUTIONS OF PR
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Coverages
THIS IS TO CERTIFY THAT POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS, AND CONDITIONS OF SUCH POLICIES. LIMITS AND/OR AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

Policy Number	1225168001254	Property Information	Location / Description
Effective Date	02/27/2016		
Expiration Date	02/27/2017		

Property Coverage Information	Causes Of Loss	Amount Of Insurance	Deductible
<input type="checkbox"/> Building Coverage		\$	\$
<input type="checkbox"/> Personal Property		\$	\$
<input type="checkbox"/> Other Coverage		\$	\$

Other

General Liability		Limits Of Liability
<input type="checkbox"/> General Aggregate Limit		\$
<input type="checkbox"/> Personal and Advertising Injury Limit		\$
<input type="checkbox"/> Each Occurrence Limit		\$
<input type="checkbox"/> Damage to Premises Rented To You (Any One Premises)		\$
<input type="checkbox"/> Medical Expense Limit		\$
<input type="checkbox"/> Products – Comp/OP Agg. (Any One Person)		\$

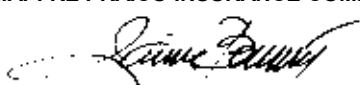
Automobile Coverages		Limits Of Liability
<input type="checkbox"/> Schedule Autos	Combined Single Limit	\$
<input type="checkbox"/> Any Auto Liability	Bodily Injury (Per Person)	\$
<input type="checkbox"/> Hired Automobile Liability	Bodily Injury (Per Accident)	\$
<input type="checkbox"/> Non Owned Auto Liability	Property Damage	\$
<input checked="" type="checkbox"/> Garage Keepers Legal Liability	Deductible	Limit Of Insurance
<input type="checkbox"/> Comprehensive Form	\$	\$
<input checked="" type="checkbox"/> Specified Perils	\$ 0	\$ 250,000
<input checked="" type="checkbox"/> Collision Coverage	\$ 0	\$ 250,000

Other DIRECT PRIMARY. SPECIFIED PERILS DED \$100/500 COLLISION DED. \$100.

Excess / Umbrella Liability		Limits Of Liability
<input type="checkbox"/> Occurrence Excess Policy	Each Occurrence	\$
	Aggregate	\$
EMPLOYERS'S LIABILITY "STOP" GAP COVERAGE		Each Accident
		Disease-Policy Limit
		Disease Each Employee

Cancellation

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING COMPANY WILL MAIL TO THE CERTIFICATE HOLDER WRITTEN NOTICE OF CANCELLATION AT LEAST 10 DAYS BEFORE THE EFFECTIVE DATE IF WE CANCEL FOR NON-PAYMENT OF PREMIUM; OR 30 DAYS BEFORE THE EFFECTIVE DATE OF CANCELLATION IF WE CANCEL FOR ANY OTHER REASON. PROOF OF MAILING WILL BE SUFFICIENT PROOF OF NOTICE.

MAPFRE PRAICO INSURANCE COMPANY	FILE: 1300322133	DATE: 03/01/2016	INITIALS: OQR
 COUNTERSIGNATURE MANAGER			

IMPORTANT

If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

DISCLAIMER

This Certificate of Insurance does not constitute a contract between the issuing insurer(s), authorized representative or producer, and the certificate holder, nor does it affirmatively or negatively amend, extend or alter the coverage afforded by the policies listed thereon.

CERTIFICATE OF INSURANCE

Insured AEROSTAR AIRPORT HOLDINGS, LLC PO BOX 3535507 SAN JUAN PR 00936-3507	THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.
--	---

COMPANIES AFFORDING COVERAGE

Certificate Holder PUERTO RICO PORTS AUTHORITY PO BOX 362829 SAN JUAN PR 00936-2829	Company Name MAPFRE PRAICO INSURANCE CO.
	Producer/Authorized Representative 44082 - AON RISK SOLUTIONS OF PR

Coverages
THIS IS TO CERTIFY THAT POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS, AND CONDITIONS OF SUCH POLICIES. LIMITS AND/OR AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

Policy Number	CBP 8872244-6	Property Information	Location / Description
Effective Date	02/27/2016	LUIS MUNOZ MARIN INTERNATIONAL	ROAD PR 17 INTERSECTION ROAD PR 26
Expiration Date	02/27/2017	AIRPORT	CAROLINA PR.

Property Coverage Information	Causes Of Loss	Amount Of Insurance	Deductible
<input checked="" type="checkbox"/> Building Coverage	First Loss Limit	\$ 250,000,000	\$
<input checked="" type="checkbox"/> Personal Property		\$	\$
<input type="checkbox"/> Other Coverage		\$	\$

Other Building & Business Personal Property - \$250,000,000.
Deductibles: Windstorm: 2% / EQ: 5% / Flood: 2% / AOP - \$250,000. Cap of \$10MM for above perils.

General Liability		Limits Of Liability	
<input type="checkbox"/> General Aggregate Limit		\$	
<input type="checkbox"/> Personal and Advertising Injury Limit		\$	
<input type="checkbox"/> Each Occurrence Limit		\$	
<input type="checkbox"/> Damage to Premises Rented To You (Any One Premises)		\$	
<input type="checkbox"/> Medical Expense Limit		\$	
<input type="checkbox"/> Products - Comp/OP Agg. (Any One Person)		\$	

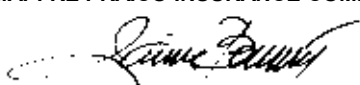
Automobile Coverages		Limits Of Liability	
<input type="checkbox"/> Schedule Autos	Combined Single Limit	\$	
<input type="checkbox"/> Any Auto Liability	Bodily Injury (Per Person)	\$	
<input type="checkbox"/> Hired Automobile Liability	Bodily Injury (Per Accident)	\$	
<input type="checkbox"/> Non Owned Auto Liability	Property Damage	\$	
<input type="checkbox"/> Garage Keepers Legal Liability	Deductible		Limit Of Insurance
<input type="checkbox"/> Comprehensive Form	\$	\$	
<input type="checkbox"/> Specified Perils	\$	\$	
<input type="checkbox"/> Collision Coverage	\$	\$	

Other

Excess / Umbrella Liability		Limits Of Liability	
<input type="checkbox"/> Occurrence Excess Policy	Each Occurrence	\$	
	Aggregate	\$	
EMPLOYERS'S LIABILITY "STOP" GAP COVERAGE	\$		Each Accident
	\$		Disease-Policy Limit
	\$		Disease Each Employee

Cancellation

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING COMPANY WILL MAIL TO THE CERTIFICATE HOLDER WRITTEN NOTICE OF CANCELLATION AT LEAST 10 DAYS BEFORE THE EFFECTIVE DATE IF WE CANCEL FOR NON-PAYMENT OF PREMIUM; OR 30 DAYS BEFORE THE EFFECTIVE DATE OF CANCELLATION IF WE CANCEL FOR ANY OTHER REASON. PROOF OF MAILING WILL BE SUFFICIENT PROOF OF NOTICE.

MAPFRE PRAICO INSURANCE COMPANY	FILE: 1300322133	DATE: 02/26/2016	INITIALS: OQR
 COUNTERSIGNATURE MANAGER			

IMPORTANT

If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

DISCLAIMER

This Certificate of Insurance does not constitute a contract between the issuing insurer(s), authorized representative or producer, and the certificate holder, nor does it affirmatively or negatively amend, extend or alter the coverage afforded by the policies listed thereon.



**STARR
COMPANIES**

GLORIOUS SERVICE

3353 Peachtree Road NE, Suite 1000
Atlanta, GA 30326

Certificate of Insurance

Certificate Holder: PUERTO RICO PORTS AUTHORITY
PO BOX 362829
SAN JUAN, PUERTO RICO 00936-2829

Named Insured: ACROSTAR AIRPORT HOLDINGS, LLC
PO BOX 38085
SAN JUAN, PUERTO RICO, 00937-1085

Policy Period: From FEBRUARY 27, 2016 To FEBRUARY 27, 2017

Policy Number: 1000700003-03

Issuing Company: STARR INDEMNITY & LIABILITY COMPANY

This is to certify that the policy(ies) listed herein have been issued providing coverage for the listed insured as further described. This certificate of insurance is not an insurance policy and does not amend, extend, or alter the coverage afforded by the policy(ies) listed herein. Notwithstanding any requirement, term or condition of any contract, or other document with respect to which this certificate of insurance may be concerned or may pertain, the insurance afforded by the policy(ies) listed on this certificate is subject to all the terms, exclusions, and conditions of such policy(ies).

Aviation Commercial General Liability

Limits of Insurance

Each Occurrence Limit	\$ 400,000,000.	
Damage to Premises Rented to You Limit	\$ 250,000.	Any one premises
Medical Expense Limit	\$ NOT COVERED	Any one person
Personal & Advertising Injury Aggregate Limit	\$ 50,000,000.	
General Aggregate Limit	\$ NOT APPLICABLE	
Products/Completed Operations Aggregate Limit	\$ 400,000,000.	
Hangarkeepers Limit		
Each Aircraft Limit	\$ 400,000,000.	
Each Loss Limit	\$ 400,000,000.	
Hangarkeeper's Deductible	\$ AS ENDORSED	Each Aircraft

FOR FURTHER INFORMATION, PLEASE REFER TO THE ATTACHED ENDORSEMENT FORM, STARR 10060, 10134 AND 10466.

THE INSURANCE EVIDENCED TO THE CERTIFICATE HOLDER BY THIS CERTIFICATE OF INSURANCE IS PRIMARY AND NON CONTRIBUTORY TO ANY OTHER INSURANCE AVAILABLE TO THE CERTIFICATE HOLDER.

THE CERTIFICATE HOLDER WILL BE PROVIDED WITH THIRTY (30) DAYS (TEN (10) DAYS IF FOR NON PAYMENT OF PREMIUM) NOTICE OF CANCELLATION OR MATERIAL CHANGE.

THE CERTIFICATE HOLDER IS PROVIDED A WAIVER OF SUBROGATION AS RESPECTS TO LIABILITY COVERAGE.

Certificate Number: 1.1
Issued By and Date: FEBRUARY 26, 2016 (CK)

Starr 10058 (6/06)

By 
(Authorized Representative)

ADDITIONAL INSURED - DESIGNATED PERSON OR ORGANIZATION

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE FORM

SCHEDULE

Name of Additional Insured Person(s) or Organization(s):

PUERTO RICO PORTS AUTHORITY
PO BOX 362829
SAN JUAN, PUERTO RICO 00936-2829

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

SECTION II - WHO IS AN INSURED is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf:

- A. In the performance of your ongoing operations; or
- B. In connection with your premises owned by or rented to you.

All other provisions of this policy remain the same.

This endorsement becomes effective FEBRUARY 27, 2016 to be attached to and hereby made a part of:
Policy No. 1000700003-03
Issued to ALROSTAR AIRPORT HOLDINGS, LLC

By STARR INDEMNITY & LIABILITY COMPANY

Endorsement No. TBA

Date of Issue FEBRUARY 26, 2016 (CK)

By _____
(Authorized Representative)