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SCHEDULE A—OPERATING STANDARDS

Luis Muñoz Marín International Airport

Prepared for

Puerto Rico Ports Authority and
Puerto Rico Public-Private Partnerships Authority
San Juan, Puerto Rico

July 5, 2012



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CONTENTS

Page

SECTION 1 INTRODUCTION AND BACKGROUND1

1.1 Purpose of the Operating Standards..... 1

1.2 Operating Standards Overview 1

1.2.1 Objectives..... 2

1.2.2 Organizational Structure of this Document 2

1.2.3 Airport Certification Manual and Airport Emergency Plan 4

1.2.4 Coordination with Other Agencies..... 4

1.2.5 Required Reports..... 4

1.3 Operating Standards Subject to Lease Agreement and Airport Use Agreement..... 5

1.4 Relationship to Documents Required by Law 5

1.5 Applicable Law 6

1.6 Plan Submission and Revisions; Compliance with Best Industry Practices 6

SECTION 2 FACILITIES STANDARDS PLAN8

2.1 Background..... 8

2.2 Regulatory Compliance..... 8

2.3 Existing Plans..... 8

2.4 Requirements of the Plan..... 8

2.4.1 Objectives of FSP 9

2.4.2 Essential Staffing..... 9

2.4.3 Stakeholders 9

2.4.4 Scope of Plan 9

2.4.5 Performance Schedule 18

2.4.6 Reporting Requirements..... 18

SECTION 3 AIRFIELD OPERATING STANDARDS PLAN 20

3.1 Background..... 20

3.2 Regulatory Compliance..... 20

3.3 Existing Plans..... 20

3.4 Requirements of the Plan..... 20

3.4.1 Objectives of AOSP 21

3.4.2 Essential Staffing..... 21

3.4.3 Stakeholders 21

3.4.4	Scope of Plan	21
3.4.5	Performance Schedule	27
3.4.6	Reporting Requirements.....	27
SECTION 4 CAPITAL ASSET MANAGEMENT PLAN		29
4.1	Background.....	29
4.2	Regulatory Compliance.....	29
4.3	Existing Plans.....	29
4.4	Requirements of the Plan.....	29
4.4.1	Objectives of CAMP	29
4.4.2	Essential Staffing.....	30
4.4.3	Stakeholders	30
4.4.4	Scope of Plan	30
4.4.5	Performance Schedule	31
4.4.6	Reporting Requirements.....	31
4.4.7	Retention of Engineering Firm for the FCA	36
SECTION 5 ENVIRONMENTAL SUSTAINABILITY PLAN.....		37
5.1	Background.....	37
5.2	Regulatory Compliance.....	37
5.3	Existing Plans.....	37
5.4	Requirements of the Plan.....	37
5.4.1	Objectives of ESP	37
5.4.2	Essential Staffing.....	38
5.4.3	Stakeholders	38
5.4.4	Scope of Plan	38
5.4.5	Performance Schedule	40
5.4.6	Reporting Requirements.....	40
SECTION 6 SAFETY PLAN.....		41
6.1	Background.....	41
6.2	Regulatory Compliance.....	41
6.3	Existing Plans.....	41
6.4	Requirements of the Plan.....	41
6.4.1	Objectives of the Safety Plan.....	41
6.4.2	Essential Staffing.....	42
6.4.3	Stakeholders	42
6.4.4	Scope of plan	42
6.4.5	Performance Schedule	45
6.4.6	Reporting Requirements.....	46

SECTION 7 WILDLIFE HAZARD MANAGEMENT PLAN	47
7.1 Background.....	47
7.2 Regulatory Compliance.....	47
7.3 Existing Plans.....	47
7.4 Requirements of the Plan.....	47
7.4.1 Objectives of WHMP.....	48
7.4.2 Essential Staffing.....	48
7.4.3 Stakeholders	48
7.4.4 Scope of Plan	48
7.4.5 Performance Schedule	49
7.4.6 Reporting Requirements.....	49
SECTION 8 AIRPORT SECURITY PROGRAM.....	50
8.1 Background.....	50
8.2 Regulatory Compliance.....	50
8.3 Existing Plans.....	51
8.4 Requirements of the Plan.....	51
8.4.1 Objectives of ASP.....	51
8.4.2 Essential Staffing.....	51
8.4.3 Stakeholders	51
8.4.4 Scope of Plan	51
8.4.5 Performance Schedule	54
8.4.6 Reporting Requirements.....	54
SECTION 9 AIRPORT EMERGENCY PLAN	56
9.1 Background.....	56
9.2 Regulatory Compliance.....	56
9.3 Existing Plans.....	56
9.4 Requirements of the Plan.....	57
9.5 Objectives of the AEP	57
9.6 Essential Staffing	57
9.7 Stakeholders.....	59
9.8 Scope of Plan.....	59
9.8.1 General Information.....	59
9.8.2 Basic Plan	59
9.8.3 Functional Annex Requirements.....	60
9.8.4 Hazard Specific Annex Requirements.....	62
9.8.5 SOPs and Checklists.....	63
9.8.6 Performance Schedule	63
9.8.7 Reporting Requirements.....	63

SECTION 10 CUSTOMER SERVICE PLAN	64
10.1 Background.....	64
10.2 Regulatory Compliance.....	64
10.3 Community Relations Programs	64
10.3.1 Artwork	64
10.3.2 Chapel	65
10.3.3 Tourism	65
10.4 Existing Plans.....	65
10.5 Requirements of the Plan.....	65
10.5.1 Objectives of CSP	65
10.5.2 Essential Staffing.....	65
10.5.3 Stakeholders	66
10.5.4 Scope of Plan	66
10.5.5 Performance Schedule	68
10.5.6 Reporting Requirements.....	68
 APPENDIX A AIRPORT CERTIFICATION MANUAL	 69
APPENDIX B AIRPORT EMERGENCY PLAN	70
APPENDIX C AVAILABLE GUIDANCE AND STANDARDS.....	71
APPENDIX D FORM OF OPERATIONAL PERFORMANCE METRICS REPORT:	 1

Section 1

INTRODUCTION AND BACKGROUND

This section of the Operating Standards describes the purpose of the Operating Standards, its approval mechanism, and an overview of the document's organizational structure.



1.1 PURPOSE OF THE OPERATING STANDARDS

The purpose of this document is to provide the minimum requirements the Lessee shall meet for the benefit of the Commonwealth of Puerto Rico, the Puerto Rico Ports Authority (the Authority), and the Airlines in the operation and maintenance of the Airport, how the achievement of those minimum standards will be determined, and the process for remedying any deficiencies of performance. As indicated in Section 3.4 of the Airport Use Agreement, this document:

[S]hall include requirements of safety, security, airfield operations, maintenance, ground access and other matters necessary and appropriate to assure that all aspects of the Airport are operated at the highest levels...The Lessee shall have in place procedures that are reasonably designed to achieve compliance with the Operating Standards.

1.2 OPERATING STANDARDS OVERVIEW

This document provides guidance as to the development of an Operations Plan that will ensure that minimum operating standards are met or exceeded, ensuring the safe and continuous operation of the Airport.

1.2.1 Objectives

The Airport must be operated and maintained such that it meets or exceeds certain minimum standards. The Lessee shall comply with reasonable performance measures that are both quantitative and qualitative in nature, unless and except to the extent that acts or omissions of an Airline, the Authority, a Governmental Authority or a Force Majeure Event impede or prevent the Lessee from so complying. The Operating Standards shall be construed flexibly in light of their objectives. The quantitative measurements are based on operating statistics and physical inventories, while the qualitative measurements are based on user perceptions and expectations.

- Quantitative measurements will be collected and assessed by tracking a variety of airport operating and physical statistics.
- Qualitative measurements will be collected through surveys of airport users, visual observations, and by reporting procedures established by the Authority and the Lessee.

The performance measures identified in this report are separated into several categories intended to capture various aspects of the Airport's operating performance. They include trend data on air traffic demand and physical airport facilities, statistical performance metrics, quality of service measures, condition of airport facilities, regulatory compliance, community relations, and others. The Lessee is expected to collect all relevant data and to demonstrate compliance with all standards identified in this manual.

1.2.2 Organizational Structure of this Document

This document, coupled with the Airport Certification Manual (ACM) and Airport Emergency Plan (AEP), provides the Lessee with the minimum operating standards for the development and implementation of an Operations Plan for the Airport.

The Operations Plan must include specifications for the operation of all Airport facilities and systems, as well as reporting requirements for the same. The Operations Plan must address each of the following functional components of the Airport, as follows:

- Facilities Standards Plan (Section 2)
- Airfield Operating Standards Plan (Section 3)
- Capital Asset Management Plan (Section 4)
- Environmental Sustainability Plan (Section 5)
- Safety Plan and Safety Management Systems Plan (Section 6)

- Wildlife Hazard Management Plan (Section 7)
- Airport Security Program (Section 8)
- Airport Emergency Management Plan (Section 9)
- Customer Service Plan (Section 10)

This document also includes four appendices as follows:

- Airport Certification Manual (Appendix A)
- Airport Emergency Plan (Appendix B)
- Available Guidance and Standards (Appendix C)
- Form of Operational Performance Metrics Report (Appendix D)

Each individual component of the Operations Plan must address the following set of requirements:

- Objective of the plan – a straightforward statement of the objective of the plan
- Essential staffing – minimum staffing levels required and identification of key personnel, roles and responsibilities
- Stakeholder coordination – identification of the affected stakeholders and the Lessee’s coordination plan
- Scope of plan – identification of the physical facilities or operating procedures that are covered by the plan and the efforts involved in executing the plan
- Performance schedule – the frequency/schedule for which various tasks must be executed for the requisite operation or procedure
- Reporting requirements – the scope of reporting and auditing that is required to ensure the plan requirements are being met or exceeded, as well as the specifications and methods for reporting.

Accordingly, this document provides an individual section including guidance as to the minimum requirements that must be addressed for each of these functional areas within the Operations Plan that the Lessee must develop.

1.2.3 Airport Certification Manual and Airport Emergency Plan

As a Part 139 certificated airport, the Airport has an approved Airport Certification Manual (ACM) in place. In addition, the Airport has an approved Airport Emergency Plan (AEP), as required by Part 139. The Lessee will maintain the Airport in compliance with Federal Aviation Regulation Part 139, the ACM, and the AEP. The Operations Plan, at a minimum, shall define the procedures that the Lessee should execute to meet the requirements of the ACM and AEP.

As a condition of Closing under the Lease Agreement, the FAA shall have approved the ACM and AEP, which shall apply to the Airport as of the Time of Closing and shall replace the existing Appendix A and Appendix B (it being understood that such appendices shall continue to be updated as revised documents are approved during the Term).

1.2.4 Coordination with Other Agencies

At a minimum, the Lessee must coordinate as appropriate with the following entities:

- Puerto Rico Ports Authority (the Authority)
- Federal Aviation Administration (FAA)
- Transportation Security Administration (TSA)
- Airport Security Coordinator (ASC)
- Customs and Border Protection (CBP)
- Passenger and cargo airlines
- General aviation tenants
- Airport concessionaires
- Other ancillary supporting third party companies
- United States Environmental Protection Agency (USEPA)
- United States Department of Agriculture (USDA)
- Local law enforcement

1.2.5 Required Reports

This document requires a number of reports to be generated on a regular basis. An Lessee Annual Report shall summarize the findings of each of the reports with the exception of the Security Assessment Report. The Lessee Annual Report will

summarize year over year traffic numbers, safety incidents, projects or other improvements undertaken or completed throughout the year, and the capital improvement program. The individual reports that comprise part of the Lessee Annual Report include:

- Operational Performance Report (see Section 2)
- Facilities Conditions Assessment (see Section 4)
- Air Traffic Summary (see Section 4)
- Capital Improvement Program (see Section 4)
- Sustainability Report (see Section 5)
- Safety Assessment Report (see Section 6)
- Emergency Report, if applicable, (see Section 9)
- Level of Service Report (see Section 10)

The Airport Lessee shall also prepare a Security Assessment Report; however, this need not be summarized in the Annual Report. In addition, the Sustainability Report, Safety Assessment Report, Emergency Report, and Level of Service Report need not be stand-alone documents. These can be produced as sections of the Lessee Annual Report. Outlines for each of these reports are provided in Appendix D.

1.3 OPERATING STANDARDS SUBJECT TO LEASE AGREEMENT AND AIRPORT USE AGREEMENT

The interpretation of these Operating Standards and the Airport Lessee's compliance with these Operating Standards (including any goals contained herein and any provisions where objective performance is described in absolute terms (i.e., "all", "every", "in all instances", "completely", etc.)) shall be subject to the provisions set forth in Section 6.1 of the Lease Agreement and Section 3.4 of the Airport Use Agreement. Furthermore the Operating Standards shall be subject to Section 8.5 of the Airport Use Agreement.

1.4 RELATIONSHIP TO DOCUMENTS REQUIRED BY LAW

To the extent the Lessee's compliance with any provision of these Operating Standards can be demonstrated by reference to any other document required by Law to be maintained by the Lessee, such as the Airport Certification Manual, the Airport Emergency Plan or the TSA-approved Airport Security Program, the Lessee's compliance with the relevant provisions of these Operating Standards may be demonstrated by cross-referencing any other such documents and providing such documents to the Authority and each of the Signatory Airlines, to the extent

permitted by applicable law, and provided further that neither the Airlines nor the Authority object to the process of cross-referencing and providing such documents to the Authority and Signatory Airlines.

To the extent that any term or provision of these Operating Standards conflicts with any term or provision otherwise specified in the Federal Aviation Regulations (“FARs”), FAA Orders, directives, Advisory Circulars, and other FAA guidance and the Airport Certification Manual (including any subsequently-issued amendments thereto as issued by the FAA or the TSA-approved Airport Security Program (including any subsequently issued requirements thereunder as issued by the TSA)), then such term or provision of the Operating Standards shall be construed flexibility in light of their objectives, and the Airport Certification Manual, the TSA-approved Airport Security Program, FARs, FAA Orders, directives, and mandatory FAA Advisory Circulars as applicable, shall govern and shall supersede any such conflicting term or provision of these Operating Standards.

Lessee’s obligation to comply with the FAA’s guidance or Advisory Circulars extends only to FAA guidance and Advisory Circulars for which the FAA has made compliance mandatory on airport operators. To the extent that any FAA guidance or Advisory Circular is not mandatory, the Lessee is not obligated to comply with it (by virtue of such FAA guidance or Advisory Circular), but may do so in its discretion.

To the extent that these Operating Standards refer to any particular law, regulation, ordinance, order, directive, FAA guidance or Advisory Circular, the reference is to the then-current version of the same, as it may have been amended, revised, replaced or succeeded from time to time.

1.5 APPLICABLE LAW

The provisions of the Operating Standards and of the Operations Plan established under them shall comply with all applicable laws, rules, regulations, ordinances, orders and directives. For convenience, these are referred to as “Legal Requirements” throughout this document.

1.6 PLAN SUBMISSION AND REVISIONS; COMPLIANCE WITH BEST INDUSTRY PRACTICES

The Operations Plan, each of its component sections and any modifications thereto must comply in all material aspects with best industry practices in effect at Comparable Public Airports and shall be developed by the Lessee in consultation with the Authority and the Signatory Airlines. The Operations Plan and each of its component sections shall be revised at such times as described herein; *provided however*, that (i) the initial Capital Asset Management Plan shall be submitted by the Lessee for approval to the Authority in accordance with Section 4.1, (ii) revisions to

the Capital Asset Management Plan shall be submitted by the Lessee annually for approval to the Authority in accordance with Section 4.4.5 and (iii) any payments for capital improvements by the Airlines shall be subject to Section 6.3 of the Airport Use Agreement.

Contemporaneously with the submission of the Lessee Annual Report, the Lessee shall submit any proposed modification to the Operating Standards to the Authority and the Airlines. Any changes to the Operating Standards and these documents are subject to the requisite approvals (if any) required under the Use Agreement and the Lease Agreement.

The Lessee is responsible for becoming familiar with future standards and regulations that may be applicable during the term of the concession, including best practices that apply to the design, operation, upkeep, and maintenance of the Airport. The Operations Plan, each of its component sections and any modifications thereto must comply in all material aspects with best industry practices in effect at Comparable Public Airports.

1.7 GENERAL STAFFING REQUIREMENTS

The staff levels required shall be determined by the needs of the Lessee to fulfill its maintenance, operation, and contractual obligations as well as statutory and regulatory requirements under the Use Agreement, applicable Law, the Operating Standards and the Operating Plan then in effect. The Lessee must also comply with the staffing and training requirements set forth in CFR Part 139.

The Airport is a 24-hours-per-day, 365-days-per-year operation. For this reason, the Lessee 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 Lessee may make reasonable judgments as to when increased or decreased staffing levels are appropriate). The Lessee 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.

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Section 2

FACILITIES STANDARDS PLAN

2.1 BACKGROUND

The Facilities Standards Plan (FSP) shall provide assurance to the Authority and the airlines that the Lessee is executing appropriate and timely actions that maintain the safe and continuous operation of the Airport. The FSP shall be developed and executed by the Lessee, and submitted to the Authority for approval. The FSP shall address both the *operation* and *maintenance* of all airport facilities except for those located on the airfield.

2.2 REGULATORY COMPLIANCE

The FSP shall identify and comply with all Legal Requirements. The Lessee must ensure that employees and representatives responsible for the operation of airport facilities comply with the provisions of the FSP and all Legal Requirements.

Title 14 Code of Federal Regulations, Parts 139.307, 139.327, 139.333, 139.339, and 139.343 prescribe the specific issues that a FSP must address. The Lessee shall ensure that its employees and representatives conducting airport maintenance procedures on its behalf comply with the provisions of the FSP and all Legal Requirements.

Appendix C contains a list of standards and regulations with which the Lessee must comply, at a minimum. The list is not intended to include all applicable standards and regulations – it is the responsibility of the Lessee to identify and comply with all existing standards and regulations as well as future best practices applicable to airport operations.

2.3 EXISTING PLANS

The Lessee shall utilize any available existing plans and descriptions of Airport facilities, systems, and procedures provided to it in the development of the FSP. The Lessee shall ensure that the FSP complies with the relevant standards within the ACM and AEP which, in addition to the requirements described herein, shall be considered minimum standards. The FSP shall also be developed in a manner consistent with the LMM Rules and Regulations, Resolution 82-13, dated October 21, 1982.

2.4 REQUIREMENTS OF THE PLAN

The FSP shall identify the plan's objectives, essential staffing, stakeholders, scope, performance schedule, and reporting requirements as described below.

2.4.1 Objectives of FSP

The objective of the facilities section of the Operations Plan is to establish policies and procedures to ensure the organized, efficient, continuous, and safe *operation* of all Airport facilities and associated systems. The FSP shall also define the responsibilities, procedures, minimum requirements, and best practices for the *maintenance* of all major Airport facilities and systems. The maintenance section of the Operations Plan should also provide guidance regarding the training of essential staff responsible for the maintenance of critical facilities.

2.4.2 Essential Staffing

An organizational chart shall be included in the FSP which identifies the essential staff responsible for each of the facilities covered under the FSP. The organizational chart should identify the titles, roles, and duties for each of the individuals responsible for the operation and administration of the various facilities.

The organizational chart shall be supplemented by a summary of the levels of staffing that would be provided for each of the facilities operations. The levels of staffing shall be identified for each season of operation, as the requirements should vary throughout the year in accordance with the work effort.

Current contact information shall be included for each essential staff member.

2.4.3 Stakeholders

The FSP shall identify all stakeholders (both public and private) that may be affected by the performance of the FSP and define any necessary applicable coordination with individual stakeholders. Stakeholders would include, but not be limited to: FAA, TSA, CBP, local law enforcement, ASC, airline tenants, general aviation tenants, third party landlords and their tenants, and other entities that operate on the Airport.

2.4.4 Scope of Plan

The FSP shall identify and address the operation and maintenance of all current and planned Airport facilities. This plan shall address all facilities besides those within the aircraft movement area on the airfield. The facilities that must be addressed within the FSP 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 must address Performance standards for operations, including quantitative and qualitative standards for performance and methods for remediation of sub-standard performance. The Lessee shall, 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) as requirements under this section.

Note that airfield facilities, systems, and procedures shall be addressed by the Lessee within the Airfield Operations Plan component of the Operations Plan (see Section 3). Operations of all other facilities on the Airport and their respective systems, components, and procedures shall be defined within the FSP.

Given the Airport is operational on a 24 hour basis throughout the entire year, the Lessee must define 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 FSP must also document:

- The inventory of all major facilities and systems, including identification of the type of facility (e.g. office space, aircraft hangar, et cetera);
- The staff (or third party) dedicated to the operation of each major facility and system;
- The staff (or third party) dedicated to the maintenance of each major facility and system;
- 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;
- The schedule for major maintenance as an input to the Capital Asset Management Plan.

Operation and Maintenance of Facilities

The Lessee shall provide descriptions of the procedures required for the operation and maintenance of each Airport facility and system. At a minimum, the FSP shall include 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 that is responsible for the supervision and organization of the facility;
- The routine maintenance plan for the facility in accordance with manufacturers' preventive maintenance requirements, where applicable (e.g. passenger loading bridges).

For routine operation and maintenance activities, the Lessee may, from time to time, temporarily or permanently close roadways, doorways, and other areas at the Airport including within the passenger terminal buildings; *provided that*, if time permits, the Signatory Airlines shall be consulted with regard to such closings in order to minimize the disruption of services being provided.

The following procedures and facilities shall also be addressed within the FSP. The performance standards included in Appendix D (Form of Operational Performance Metrics Report) shall be included in the development of the FSP.

- Custodial procedures – define the duties of each type of staff member (or third party entity), including the frequency of each duty and the areas for which each party is responsible.
- Airport concessions – subject to existing contracts as of the Closing, develop, in consultation with the Authority and the Airlines, an appropriate concessions program that includes national and local brands and a diverse selection of products and services. The concessions program shall offer a variety of products and services and quality, and shall incorporate the surveying of Airport users for ongoing evaluation of the program. The concessions program shall also provide for an appropriate allocation of pre-security and post-security concessions based on available operational data, facility space and facility constraints.
- General terminal operations – define the duties of Lessee personnel responsible for operation of the systems supporting the ticketing lobby, departure holdrooms, public circulation areas, baggage claim, and restrooms. The delineation of duties of the Lessee staff versus tenant staff should be clearly defined in tenant leases.
- Terminal Facility Utilization, including gate scheduling procedures, is described separately in Schedule F of the Airport Use Agreement.

- Cargo facility utilization including the primary hours of operation, automobile, truck, and aircraft parking requirements.
- Airport parking and ground transportation – provide the appropriate share of hourly, short-term, and long-term parking to accommodate demand.
- Ground transportation facility utilization – taxi, bus, and rental car facilities.
- General administration – the Lessee shall provide an organizational chart of the staff responsible for administration and operation of the Airport. Further, the Lessee should identify which, if any, Airport operations may be performed or handled by third party vendors, including but not limited to: custodial services, professional consulting services, and other general Airport support services.
- Landscaping and aesthetic goals. The Lessee shall prepare and submit to the Authority for approval a landscaping plan for the entire Airport campus. The landscaping plan should indicate areas for future landscape improvements, including the public entrance to the Airport and other areas of high visibility to the traveling public. The landscaping plan should address specific objectives, one of which would be to improve the overall aesthetics of the Airport campus from its existing condition. Specifically, the landscaping plan shall provide detail including minimum standards for landscaping of all facilities, landscaping maintenance plans for existing and proposed facilities, materials to be used, erosion control measures, landscape buffers, et cetera. The landscaping plan shall require that all proposed facilities include a provision of landscaping to reflect aesthetic values consistent with the objectives set forth in the landscaping plan. In addition, any facility that undergoes redevelopment or rehabilitation shall also be subject to the landscaping plan’s minimum standards.

Operation and Maintenance of Systems

The Lessee shall provide descriptions of the various systems required for the operation of each Airport facility. At a minimum, the FSP shall include a description of the following systems for each facility, as appropriate:

- Mechanical, electrical and plumbing;
- Communications and information technology;
- Life safety systems (e.g. emergency communications, fire protection, security, backup systems);
- Civil engineering systems, including pavement drainage, traffic signals, pavement maintenance standards;

- Architectural systems (e.g. signage and way finding, structural);
- Public and private utility corridors, including sewer and water systems;
- Landscape systems (e.g. drainage, landscaping, and erosion control). The Lessee shall require erosion control measures that will be used during construction to minimize sediment run-off from the site. Proactive mitigation measures will be defined as part of the landscaping plan.

With regard to landscaping, the Lessee must maintain a log of the specific materials used (i.e. mulch, fertilizer) and their rate of application. All plants used shall be nursery grown. Prior to any excavation for landscaping (i.e. tree stump removal), the Lessee shall ascertain the locations of all underground structures and utilities and require that the personnel take precautions so as not to damage the infrastructure. Further, the Lessee shall specify the procedures to be followed in the event that utility infrastructure or other obstructions are encountered during excavation.

The maintenance plan for each of the systems shall also be addressed by this plan. Table 2-1 lists the basic functional areas of the Airport that the maintenance plan must address. The maintenance plan shall address scheduled preventive maintenance.

Table 2-1
FACILITIES MAINTENANCE PLAN FUNCTIONAL AREAS

Functional Area	Major Facilities and Systems
Passenger terminal and concourses	Architectural elements and systems
	Signage (both internal and external)
	Flooring
	Roof
	Landscaping and trash removal
	Environmental
	Civil and structural systems (including apron, vehicle parking lot, terminal curbside, access roadway pavements)
	Mechanical systems, including HVAC
	Electrical systems, including controls and other automated systems, including emergency lighting and electrical systems
	Plumbing systems
	Life safety, fire protection and other emergency systems
	Passenger conveyance systems (including transport carts, escalators, elevators, and moving walkways)
	Passenger loading bridges
	Utility systems
	Communications systems
	Security systems
	Ground power systems for aircraft
	Preconditioned air systems for aircraft
Potable water for aircraft	

Functional Area	Major Facilities and Systems
On-Airport utility plant	Environmental
	Structural systems
	Mechanical systems
	Electrical systems, including controls and other automated systems
	Plumbing systems
	Life safety, fire protection and other emergency systems
	Utility systems
	Communications systems
Landside, roadway, and parking facilities	Ground access elements
	Utility systems
	Stormwater sewer systems
	On-Airport pavement, roads, and parking lots
	Landscaping and trash removal
	Commercial vehicle staging areas
	Cell phone lots
	Roadway signage
	Communications systems
	Bridges and structures
	Roadway and parking facility lighting
	Public and employee parking, public and employee on-airport transportation

Functional Area	Major Facilities and Systems
Other on-Airport facilities	Ground access elements
	Aircraft and vehicle fueling systems and associated storage facilities
	Cargo facilities, buildings, and aircraft parking apron
	Pavement
	Landscaping
	Architectural elements and systems
	Structural systems
	Mechanical systems
	Electrical systems, including controls and other automated systems
	Plumbing systems
	Life safety, fire protection and other emergency systems
	Passenger conveyance systems (including transport carts, escalators, elevators, and moving walkways)
	Utility systems
	Triturators
Communications systems	
Security systems	

Additional Detail on Critical Systems

The continuous operation of the Airport requires that certain critical systems must have detailed plans for their operational integrity. Chief among these systems are the life safety systems. Additional detail regarding the life safety systems standards is provided in this section.

With regard to life safety systems, the FSP must address the following individual components:

- Emergency communications, including the emergency intercom, telephones, radios, and other mobile communication devices;
- Fire protection and suppression, including: sprinkler systems; heat, smoke, and carbon dioxide detectors; and fire alarms;
- First response medical stations, including: first aid supplies and personnel; and automated external defibrillators;
- Security systems (also addressed within the Security Plan section of the Operations Plan), including: Airport and airfield access control and fencing; passenger security screening; video surveillance, emergency personnel identification, and random security procedures.

For each of the above, the FSP shall indicate: 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.

With regard to the energy distribution systems, the FSP must address the procedures and policies employed by the Lessee to ensure that the energy distribution systems remain fully operational at all times.

The Plan must also address the Lessee's plan for enhancing reliability, providing redundancy in depth, arranging for backup equipment, staff, power, and others and any other action required in order to safeguard continuous operations. The FSP must address the following individual components:

- Electrical supply, including emergency lighting, backup generators.
- Mechanical systems, including: (i) heating, ventilation, and air conditioning (HVAC) systems; and (ii) plumbing systems.
- Computer systems necessary for routine operations, including appropriate redundancy, data back-up procedures, and power supply backups.

As with the life safety systems, these systems should be routinely tested for functionality and proper performance, and upgraded or improved as necessary.

2.4.5 Performance Schedule

From time to time the FSP section of the Operations Plan shall be revised by the Lessee to reflect a good faith effort to update the FSP as appropriate to maintain an accurate assessment of current Airport facilities.

2.4.6 Reporting Requirements

The Lessee shall report on the performance of various facilities on an annual basis in the form of an Operational Performance Report (OPR). The Lessee shall report on the quantifiable performance measures contained in the Form of Operational Performance Metrics Report, attached as Appendix D.

Passenger terminal facilities shall be evaluated in terms of:

- Area per passenger for certain functions (departure holdrooms, security queue);
- Passenger wait times (security screening, baggage retrieval, ticketing lobby);
- Passengers within the peak hour in the average day of the peak month;
- Target level of service and actual level of service.

The International Air Transport Association (IATA) defines levels of service for various facilities in their *Airport Development Reference Manual*, 9th edition, dated January 2004. The levels of service A through F are defined as follows:

- A – An Excellent level of service. Conditions of free flow, no delays and excellent levels of comfort.
- B – High level of service. Conditions of stable flow, very few delays and high levels of comfort.
- C – Good level of service. Conditions of stable flow, acceptable delays and good levels of comfort.
- D – Adequate level of service. Conditions of unstable flow, acceptable delays for short periods of time and adequate levels of comfort.
- E – Inadequate level of service. Conditions of unstable flow, unacceptable delays and inadequate levels of comfort.

- F – Unacceptable level of service. Conditions of cross-flows, system breakdowns and unacceptable delays; and unacceptable levels of comfort.

For those areas where the level of service can be quantified, the Lessee shall provide a level of service consistent with IATA level of service C or better. Some of the facilities or measures that can be quantified include: ticketing lobby check-in queue; walking distances; circulation areas; passport control; departure holdrooms; baggage claim; terminal curb front; and airport access roads.

Airport parking facilities shall be evaluated in terms of:

- Average day of the peak month occupancy of short-term, long-term and other parking facilities;
- Peak hour occupancy of short-term parking facilities;
- Holiday occupancy of short-term, long-term and other parking facilities (for ultimate spatial requirements).

The OPR shall also provide:

- Comparison of past performance to current performance;
- Comparison of current performance to established minimum standards;
- Recommendations on how to resolve deficiencies or service level concerns
- Documentation of operational or procedural changes made to improve performance of various facilities.
- Recommendations as to those facilities that require capital improvements to expand, modernize or otherwise reconfigure the facility for improved efficiency.

The OPR will be used in concert with the Facilities Conditions Assessment (FCA) as described in Section 4 to develop the Capital Improvement Program. An outline for the OPR is provided in Appendix D.

Section 3

AIRFIELD OPERATING STANDARDS PLAN

3.1 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.

3.2 REGULATORY COMPLIANCE

The Lessee is responsible for identifying and complying with all existing Legal Requirements as well as future best practices applicable to the AOSP. The Lessee must 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 standards and regulations with which the Lessee shall comply, at a minimum. The list is not intended to include all applicable standards and regulations – it is the responsibility of the Lessee to identify and comply with all existing standards and regulations as well as future best practices applicable to airport operations.

3.3 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 Lessee shall utilize any available existing plans and descriptions of Airport facilities, systems, and procedures provided to it in the development of the AOSP. The Lessee must 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.

3.4 REQUIREMENTS OF THE PLAN

The AOSP is intended to address the Lessee's efforts to manage its airfield facilities operations, and must 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 shall also be developed in

a manner consistent with the LMM Rules and Regulations, Resolution 82-13, dated October 21, 1982.

3.4.1 Objectives of AOSP

The objective of the AOSP is to ensure that the Lessee 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.

3.4.2 Essential Staffing

An organizational chart shall be included in the AOSP which identifies the essential staff responsible for each of the facilities covered under the AOSP. The organizational chart shall identify the titles, roles, and duties for each of the individuals responsible for the operation and administration of the various airfield facilities.

The organizational chart shall be supplemented by a summary of the levels of staffing that would be provided for each of the facilities operations. The levels of staffing shall be identified for each season of operation, as the requirements should vary throughout the year in accordance with the work effort.

Current contact information should be included for each essential staff member.

3.4.3 Stakeholders

The AOSP shall identify 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: FAA, TSA, ASC, local law enforcement, Puerto Rico Air National Guard, airline tenants, general aviation tenants, local utility companies, and other entities that operate on the airfield.

3.4.4 Scope of Plan

This AOSP is intended to address the Lessee's efforts to manage its facilities operations and must 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 to ensure that the facilities will continually support all airfield operations.

The Lessee 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.

Identification of Airfield Facilities

The AOSP shall identify and address 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 Lessee shall provide a detailed description of the activities occurring in and systems required for the operation of each airfield facility. The Lessee shall, at a minimum, include 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 performance standards included in Appendix D (Form of Operational Performance Metrics Report) shall be included in the development of the AOSP.

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 Lessee may require the closure of certain facilities. In the case of closure of airfield facilities, the Lessee shall provide advance notice in accordance with the following:

- Upon not less than 120 days prior notice to the Signatory Airlines, the Lessee 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, not less than 14 days prior to the closure of any Taxiway, Runway or ramp area at the Airport, the Lessee shall confirm to the Signatory Airlines in writing the dates of such closure.

Operations and Maintenance of Airfield Systems

The AOSP must address, describe, and outline the methods and procedures that the Lessee will employ in the operation and maintenance of airfield facility systems. The AOSP must include, 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, stormwater 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 3-1 lists the basic functional areas of the airfield that the maintenance plan must address.

Table 3-1
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
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 stormwater sewer system
Trees/landscaping

Additional Detail on Critical Systems

The Lessee shall, 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.

Communication systems. These systems must be operated and maintained to ensure their continual operation. The system may include: (1) intercoms; (2) telephones; (3) communication radios; and (4) wireless and mobile communications.

Security and access control systems. These systems must be operated and maintained in accordance with the security plan (see Section 8). The system may include the following components: (1) access control; (2) video surveillance and closed-circuit television technology; and (3) video analytics and alarms. The operational plan for these systems should be developed in coordination with the ASC, airport security personnel, the TSA, local law enforcement, and Airport fire fighting personnel. The plan should outline procedures for random security checks, checkpoint procedures, and security surveillance. This operational plan will also address training requirements; the Airport credentials process for Airport employees, airline employees, tenant employees; and response requirements and a penalty program.

Energy distribution systems. The AOSP must address the procedures and policies employed by the Lessee to ensure that the energy distribution systems remain fully operational at all times. The AOSP must also address the Lessee'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 must address each component of the electrical supply, including (1) substations; (2) electrical panels; (3) circuit panels; and (4) backup equipment and generators. It must also address aircraft and ground equipment fueling and storage facilities. The operational plan for the energy distribution system should be coordinated with the local utility companies.

Operational Management of Airfield Procedures

The AOSP must address and describe how the Lessee 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 shall include:

- An exhibit of the location(s) where the activity occurs;
- 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;
- Procedures for handling and disposing of hazardous or toxic materials, and the cleanup of any hazardous material spills;
- Standards for incident response and reporting;
- Standards for Occupational Safety and Health Administration (OSHA) compliance, health and safety, and training.

Description of Airfield Procedures

The Lessee shall 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.

- Operations on the airfield and associated training requirements: this will describe the regulations regarding ground vehicle and pedestrian movement in the Air Operations Area (AOA) and other aircraft movement areas, including the terminal apron to prevent incursions and promote overall safety. It should also include procedures for expeditious removal of foreign object debris (FOD);
- Operations on the terminal apron and associated training requirements: the operation of ground service equipment and baggage handling to promote overall safety;
- 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;

- Aircraft fueling and fuel storage: this will specify the procedures and best practices to be followed during aircraft fueling and the transport and storage of aircraft fuel, including fuel spill cleanup procedures;
- Wildlife hazard management: the procedures related to the management of wildlife hazards are addressed in detail within Section 7 of this document;
- Pavement friction testing and rubber removal;
- Routine and random security patrols;
- Coordination/management of relations with airline operators and other stakeholders.

3.4.5 Performance Schedule

From time to time the AOSP section of the Operations Plan shall be revised by the Lessee 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.

3.4.6 Reporting Requirements

The Lessee shall report on the performance of airfield facilities on an annual basis within the Operational Performance Report (OPR) as described in Section 2. The Lessee shall 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:

- Number of aircraft operations (yearly, monthly, peak hour);
- Number of aircraft operations by types of aircraft;
- Number of based aircraft;
- Peak hour operations/departures by commercial service aircraft;
- Operational delay statistics for departures and arrivals, including cause of delay;
- Aircraft diversions or other notable events, such as disabled aircraft;
- Identification of runway closures, including duration and cause;
- 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 concert with the Facilities Conditions Assessment (FCA) as described in Section 4 to develop the Capital Improvement Program.

Section 4

CAPITAL ASSET MANAGEMENT PLAN

4.1 BACKGROUND

The Capital Asset Management Plan (CAMP) section of the Operations Plan shall provide assurance to the Authority and the airlines that the Lessee is planning and implementing appropriate and timely actions that demonstrate fiscal responsibility and maintain and preserve the Airport assets while accommodating growth in aviation demand. The CAMP shall be developed and executed by the Lessee and submitted to the Authority for approval.

4.2 REGULATORY COMPLIANCE

The CAMP shall comply with all Legal Requirements. The Lessee must ensure that employees and representatives responsible for the operation of airport facilities comply with the provisions of the CAMP and all Legal Requirements.

Appendix C contains a list of standards and regulations with which the Lessee shall comply, at a minimum. The list is not intended to include all applicable standards and regulations – it is the responsibility of the Lessee to identify and comply with all existing standards and regulations as well as future best practices applicable to airport operations.

4.3 EXISTING PLANS

The Lessee shall utilize any available existing plans and descriptions of Airport facilities, systems, and procedures provided to it in the development of the CAMP. The Lessee must ensure that the CAMP complies with the relevant standards within the ACM and AEP which, in addition to the requirements described herein, shall be considered minimum standards.

4.4 REQUIREMENTS OF THE PLAN

The CAMP shall identify the plan's objectives, essential staffing, stakeholders, scope, performance schedule, and reporting requirements as described below.

4.4.1 Objectives of CAMP

The objective of the CAMP section of the Operations Plan is to preserve and provide for 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.

4.4.2 Essential Staffing

An organizational chart shall be included in the CAMP which identifies the essential staff responsible for each of the facilities covered under the CAMP. The organizational chart should identify the titles, roles, and duties for each of the individuals responsible for the operation and administration of the various airfield facilities.

The organizational chart shall be supplemented by a summary of the levels of staffing that would be provided for each of the facilities operation. The levels of staffing should be identified for each season of operation, as the requirements should vary throughout the year in accordance with the work effort.

Current contact information shall be included for each essential staff member.

4.4.3 Stakeholders

The CAMP shall identify all stakeholders (both public and private) that may be affected by the performance of the CAMP and define any necessary applicable coordination with individual stakeholders. Stakeholders would include, but not be limited to: FAA, TSA, CBP, airline tenants, general aviation tenants, and other entities that operate on the Airport.

4.4.4 Scope of Plan

The CAMP shall identify and address all major capital assets on the Airport. The facility assets shall be described for the following primary airport functional areas:

- Airfield;
- Passenger terminals and concourses;
- Landside and roadway system;
- Other on-Airport facilities (maintenance buildings, central utility plant, other on-Airport buildings);
- Vehicle Parking facilities.

The CAMP shall outline asset management actions that are based on regularly scheduled conditions assessments, self-inspection routines, preventative and coordinated maintenance, 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 the Airport that could affect asset management.

4.4.5 Performance Schedule

The initial CAMP shall be submitted by the Lessee for approval to the Authority in accordance with Section 4.1. Revisions to the CAMP shall be submitted by the Lessee annually for approval to the Authority, and any payments for capital improvements by the Airlines shall be subject to Section 6.3 of the Airport Use Agreement.

4.4.6 Reporting Requirements

The CAMP shall specify the following reports to be prepared on an annual basis as described below in greater detail: Facilities Conditions Assessment (FCA) and Capital Improvement Program (CIP). In addition, as described below, the CAMP shall require the preparation of an Air Traffic Summary (ATS) on a monthly basis.

Facilities Conditions Assessment (FCA). The CAMP should outline the process for engaging a licensed professional engineering firm to prepare an annual 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 year's FCA 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 the Lessee as soon as possible;
- Assessment of all major equipment assets (e.g. tools and vehicles);
- Assessment of building mechanical, electrical, communication, and plumbing systems: 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);
- Field inspection of critical on-Airport utilities, including storm sewer, sanitary sewer, electrical, water, and communication;
- Field inspection of above and below ground storage tanks and maintenance recommendations;
- Field inspection of airfield pavements, including runways, taxiways, aircraft aprons, and vehicle service roads;
- Recommendations to the Lessee in terms of capital improvements that should be carried out immediately due to safety concerns, including, where appropriate, a reference to the applicable regulation regarding such improvements;

- Recommendations to the Lessee in terms of near-, intermediate- and long-term capital improvements.

The FCA shall be governed by a manual to be developed by the Lessee. The manual shall specify: the scope of the assessment, safety requirements for execution of the assessment, and the reporting standards for the deliverable. The findings of the FCA shall be communicated to the Authority and parties to the Airport Use Agreement.

The FCA shall classify the condition of the 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 actions 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 are present. This category may also include improvements mandated by new laws or regulations.

The Lessee shall use all commercially reasonable efforts to maintain each facility or system in “Good” condition or better in the appropriate rating system used for inspection of that facility or system.

At a minimum, the inspection component of the FCA shall include the following categories of facilities and their respective major systems and elements as outlined in Table 4-1:

- Airfield
- Terminal and concourses
- Landside and other on-airport facilities

Table 4-1
FUNCTIONAL AREAS FOR INSPECTION

Functional Area	Major Systems and Elements
Airfield	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 associated storage facilities
	Triturators
Terminal and concourses	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

Functional Area	Major Systems and Elements
Terminal and concourses <i>(continued)</i>	Passenger conveyance systems
	Utility systems
	Communications systems
	Security systems
Cargo facilities	Automobile and truck parking areas
	Aircraft parking apron
	Buildings
Landside, roadway, and parking facilities	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

Air Traffic Summary (ATS). The Lessee shall supply the engineering firm engaged to conduct the FCA with a summary of the current year's capital improvements, as well as the ATS to inform the firm of emerging trends that could affect capital expenditures. The ATS shall provide monthly details regarding passenger enplanements, passenger deplanements, international passengers, domestic passengers, connecting passengers, origin-destination passengers, and passenger load factors. The ATS shall also include a monthly accounting of commercial aircraft operations (both passenger and cargo aircraft), general aviation aircraft operations, military aircraft operations, and landed weight for each. The ATS shall

also report enplaned and deplaned cargo tonnage. The ATS shall provide year-over-year and month-over-month comparisons for each of the data accounted therein.

Capital Improvement Program (CIP). The FCA and ATS shall form the basis of the CIP. The CIP shall outline the near-, intermediate-, and long-term projects planned to address the findings of the FCA and any other planning studies (e.g. master plan) conducted by the Lessees. The CIP should prioritize the projects, identify projects that are eligible for FAA funding, and identify the environmental requirements necessary for project implementation. The CIP shall be submitted to the Authority on an 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 the 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 for the near- and intermediate-terms (0-10 years); including identification of probable funding sources. For the long-term, potential capital improvement projects (as they are identified) shall be listed along with order of magnitude cost estimates and ranked 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.

4.4.7 Retention of Engineering Firm for the FCA

The Lessee must retain an independent and Licensed Professional Consulting Engineering Firm (Engineering Firm), not associated, owned or partnered with the Lessee, to perform the services associated with the conduct of the FCA. The Lessee 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 the Lessee shall be registered and licensed with the Commonwealth of Puerto Rico, for Professional Engineering, Structural Engineering, and/or Architecture, for the appropriate Airport facilities.

The Lessee must submit the 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 the Lessee must conduct a competitive based selection process to identify the 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.

The Lessee 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 accordance with the policies of the Lessee and coordinated with stakeholders so as to result in the least operational disruption as reasonably possible. The Lessee and the Engineering Firm shall consistently inspect and regularly assess the current condition of all Airport structures and systems to ensure the continuous and uninterrupted operation of the Airport.

Section 5

ENVIRONMENTAL SUSTAINABILITY PLAN

5.1 BACKGROUND

Airports Council International-North America defines airport sustainability as “*a holistic approach to managing an airport so as to ensure the integrity of the Economic viability, Operational efficiency, Natural resource conservation, and Social responsibility (EONS) of the airport.*”

Planning for sustainability generally means meeting the needs of the present without compromising the ability of future generations to meet their own needs.

5.2 REGULATORY COMPLIANCE

The Environmental Sustainability Plan (ESP) shall identify all Legal Requirements relevant to sustainability planning. Further, the Lessee will adopt the standards set forth by the United States Green Building Council (USGBC); Leadership in Energy and Environmental Design (LEED) as guiding criteria for achieving sustainable design in the development and remodeling of airport facilities. The Lessee must ensure that employees and representatives responsible for the sustainability planning comply with the provisions of the FSP and all Legal Requirements.

Appendix C contains a list of standards and regulations with which the Lessee shall comply, at a minimum. The list is not intended to include all applicable standards and regulations – it is the responsibility of the Lessee to identify and comply with all existing standards and regulations as well as future best practices applicable to Airport operations.

5.3 EXISTING PLANS

The Lessee shall utilize any available existing plans and descriptions of environmental sustainability standards in the development of the ESP section of the Operations Plan.

5.4 REQUIREMENTS OF THE PLAN

The ESP shall identify the plan’s objectives, essential staffing, stakeholders, scope, performance timeframe, and reporting requirements as described below.

5.4.1 Objectives of ESP

The objective of the ESP section of the Operations Plan is to define responsibilities, procedures, and minimum requirements for the staff dedicated to sustainability,

thereby reducing the Airport's environmental footprint. The ESP shall also provide guidance regarding staff training targeted at sustainability.

5.4.2 Essential Staffing

An organizational chart shall be included in the ESP which identifies the essential staff responsible for each of the facilities covered under the ESP. The organizational chart shall identify the titles, roles, and duties for each of the individuals responsible for the operation and administration of the various airfield facilities.

The organizational chart shall be supplemented by a summary of the levels of staffing that would be provided for each of the facilities operations. The levels of staffing shall be identified for each season of operation, as the requirements should vary throughout the year in accordance with the work effort.

Current contact information shall be included for each essential staff member.

5.4.3 Stakeholders

The ESP shall identify all stakeholders (both public and private) that may be affected by the performance of the ESP and define any necessary applicable coordination with individual stakeholders. Stakeholders in the ESP, may include, but not be limited to the following:

- Airlines;
- Other Airport tenants and third party landlords;
- Passengers;
- Vendors;
- Federal/ State/ Regional/ Local government representatives;
- FAA, TSA, & U.S. Department of Transportation (USDOT);
- United States Environmental Protection Agency (USEPA);
- Non-governmental/ public interest organizations;
- Local businesses and community leaders.

5.4.4 Scope of Plan

Airport development and operations can become more sustainable by incorporating the following considerations into everyday practices: economic sustainability, operational efficiency, natural resource conservation, and social improvement.

Consistent with those considerations, the ESP will cover the following topics:

- Goal definition;
- Sustainability assessment;
- Program evaluation;
- Development / redevelopment;
- Staff training;
- Airport recycling plan.

Goal definition: This section of the ESP shall identify the Lessee’s sustainability policies, including goals and objectives associated with the ESP. Goals and objectives for the landside and airside operations may include (but are not limited to): reducing emissions and noise exposure, water conservation, sustainable land use planning, disposal of hazardous materials, minimizing vehicular traffic, sustainable construction practices, maximizing renewable energy, sustainable waste disposal, and encouraging public participation. The goals definition should be informed by a baseline assessment of the existing condition. Potential goals include:

- “Net zero” waste management;
- Facility and building related goals;
- Use of green building materials and reuse and recycling of building materials;
- Landscaping and erosion control;
- Alternative energy and fuel sources;
- Ground handling, vehicle, and equipment related goals.

Sustainability assessment: This section of the ESP shall document current Airport operations, Airport sustainability practices, and environmental practices related to waste, recycling, energy use and conservation, water recycling, and materials procurement. The assessment must document all Lessee and tenant practices relevant to sustainability planning, including (but not limited to) aircraft movements, ground transportation vehicle movements, and maintenance activities.

Program evaluation: This section of the ESP shall define requirements for reviewing and evaluating all new Airport programs and projects. These requirements will ensure all four Sustainability Elements (EONS) are addressed in a balanced, holistic and measurable approach.

Development / redevelopment. The ESP shall identify criteria for reviewing tenant development/redevelopment projects and methods for providing incentives to encourage sustainable design features. This section will also include standards for all new leases, agreements, and contracts that support the Airport's sustainability goals.

Staff training. This section of the ESP shall identify the training program for the employees responsible for sustainability management. The goal of the training is to establish a work environment that supports innovation, productivity, pride, and a personal commitment to sustainability.

Recycling Plan. This section of the ESP shall provide the details of a recycling plan for waste disposal campus-wide. The plan should be developed consistent with the guidelines provided in "Developing and Implementing an Airport Recycling Program," authored by U.S. Environmental Protection Agency. At a minimum, the plan should provide for recycling of paper, plastic, glass, corrugated cardboard, and aluminum. The plan should include the placement of recycle bins for the collection of waste throughout the passenger terminal area, especially in high-traffic areas. The plan may also provide for the recycling of construction waste (e.g. concrete, wood), wooden pallets, tires, and electronics. The recycling plan should also provide the goals of the program, and a system for the annual monitoring of its performance, including the quantification of the generation of waste. Finally, the plan may also identify goals with regard to the procurement of recycled-content products.

5.4.5 Performance Schedule

From time to time the ESP shall be revised by the Lessee to reflect a good faith effort to make improvements in areas where sustainability goals have not been met to the standards of the Lessee, as identified in the annual reporting described in the following section.

5.4.6 Reporting Requirements

Reporting on sustainability performance allows the Lessee to measure and therefore manage Airport performance. Reporting on environmental, economic, and social sustainability performance annually demonstrates a commitment to accountability and ongoing improvement.

The Lessee shall prepare a Sustainability Report as part of the overall Annual Report. This report shall document the Airport's environmental goals and achievements, and measure progress against environmental goals and historical performance.

Section 6

SAFETY AND SAFETY MANAGEMENT SYSTEMS PLAN

6.1 BACKGROUND

The Safety Plan section of the Operations Plan shall provide the Authority the assurance that the Lessee will conduct all operations in a safe manner, protecting both employees and the general public. The Safety Plan should be developed and executed by the Lessee and submitted to the Authority for its approval.

6.2 REGULATORY COMPLIANCE

The Safety Plan shall identify and comply with all Legal Requirements. The Lessee must ensure that employees and representatives responsible for the operation of airport facilities comply with the provisions of the Safety Plan and all Legal Requirements.

Appendix C contains a list of standards and regulations with which the Lessee shall comply, at a minimum. The list is not intended to include all applicable standards and regulations – it is the responsibility of the Lessee to identify and comply with all existing standards and regulations as well as future best practices applicable to airport safety.

6.3 EXISTING PLANS

The Lessee shall utilize any available existing plans and descriptions of Airport facilities, systems, and procedures provided to it in the development of the Safety Plan. The Lessee must ensure that the Safety Plan complies with the relevant standards within the ACM and AEP which, in addition to the requirements described herein, should be considered the minimum standard.

6.4 REQUIREMENTS OF THE PLAN

The Safety Plan shall identify the plan's objectives, essential staffing, stakeholders, scope, performance schedule, and reporting requirements as described below.

6.4.1 Objectives of the Safety Plan

The objective of the Safety Plan is to ensure that the Lessee's practices prevent unsafe conditions for the general public and all airport employees and to provide the framework for identifying and mitigating safety issues as they arise.

The Safety Plan shall be modified or revised by the Lessee 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.

6.4.2 Essential Staffing

An organizational chart shall be included in the Safety Plan which identifies the essential staff responsible for various components of its execution. The organizational chart shall identify the titles, roles, and duties for each of the individuals responsible for the operation and administration of the airfield, passenger terminal, and other major Airport facilities.

The organizational chart shall be supplemented by a summary of the levels of staffing that would be provided for each component of the Safety Plan. Current contact information shall be included for each essential staff member. In addition, the Safety Plan shall clearly designate the non-Lessee personnel that will be coordinated with in execution of the plan.

6.4.3 Stakeholders

The Safety Plan shall identify all stakeholders (both public and private) that may be affected by the performance of the Safety Plan and define any necessary applicable coordination with individual stakeholders. Stakeholders would include, but not be limited to: Lessee employees, FAA, TSA, airline tenants, general aviation tenants, general public, and other entities that operate on the Airport (e.g. ground service personnel).

6.4.4 Scope of plan

At a minimum, the Safety Plan shall provide:

- Guidance as to the necessary safety training that various Airport employees shall receive, including first aid training;
- A plan for implementation of a Safety Management System (SMS) addressing the safety of both the general public and Airport employees;
- Best practices for Airport employees to increase awareness of potential safety issues before they arise;
- Development and implementation of appropriate Letters of Agreement or other means of establishing appropriate safety practices and policies;
- A policy manual for Airport construction zones and other potentially hazardous areas, including guidance as to the use of information signage, physical barriers, traffic control infrastructure and other equipment to maintain a safe environment for the general public;
- A manual for self-inspection of facilities for safety issues in accordance with FAA Advisory Circular 150/5200-18C.

The Safety Plan shall also provide a graphical depiction of the areas that will be subject to execution of the plan.

Staff Training and Education

The Lessee shall conduct training to establish a safety culture and educate employees regarding safety issues. The training shall address the requirements and workplace standards of the OSHA.

The Safety Plan shall include the following at a minimum:

- Training that incorporates findings from the execution of the SMS;
- General training that covers OSHA standards and overall safety awareness for all Lessee employees, including executives;
- Training specific to the responsibilities of the employee, including identification of equipment required to execute specific tasks safely, safe driving of vehicles, and safe operation of equipment;
- Provision of safety training for new employees and the provision of recurrent safety training for all employees along with a typical schedule for such training;
- Provision of a lessons learned/case histories component;
- Establishment of procedures aimed at ensuring employees understand the safety policies and adhere to safe work practices;

The training shall also provide background regarding anticipated work activities and hazards, and the protocol that shall be followed should an incident occur.

Safety Management System

The Lessee shall prepare a comprehensive SMS in accordance with FAA Advisory Circular 150/5200-37 as the centerpiece of the Safety Plan. An SMS is critical to detect and correct safety problems before they happen. FAA defines an SMS as,

the formal top-down business-like approach to managing safety risk. It includes systematic procedures, practices, and policies for the management of safety (including safety risk management, safety policy, safety assurance, and safety promotion).

In accordance with FAA Advisory Circular 150/5200-37, the SMS shall be defined in the Safety Plan and include the following elements: (1) safety policy and objectives; (2) safety risk management; (3) safety assurance; and (4) safety promotion. A brief synopsis of each is provided below.

Safety policy and objectives. The SMS shall include a formally expressed statement of the Lessee's safety policy. It shall indicate the Lessee management's commitment to the implementation of the SMS, continuous safety improvement, and the provision of the necessary resources. Further, the safety policy shall provide

encouragement of employees to report safety issues without fear of reprisal. The safety policy and objectives shall be prepared in accordance with Chapter 2 of FAA Advisory Circular 150/5200-37.

Safety risk management. The safety risk management (SRM) process identifies the hazards, determines potential risks, and designs appropriate risk mitigation strategies. The Safety Plan shall define the Lessee's plan to execute the SMS through the implementation of SRM principles. The SRM should be conducted in five phases: (1) describe the system being addressed; (2) identify potential hazards; (3) determine the risk; (4) assess and analyze the risk; and (5) treat the risk through mitigation and tracking. The SRM shall be prepared in accordance with Chapter 3 of FAA Advisory Circular 150/5200-37.

Safety assurance. Safety assurance includes self-auditing, external auditing, and safety oversight. Safety auditing provides a system for assessment of the Lessee's ability to meet its safety objectives. The safety audit shall be conducted to provide feedback to essential staff and managers regarding the safety of various operations conducted on the Airport. Further information regarding safety assurance can be found in Chapter 2 of FAA Advisory Circular 150/5200-37.

Safety promotion. Safety promotion includes safety training, safety communication, safety competency and continuous improvement. The Lessee shall define, as part of its safety promotion initiatives, workplace best practices to increase awareness of safety issues. Further information regarding safety assurance can be found in Chapter 2 of FAA Advisory Circular 150/5200-37.

Self-Inspection Program

The Lessee shall describe the self-inspection program as part of the Safety Plan in accordance with FAA Advisory Circular 150/5200-18C. The FAA recommends that the self-inspection program include:

- Regularly scheduled inspection of physical facilities which must be conducted daily at the airport in accordance with the ACM. If the Airport serves air carriers after dark, there should also be a nighttime inspection of lighting;
- Continuous surveillance inspection of certain Airport activities, such as fueling operations, construction, and airfield maintenance;
- Periodic condition inspection program for such things as surveying approach slopes, obstructions, et cetera; and
- Special condition inspections during unusual conditions or situations, such as changing weather or days with an unusually high number of aircraft operations.

Each of these types of inspections and their scope is described in detail within FAA Advisory Circular 150/5200-18C. The self-inspection program also shall indicate the procedure for reporting and correcting any deficiencies.

Additional Safety Plan Requirements

The Safety Plan shall address the following:

- Personal safety procedures for all major tasks for which Lessee employees are responsible, including identification of the protective equipment (e.g. hard hats, reflective vest, hearing protection, respiratory protection, and protective clothing/footwear);
- Work zone safety procedures, including identification of the minimum requirements for work zones (e.g. barricades to prevent incursion by public Airport patrons). The procedures shall identify necessary safety equipment that should be available for work zones, such as traffic cones, barricades, and signage;
- Medical treatment information, including identification of the location of medical treatment facilities at the Airport and procedures to follow in the event medical treatment is needed. Training in first aid shall also be required of all field Lessee employees;
- Safety incident protocol, including the steps that Lessee employees should follow in the event of an incident. The protocol shall include: (1) emergency contact information for immediate response, (2) forms for documenting incidents to provide a record of safety incidents to measure against and feedback for training purposes, and (3) information as to the Lessee staff that should be responsible for collecting said documentation;
- Hazardous or toxic materials protocols, including protocol for both spill prevention and spill cleanup. Further, the procedures and equipment necessary for the safe storage and handling of hazardous material should be specified. It shall also provide decontamination procedures for both Lessee employees and their equipment. The protocol should make reference to the Airport Emergency Plan as appropriate.

6.4.5 Performance Schedule

From time to time the Safety Plan shall be revised by the Lessee 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.

6.4.6 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.

Section 7

WILDLIFE HAZARD MANAGEMENT PLAN

7.1 BACKGROUND

In recognition of the increased risk of serious aircraft damage or the loss of human life that can result from a wildlife strike, greater emphasis is being placed on preparing airport Wildlife Hazard Management Plans (WHMP) that effectively deal with the problem.

7.2 REGULATORY COMPLIANCE

The WHMP shall identify all Legal Requirements. FAA Advisory Circular (AC) 150/5200-33, Hazardous Wildlife Attractants on or Near Airports, contains standards and procedures for wildlife hazard management at airports. The Lessee must ensure that employees and representatives responsible for the wildlife hazard management comply with these requirements.

Title 14 Code of Federal Regulations, Part 139.337, Wildlife Hazard Management, prescribes the specific issues that a wildlife hazard management plan must address for FAA approval and inclusion in the ACM.

Appendix C contains a list of standards and regulations with which the Lessee shall comply, at a minimum. The list is not intended to include all applicable standards and regulations - it is the responsibility of the Lessee to identify and comply with all existing standards and regulations as well as future best practices applicable to airport operations.

7.3 EXISTING PLANS

The Lessee shall utilize any available existing plans and descriptions of Airport facilities, systems, and procedures provided to it in the development of the WHMP. This document shall also comply with all measures specified within the existing Airport Safety Plan. The Lessee must ensure that the WHMP complies with the relevant standards within ACM and AEP which, in addition to the requirements described herein, should be considered the minimum standard.

7.4 REQUIREMENTS OF THE PLAN

The first step in preparing the Airport WHMP is to conduct a Wildlife Hazard Assessment. The Wildlife Hazard Assessment, conducted by a wildlife damage management biologist, provides the scientific basis for the development, implementation, and refinement of a WHMP.

When complete, the Wildlife Hazard Assessment is submitted to the FAA for evaluation and a determination of whether a WHMP needs to be developed for the Airport. In reaching this decision, the FAA will consider the Wildlife Hazard Assessment, the aeronautical activity at the Airport, the views of the certificate holder and Airport users, and any other pertinent information (14 CFR 139.337 (d)(1-6)).

At a minimum, the Lessee shall develop and implement a plan to deal with any hazardous wildlife attractants or situations identified in the Wildlife Hazard Assessment.

7.4.1 Objectives of WHMP

The objective of the WHMP 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.

7.4.2 Essential Staffing

An organizational chart shall be included in the WHMP which identifies the essential staff responsible for each of the facilities covered under the WHMP. The organizational chart shall identify the titles, roles, and duties for each of the individuals responsible for the operation and administration of the various airfield facilities.

The organizational chart shall be supplemented by a summary of the levels of staffing that would be provided for each of the facilities operation. The levels of staffing shall be identified for each season of operation, as the requirements should vary throughout the year in accordance with the work effort.

Current contact information shall be included for each essential staff member.

7.4.3 Stakeholders

The WHMP shall identify all stakeholders (both public and private) that may be affected by the performance of the WHMP and define any necessary applicable coordination with individual stakeholders. Stakeholders include: airline and general aviation pilots, United States Department of Agriculture, and FAA.

7.4.4 Scope of Plan

The WHMP shall include, at a minimum, the following information:

- The persons who have authority and responsibility for implementing the plan;
- Priorities for needed habitat modification and changes in land use identified in the ecological study with target dates for completion;

- Habitat/population management recommendations;
- Requirements for and, where applicable, copies of local, state and Federal wildlife control permits;
- Identification of resources to be provided by the certificate holder for implementation of the plan;
- Procedures to be followed during air carrier operations;
- Assignment of personnel responsibilities for implementing the procedures;
- Conduct of physical inspections of the movement areas and other areas critical to wildlife hazard management sufficiently in advance of air carrier operations to allow time for wildlife controls to be effective;
- Wildlife control measures, both lethal and non-lethal;
- Communication, coordination and training for wildlife control personnel and any air traffic control tower in operation at the Airport;
- Coordination with off-Airport businesses to prevent the proliferation of wildlife attractants in the vicinity of the Airport.

Periodic evaluation and review of the wildlife hazard management plan for:

- Effectiveness in dealing with the wildlife hazard
- An understanding of the current data trends, including the number of bird strikes and other wildlife hazard events that occur on or near the Airport;
- Indications that the existence of the wildlife hazard, as previously described in the ecological study, should be reevaluated;
- A training program to provide Airport personnel with the knowledge and skills needed to carry out the wildlife hazard management plan.

7.4.5 Performance Schedule

From time to time the WHMP shall be revised by the Lessee to reflect a good faith effort to update the WHMP as appropriate to maintain an accurate assessment of wildlife hazards on or near the Airport.

7.4.6 Reporting Requirements

The Lessee shall notify the FAA in writing of known or reasonably foreseeable land use practices on or near the Airport that either attracts or may attract hazardous wildlife.

Section 8

AIRPORT SECURITY PROGRAM

8.1 BACKGROUND

An Airport Security Program (ASP) identifies the roles and security responsibilities of the Lessee, law enforcement participation, and other Airport users in terms of what each must do, how they must do it, and what resources must be committed to security, including the qualifications of security and law enforcement personnel.

8.2 REGULATORY COMPLIANCE

The ASP shall identify and comply with all Legal Requirements. Specifically, the measures contained in the ASP must comply with 49 Code of Federal Regulations (49 CFR), Transportation Security Regulations, section 1542.101(a). This regulation is applicable to operators within the United States regularly serving operations of an aircraft operator or foreign air carrier 49 CFR, sections 1544.101(a) or 1546.101(a). The Lessee must ensure that employees and representatives conducting security procedures on its behalf comply with the provisions of the ASP and all Legal Requirements.

As a condition of Closing under the Lease Agreement, the TSA shall have approved the ASP of the Lessee, which shall apply to the Airport as of the Time of Closing.

The Lessee will maintain the Airport in compliance with the TSA-approved ASP and will prepare and comply with revisions as directed by the TSA. The requirements included in the TSA-approved ASP are incorporated by reference. In the event of an inconsistency between the requirements within this document and the TSA-approved ASP or any applicable Legal Requirements, the TSA-approved ASP or such applicable Legal Requirements shall take precedence.

In the future, under the Lease Agreement, the Lessee may be required to revise the TSA-approved ASP and seek approval of such revisions from the TSA. In order to meet the requirements of the TSA in reviewing and approving the ASP, the ASP shall be maintained as a separate document.

Appendix C contains a list of standards and regulations with which the Lessee shall comply, at a minimum. The list is not intended to include all applicable standards and regulations – it is the responsibility of the Lessee to identify and comply with all existing standards and regulations as well as future best practices applicable to airport operations.

8.3 EXISTING PLANS

The Lessee must ensure that the ASP complies with the relevant standards within the ACM and AEP which, in addition the requirements described herein, should be considered the minimum standard.

8.4 REQUIREMENTS OF THE PLAN

The Lessee shall establish a comprehensive ASP that provides for the safety and security of persons and property on the Airport against acts of criminal violence, aircraft piracy, and the introduction of an unauthorized weapon, explosive, or incendiary onto an aircraft.

8.4.1 Objectives of ASP

The objective of the ASP is to ensure that the Lessee establishes minimum requirements to ensure public safety and security.

8.4.2 Essential Staffing

The Lessee shall designate a responsible person for the coordination of all security procedures and communications and provide point-of-contact information to the Airport Security Coordinator (ASC) including the name of its primary and secondary contacts and a 24-hour telephone number for both individuals.

An organizational chart shall be included in the ASP which identifies the essential staff responsible for each of the facilities covered under the ASP. The organizational chart shall identify the titles, roles, and duties for each of the individuals responsible for the operation and administration of the various airfield facilities.

The organizational chart shall be supplemented by a summary of the levels of staffing that would be provided for each of the facilities operation. The levels of staffing shall be identified for each season of operation, as the requirements should vary throughout the year in accordance with the work effort. Current contact information shall be included for each essential staff member.

8.4.3 Stakeholders

The ASP shall identify all stakeholders (both public and private) that may be affected by the performance of the ASP and define any necessary applicable coordination with individual stakeholders. Stakeholders on the ASP, will include, but not be limited to: TSA, FAA, ASC, local law enforcement, Airport police, and airline tenants.

8.4.4 Scope of Plan

In the formulation and operation of the ASP, the Lessee must coordinate with the requirements developed under the other relevant sections of the Operations Plan,

including the Safety Plan, Emergency Management Plan, and overall Operations Plan. The ASP shall be submitted to the TSA for review and approval.

The items listed below are provided solely as a general overview and are not intended to be a complete listing of the applicable Federal requirements. The Lessee will be required to review the existing approved ASP and make all applicable changes to the existing document reflecting anticipated changes to operating procedures based upon the Lease Agreement and assumption of responsibilities. All requested changes will require TSA review and approval prior to official inclusion in the revised ASP preceding formal implementation.

The Lessee shall develop and maintain a security plan which shall include, at a minimum, the following elements:

- i. Procedures for security facilities, vehicles, equipment, and aircraft during hours of operation.
- ii. Employees background checks required by the ASP and security awareness training including procedures to report suspicious personnel or situations to the proper law enforcement agencies.
- iii. Customer, visitor and baggage identification.
- iv. Procedures for preventing tampering with facilities, vehicles, equipment and aircraft.
- v. Procedures for handling threats by phone and in person.
- vi. Procedures for controlling access to Lessee-controlled premises and ensuring that vehicles, equipment, and personnel allowed to access through Lessee's access point(s) are authorized and properly identified or under escort or other approved method of control, as established by the ASC.
- vii. Procedures for securing unattended facilities, vehicles, equipment and aircraft.
- viii. Procedures for prohibiting passengers or baggage from being left unattended in or near aircraft, within the public-restricted areas of the Air Operations Area (AOA), or within the Security Identification Display Area (SIDA).
- ix. Procedures for transient flight crew members and passengers including:
 - a. Ensuring proper escort or other method of control approved by the ASC.
 - b. Crewmember contact information and verification procedures.
 - c. Verification of pilot certificate and government issued photo IDs for flight crew members.
- x. Vendor procedures including:
 - a. Positive identification of all vendors having access to Lessee-controlled premises.
 - b. Security check-in procedures for all vendors.

- c. Procedures for ensuring all vendors are aware of security requirements for the Lessee-controlled premises.

The Lessee shall maintain fencing, doors, gates, lighting and locks in good condition at all times. The Lessee shall be required to keep an active log of keys, access cards, and other media issued that allows access to the Lessee-controlled premises or identities of authorized persons. The log shall be made available to the ASC upon request, and any lost or stolen access/identification media shall be reported to the ASC immediately.

Facilities

The ASP shall identify all the facilities covered by the ASP, including the access roadways, passenger terminal, airfield access checkpoints, terminal concourses, aircraft apron, CBP, SIDA, and other applicable areas. An exhibit(s) should be prepared that identifies the facilities and the location of operations that are to occur under the provisions of the ASP. Any facilities dedicated to the execution of security operations shall be described and inventoried.

The ASP shall outline the daily operational security functions and provide an overview of the approach to security operations. It shall further identify the roles of the various parties responsible for execution of the security operations. At a minimum, it shall contain information on the security policies and procedures set forth by the Lessee and the standards for operations in each facility.

The ASP shall identify the following for maintaining security in each facility and areas of responsibility in the Airport:

- Physical areas of the Airport to be secured and monitored;
- The party with primary responsibility for the security of said areas;
- Frequency of security monitoring and patrols;
- The methods of securing an area using staff, checkpoints, guards, barriers, or other means;
- Lessee staff responsible for supervision of security personnel;
- Schedule for security coverage.

The Lessee understands that each Airline or Airlines shall continue to control its or their own security access points.

Equipment

The equipment required to execute the security operations shall be identified and described in the ASP. The following shall be provided for each significant type of equipment: its purpose and function, the party that owns and operates it, and the condition and quantity.

The equipment specified by the ASP shall include, but not be limited to: video camera and closed circuit television surveillance systems, alarm systems, access control systems, security vehicles, and communication systems. Non-functioning or under-performing equipment should be identified and reported within the Security Assessment Report, as described in Section 8.4.6 below.

Prevention of Trespass

The Lessee shall use reasonable efforts to prevent unauthorized persons from gaining access to restricted flight and public aircraft operational areas through its facilities. If required, the Lessee shall provide proper fencing of size and quality acceptable to the Authority that shall deter trespassing upon the operational areas of the Airport.

8.4.5 Performance Schedule

From time to time the ASP shall be revised to reflect a good faith effort to update the ASP as appropriate to maintain an accurate assessment of Airport security.

8.4.6 Reporting Requirements

In addition to reporting required under the AEP and the ACM, the Lessee shall specify a system for documenting security incidents. The specifications of the system shall dictate:

- The Lessee personnel and other parties responsible for recording any security incidents;
- The Lessee personnel and other parties that would be privy to the review of the documentation;
- Descriptions of the various types of security incidents, including their severity;
- Documentation regarding the maintenance and inspection of the system and its components;
- The particular data that is required for documentation for a given incident (e.g. response time, date, parties involved, et cetera);
- Definitions of the different types of security incidents and their severity.

The Lessee shall prepare a Security Assessment Report that will aggregate the security incidents for an appropriate time period to be conveyed to the Authority and other appropriate parties (e.g. airport police). The Lessee shall specify any proposed changes to the ASP to prevent or mitigate future incidents. The parties responsible for the approval of the ASP shall provide the Lessee commentary regarding the proposed changes in addition to approval.

Section 9

AIRPORT EMERGENCY MANAGEMENT PLAN

9.1 BACKGROUND

Natural disasters (e.g. hurricanes), manmade disasters, and terrorist attacks require airport operators to focus on improving Airport emergency management. The Airport Emergency Plan shall address essential emergency response actions planned to ensure the safety of and emergency services for all Airport stakeholders and employees.

9.2 REGULATORY COMPLIANCE

The AEP must meet the requirements outlined in Title 14 Code of Federal Regulations (CFR) §139.325, Airport Emergency Plan and all other applicable Legal Requirements. Because the Airport is a certificated airport under Part 139, the use of the guidelines and standards in Advisory Circular (AC) 150/5200-31C is mandatory. Accordingly, the AEP shall be prepared in conformance with AC 150/5200-31C. The Lessee must ensure that employees and representatives responsible for the emergency management comply with the provisions of the Airport Emergency Plan and all Legal Requirements.

9.3 EXISTING PLANS

The existing Airport Emergency Plan dated December 1, 2004 shall be updated as appropriate to conform with current FAA guidance documents. In addition, lessons-learned should be gathered from previous emergency drills and exercises and debriefs following actual emergencies to further establish requirements. Finally, the AEP shall involve review of the following documents to ensure that the AEP is comprehensive:

- Airport Security Plan;
- Airline Emergency Plan(s);
- Airport Tenant Emergency Plan(s);
- Local/regional/federal Emergency Operations Plan(s);
- Local/regional Emergency Services Plans;
- Local Industry OSHA/EPA Compliance Plans;
- Air Carrier Aviation Disaster Family Assistance Act Plans;
- Existing Mutual Aid Agreements/ Memoranda of Understanding;
- Local emergency response agreements;

- Private sector organization agreements;
- Military installation agreements.

9.4 REQUIREMENTS OF THE PLAN

As defined by FAA AC 150/5200-31C and airport emergency is:

any occasion or instance, natural or man-made that warrants action to save lives and protects property and public health. The AEP should address 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; or

May present a threat to the airport because of the proximity of the emergency to the airport; or

Where the airport has responsibilities under local/regional emergency plans and by mutual aid agreements.

The Lessee shall revise the existing AEP to ensure that it conforms to the latest version of FAA AC 150/5200-31C, dated June 2009. The AEP shall provide the Lessee with the minimum standards relating to planning for emergencies.

9.5 OBJECTIVES OF THE AEP

The objective of the AEP is to ensure that the Lessee has planned for potential manmade or natural disasters and to ensure that the Lessee has established appropriate protocols, procedures, responsibilities, and minimum requirements to mitigate for, prepare for, respond to, and recover from an emergency event. The objectives of the AEP shall be developed consistent with Comprehensive Emergency Management (CEM) principles set forth in FAA AC 150/5200-31C.

9.6 ESSENTIAL STAFFING

An organizational chart shall be included in the AEP which identifies the essential staff responsible for each of the facilities covered under the AEP. The organizational chart shall identify the titles, roles, and duties for each of the individuals responsible for the operation and administration of the various airfield facilities.

The organizational chart shall be supplemented by a summary of the levels of staffing that would be provided for each of the facilities operations. The levels of staffing shall be identified for each season of operation, as the requirements should vary throughout the year in accordance with the work effort.

Current contact information shall be included for each essential staff member.

Table 3-1, from FAA AC 150/5200-31C is included below. This table indicates the parties that shall be a part of the CEM process. The Lessee shall coordinate with the entities listed below in preparing their AEP and updating the existing AEP.

AEP Planning Team Members		
1 Air carriers	13 Emergency Medical Services	25 National Weather Service
2 Air Traffic Control	14 EPA	26 NTSB
3 Aircraft operators	15 EOD	27 Police/Security
4 Airport Authority/Mgmt.	16 FAA	28 Post Office
5 Airport employees	17 Firefighting & Rescue	29 Public Information/Media
6 Airport tenants	18 Government authorities (e.g. local community emergency planners, TSA and FEMA, as appropriate)	30 Public Works & Engineering
7 Animal Care/Control	19 HAZMAT Response Team	31 Public Utilities
8 Clergy	20 Health & Medical	32 Red Cross
9 Coast Guard/Harbor Patrol	21 Hospitals	33 Resource Support
10 Communications Services	22 Mental Health Agencies	34 Search & Rescue
11 Coroner	23 Military/National Guard	35 State Aviation Authority
12 Emergency Mgmt Agency	24 Mutual Aid Agencies	36 Civil Air Patrol
		37 Morgue

The Lessee's Airport Manager, Airport Authority Chair, or other appropriate executive(s) should also be a part of the team. Preparation for a disaster requires team leaders to understand the hazards analysis process and its associated results, and their respective roles during emergencies. Team leaders shall also review information describing past disasters similar to those which could occur on the Airport, as well as readiness assessments and exercise critiques, and potential liability issues.

9.7 STAKEHOLDERS

The AEP shall identify all stakeholders (both public and private) that may be affected by the performance of the AEP and define any necessary applicable coordination with individual stakeholders. Stakeholders in the AEP, will include, but not be limited to potential team members listed in Section 9.6.

9.8 SCOPE OF PLAN

The following is a high-level outline of the Lessee's responsibilities that shall be included and addressed in the revised AEP. The outline is not all-inclusive and only identifies the minimum requirements for the AEP. The AEP must also include provisions for annual and periodic updates, training, and supervision of staff and adherence to all policies and procedures.

9.8.1 General Information

The AEP shall consist of the following four major components:

- Basic plan – provides an overview of the Lessee's emergency response organization and policies;
- Functional annexes – individual plans organized around the performance of operations-oriented tasks;
- Asset inventory – facilities, assets, equipment and supplies, including advance identification of certain supplies not readily available to support the mission or response to an emergency;
- Hazard-specific sections – provides detailed information applicable to the performance of particular functions in support of a particular hazard;
- Standard Operating Procedures (SOPs) and Checklists – provides detailed instructions for Lessee personnel to follow in their execution of responsibilities assigned in the AEP.

Additional information on each of these sections is provided in the following sections.

9.8.2 Basic Plan

The Basic Plan provides an overview of the Lessee's approach to emergency operations, defines related policies, describes response organization, and assigns tasks. Its primary objective is to meet the informational needs for the Lessee's executives.

As described in FAA AC 150/5200-31C, section 5-2, the Basic Plan must include the following introductory information:

- Promulgation document;

- Signature page;
- Dated title page;
- Record of changes;
- Record of distribution; and
- Table of contents.

As described in FAA AC 150/5200-31C, paragraph 5-2, the Basic Plan must include the following information:

- **Purpose.** A statement of the purpose of the AEP, with a brief synopsis of the entire document (including the functional annexes and hazard-specific sections);
- **Situation and assumptions.** A section documenting the hazards the AEP addresses, the characteristics of the Airport that may affect response activities, and how they affect them; and the information used in the preparation of the AEP that should be treated as assumption rather than fact;
- **Operations.** This section should describe the Airport's overall approach to an emergency situation (i.e. what should happen, when and at whose direction);
- **Organization and Assignment of Responsibilities.** This section identifies all individuals and organizations that may be involved responding to an emergency incident;
- **Administration and Logistics.** This section addresses the general support considerations, including the availability of services and support for all types of emergencies. It should also identify general policies for management of resources; references to mutual aid agreements; authorities for and policies regarding augmenting Lessee staff; and general policies on financial record keeping, reporting, and tracking resources;
- **Plan Development and Maintenance.** This section includes: identification of the schedule for review of each part of the AEP; identification of training, drills, and exercises; and identification of the personnel responsible for reviewing the AEP and planning the training.

9.8.3 Functional Annex Requirements

In preparation of the functional annex requirements, the Lessee shall perform an airport hazards analysis. The findings of the assessment will, in part, dictate the level of planning for various emergencies. Functional annexes are plans organized

around the performance of broad tasks, including: command and control, communications, health and medical, etc.

Since functional annexes are operations oriented, their target audiences are those who perform the tasks. They should not repeat general information contained in the Basic Plan. At a minimum, the AEP shall include a functional annex that addresses how the Airport shall perform each of the following functions:

- Command and control;
- Communications;
- Alert notification and warning;
- Emergency public information;
- Protective actions;
- Law enforcement/security;
- Fire fighting and rescue;
- Health and medical services;
- Resource management; and
- Airport operations and maintenance.

In addition, the following functions shall be addressed as required depending on the findings of the airport hazards analysis:

- Initial and follow-on damage assessment;
- Search and rescue;
- Incident mitigation and recovery;
- Mass care; and
- Chemical, biological, radiological, nuclear, and high yield explosive (CBRNE) protection.

Each functional annex shall:

- Focus on the specific operations, including what the function is and who or what agency has the responsibility for the execution of the function;

- Emphasize specific responsibilities, tasks, and operational actions pertaining to the function being performed;
- Address the activities to be performed by individuals with responsibilities under the function and the schedule for such activities;
- Identify the actions that will ensure effective response and aid in the event of an emergency;
- Define and describe the policies, processes, roles and responsibilities inherent to the various functions for mitigation/preparedness prior to an emergency, response during an emergency, and recovery from an emergency;
- Identify clear lines of authority, incident command structure, and appropriate communications.

Further detail regarding the functional annex requirements is specified in Chapter 6 of FAA AC 150/5200-31C.

9.8.4 Hazard Specific Annex Requirements

The need for a hazard-specific annex will be determined as a result of the airport hazards analysis (see Appendix 1 of FAA AC 150/5200-31C) conducted to inform the development of the functional annexes. Hazard-specific annexes must follow the same structure and similar content as the Basic Operations Plan and the Functional Annexes. FAA AC 150/5200-31C requires that the following specific hazards be addressed within the AEP:

- Aircraft incidents and accidents;
- Bomb incidents, including designated parking areas for the aircraft involved;
- Structural fires;
- Fires or other emergencies at fuel farms or fuel storage areas;
- Natural disasters (e.g. hurricanes, heavy rains and flooding);
- Hazardous materials/dangerous goods incidents;
- Sabotage, hijack incidents or other unlawful interference with operations;
- Failure of power for movement area lighting;
- Water rescue situations.

The content of a hazard-specific section of the AEP shall focus on the special planning needs associated with the particular hazard being addressed. Further detail regarding the hazard-specific annex requirements is specified in Chapter 7 of FAA AC 150/5200-31C.

9.8.5 SOPs and Checklists

SOPs and Checklists provide detailed instructions that an individual or organization needs to fulfill responsibilities and perform tasks assigned in the AEP. Most SOPs and Checklists are hazard-specific and are attached to each Section. For example, the airport law enforcement agency may have a general SOP for Traffic and Access Control or for Terminal Evacuation with supporting individual checklists for the Shift Supervisor, Ramp Patrol, etc. Additionally, these documents shall provide enough detail to cover the basic response and recovery functions necessary to get the job done, but still be general enough to be flexible since no two emergencies are the same.

9.8.6 Performance Schedule

From time to time the AEP shall be revised by the Lessee to reflect a good faith effort to update the AEP as appropriate to maintain an accurate assessment of emergency operations at the Airport.

9.8.7 Reporting Requirements

The Lessee shall prepare a summary of emergency incidents, training, drills, and exercises performed on an annual basis for inclusion in the Lessee's 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.

Section 10

CUSTOMER SERVICE PLAN

10.1 BACKGROUND

The Customer Service Plan (CSP) section of the Operations Plan shall provide assurance to the Authority and the airlines that the Lessee is planning and implementing appropriate measures to ensure high levels of customer service. The CSP shall be developed and executed by the Lessee, and submitted to the Authority for approval.

10.2 REGULATORY COMPLIANCE

The Operations Plan shall identify all Legal Requirements relevant to customer service. The Lessee must ensure that employees and representatives responsible for customer service comply with the provisions of the CSP and all Legal Requirements.

Appendix C contains a list of standards and regulations with which the Lessee shall comply, at a minimum. The list is not intended to include all applicable standards and regulations – it is the responsibility of the Lessee to identify and comply with all existing standards and regulations as well as future best practices applicable to airport operations.

10.3 COMMUNITY RELATIONS PROGRAMS

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 the Lessee.

10.3.1 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.

The Lessee 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, the Lessee 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.

10.3.2 Chapel

The Lessee 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.

10.3.3 Tourism

The Lessee shall, at all times during, the Term provide the Compañía de Turismo de Puerto Rico 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 Compañía de Turismo de Puerto Rico, which agreement will be assumed by the Lessee pursuant to the Lease Agreement.

10.4 EXISTING PLANS

The Lessee shall utilize any available existing plans and descriptions of customer service standards provided to it in the development of the CSP section of the Operations Plan.

10.5 REQUIREMENTS OF THE PLAN

The CSP shall identify the plan's objectives, essential staffing, stakeholders, scope, performance schedule, and reporting requirements as described below.

10.5.1 Objectives of CSP

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; and shall also provide guidance regarding staff training relating to customer service. Further, 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.

10.5.2 Essential Staffing

An organizational chart shall be included in the CSP which identifies the essential staff responsible for each of the facilities covered under the CSP. The organizational chart shall identify the titles, roles, and duties for each of the individuals responsible for the operation and administration of the various airfield facilities.

The organizational chart shall be supplemented by a summary of the levels of staffing that would be provided for each of the facilities operations. The levels of staffing shall be identified for each season of operation, as the requirements should vary throughout the year in accordance with the work effort.

Current contact information shall be included for each essential staff member.

10.5.3 Stakeholders

The CSP shall identify all stakeholders (both public and private) that may be affected by the performance of the CSP and define any necessary applicable coordination with individual stakeholders. Stakeholders on the CSP will include, but not be limited to, the following: airline customer service representatives, airport customer service personnel, airline passengers, and other members of the general public.

10.5.4 Scope of Plan

The CSP shall address the following topics:

- Staff training and recurrent training;
- Customer concern system;
- Passenger assistance protocols;
- Information services;
- Airport web site;
- Minimum standards;
- Level of Service Report.

Staff training. This CSP section of the Operations Plan shall identify the training program for the employees responsible for customer service. The goal of the training shall be to ensure that all employees that interact with Airport patrons will provide courteous, efficient, and helpful service. This training will provide a protocol for interactions with customers to guide Airport customer service representatives to ensure high levels of customer satisfaction.

Customer concern system. This CSP section of the Operations Plan shall identify the system used to identify, track, mitigate, and resolve customer concerns. The system shall be capable of identifying the priority of the concerns and the timeframe for their resolution. The system shall also identify the procedure for follow-up communication to the customer in the event a formal complaint or concern arises. If the customer concern resolution involves physical improvements or procedural modifications, these shall be documented in revisions to the Operations Plan. Physical improvements recommended shall be addressed in the Capital Asset Management Plan; procedural modifications shall be folded in the Facilities Standards Plan.

Passenger assistance protocols. This CSP section of the Operations Plan shall identify the protocol for provision of passenger assistance. This assistance includes provisions for: (1) the transportation for the elderly and disabled patrons to and

from their aircraft, as necessary; (2) overnight kits in the event of an emergency or extreme aircraft delays requiring overnight stay in the passenger terminal; (3) lost and found; and (4) customer paging.

Information services. This CSP section of the Operations Plan shall identify the minimum requirements for the provision of information to airport patrons. Information services include: provision of an airport website (as defined below) and on-site information kiosks. On-site information kiosks would be located in the passenger terminal both pre- and post-security. At a minimum, these kiosks shall provide information regarding: (1) regional transportation options; (2) local and regional lodging; (3) maps of the airport facilities and surrounding region; (4) dates for major public events in the city of San Juan; (5) information on San Juan venues (e.g. convention center, tourist attractions, museums, et cetera), (6) current weather information, (7) information regarding airport concessions, and (8) facts about the Airport. To the extent possible, customer service representatives with multilingual expertise shall be provided.

Airport website. This CSP section of the Operations Plan shall identify the minimum requirements for the public Airport website. The website shall follow international standards for public websites and include at a minimum: (1) passenger terminal map; (2) Airport map showing main access roadways; (3) directions to and from the Airport; (4) contact information for the airport and airlines customer service departments; (5) a customer service page; (6) a site map for web site navigation; and (7) information regarding Airport security for passenger awareness.

Minimum standards. For each function of the Airport, the Lessee shall define the minimum level of service that must be met for compliance with the Operations Plan. For example, the Lessee shall target a level of service C or better for the departure holdrooms. This level of service C shall be consistent with the appropriate International Air Transport Association (IATA) definitions.

Level of Service Report. A Level of Service Report shall be prepared annually as described in the reporting requirements section below. The findings of the level of service report shall be folded into the Capital Asset Management Plan to ensure that facilities that are operating below a minimum level of service as defined by the Lessee are earmarked for improvements.

10.5.5 Performance Schedule

From time to time the customer services section of the Operations Plan should be revised by the Lessee to reflect a good faith effort to make improvements in areas where customer service has not met the standards of the Lessee, as identified in the annual reporting described in the following section.

10.5.6 Reporting Requirements

The Lessee shall prepare a Level of Service Report on an annual basis. This 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 holdrooms, baggage claim, and airport 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 receive a grade of poor from 20% or more respondents must be addressed. The goal of the Lessee shall be to receive excellent or good feedback on each facility from at least 80% of respondents.

The Authority and the Lessee may agree to modify the Level of Service Report goals of excellent or good feedback on each facility from at least 80% of respondents to take into account periods of Airport construction and other events that may affect users of the Airport. It is acknowledged that the Level of Service Report goals are intended to be a target and that, in the event that target is not reached in a given year, it will not provide an independent basis for declaring a Lessee Default under the Lease Agreement but, rather, the Lessee's compliance shall be subject to the provisions set forth in Section 6.1 of the Lease Agreement.

For each of the areas surveyed, the Lessee shall establish a history of customer feedback by reporting the historical results adjacent to the current year's results. The survey must also capture feedback regarding passenger comfort level, convenience, quality of service, and overall traveling experience at the Airport. For those areas with reported poor levels of service, the Lessee shall develop an action plan to address the concerns, either through a combination of training for staff, physical improvements, procedural changes, or further study.

APPENDIX A
AIRPORT CERTIFICATION MANUAL

To be inserted in final document.

APPENDIX B
AIRPORT EMERGENCY PLAN

To be inserted in final document.

APPENDIX C
AVAILABLE GUIDANCE AND STANDARDS

Airport Operation Guidance Documents	
Number	Title
General Reference: (Airfield, Security, Safety, Emergency)	
150/5000-15A	Announcement of Availability of Airport-Related Research and Development Products
150/5070-6B	Airport Master Plans
150/5100-14D	Procurement of Professional Services
150/5190-4A	A Model Zoning Ordinance to Limit Height of Objects Around Airports
150/5190-7	Minimum Standards for Commercial Aeronautical Activities
150/5200-12C	First Responders_ Responsibility for Protecting Evidence at the Scene of an Aircraft Accident/Incident
150/5200-18C	Airport Safety Self-Inspection
150/5200-28D	Notices to Airmen (NOTAMS) for Airport Operators
150/5200-29A	Announcement Of Availability Of Airport Self-Inspection DVD
150/5200-30C	Airport Winter Safety And Operations
150/5200-31C	Airport Emergency Plan (Consolidated AC includes Change 2)
150/5200-32A	Reporting Wildlife Aircraft Strikes
150/5200-33B	Hazardous Wildlife Attractants On or Near Airports
150/5200-34A	Construction or Establishment of Landfills near Public Airports
150/5200-35A	Submitting the Airport Master Record in Order to Activate a New Airport
150/5200-36	Qualifications for Wildlife Biologist Conducting Wildlife Hazard Assessments and Training Curriculums for Airport Personnel Involved in Controlling Wildlife Hazards on Airports
150/5200-37	Introduction to Safety Management Systems (SMS) for Airport Operators
150/5210-13C	Airport Water Rescue Plans and Equipment

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Airport Operation Guidance Documents	
Number	Title
General Reference: (Airfield, Security, Safety, Emergency) (continued)	
150/5210-14B	Aircraft Rescue Fire Fighting Equipment, Tools and Clothing
150/5210-15A	Aircraft Rescue and Firefighting Station Building Design
150/5210-17B	Programs for Training of Aircraft Rescue and Firefighting Personnel
150/5210-18A	Systems for Interactive Training Of Airport Personnel
150/5210-19A	Driver's Enhanced Vision System (DEVS)
150/5210-20	Ground Vehicle Operations on Airports
150/5210-22	Airport Certification Manual (ACM)
150/5210-23	ARFF Vehicle and High Reach Extendable Turret (HRET) Operation, Training and Qualifications
150/5210-24	Airport Foreign Object Debris (FOD) Management
150/5210-5D	Painting, Marking, and Lighting of Vehicles Used on an Airport
150/5210-6D	Aircraft Fire and Rescue Facilities and Extinguishing Agents
150/5210-7D	Aircraft Rescue and Fire Fighting Communications
150/5220-10D	Guide Specification for Aircraft Rescue and Fire Fighting Vehicles
150/5220-17B	Aircraft Rescue and Fire Fighting (ARFF) Training Facilities
150/5220-21B	Guide Specification for Devices Used to Board Airline Passengers with Mobility Impairments
150/5220-22A	Engineered Materials Arresting Systems (EMAS) for Aircraft Overruns
150/5220-25	Airport Avian Radar Systems
150/5220-4B	Water Supply Systems for Aircraft Fire and Rescue Protection
150/5220-9A	Aircraft Arresting Systems
150/5230-4A	Aircraft Fuel Storage, Handling, and Dispensing on Airports
150/5300-13	Airport Design

Airport Operation Guidance Documents	
Number	Title
General Reference: (Airfield, Security, Safety, Emergency) (continued)	
150/5300-16A	General Guidance and Specifications for Aeronautical Surveys: Establishment of Geodetic Control and Submission to the National Geodetic Survey
150/5300-17B	General Guidance And Specifications For Aeronautical Survey Airport Imagery Acquisition And Submission To The National Geodetic Survey
150/5300-18B	General Guidance And Specifications For Submission Of Aeronautical Surveys To NGS: Field Data Collection And Geographic Information System (GIS) Standards
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
70/7460-2K	Proposed Construction or Alteration of Objects That May Affect the Navigable Airspace
Wildlife Hazard Management	
Certalert No. 09-10	Wildlife Hazard Assessments in Accordance with Part 139 Requirements
Certalert No. 98-05	Grasses Attractive To Hazardous Wildlife
Certalert No. 04-09	Relationship Between FAA And Wildlife Services
Certalert No. 04-16	Deer Hazard to Aircraft and Deer Fencing
Certalert No. 06-07	Requests by State Wildlife Agencies to Facilitate and Encourage Habitat for State-Listed Threatened and Endangered Species and Species of Special Concern on Airports
150/5200-32A	Reporting Wildlife Aircraft Strikes
150/5200-33B	Hazardous Wildlife Attractants On Or Near Airports
150/5200-34A	Construction or Establishment of Landfills Near Public Airports
150/5200-36	Qualifications for Wildlife Biologist Conducting Wildlife Hazard Assessments and Training Curriculums for Airport Personnel Involved in Controlling Wildlife Hazards on Airport

Airport Operation Guidance Documents	
Number	Title
Environmental Management and Public Relations	
150/5020-1	Noise Control and Compatibility Planning for Airports
150/5050-4	Citizen Participation in Airport Planning
150/5050-8	Environmental Management Systems for Airport Operators
Additional Reference Documents	
ICAO Annex 14 - Aerodromes	
IATA Airport Development Reference Manual, 9th Edition	
Federal Regulations and Orders	
49 CFR Parts 1540 and 1542, Airport Security	
FAR Part 139, Certification of Airports	
FAR Part 150, Noise Compatibility Program	
FAR Part 161, Noise Compatibility Program	
FAR Part 77, Objects Affecting Navigable Airspace	
FAA Order 405, Standards for Aeronautical Surveys	
FAA Order 5100.38C, Airport Improvement Program Handbook	
FAA Order 1050.1E, Environmental Impacts: Policies and Procedures	
FAA Order 5050.4B, National Environmental Policy Act (NEPA)	
23 CFR Part 772, Procedures for Abatement of Highway Traffic Noise and Construction Noise	
29 CFR Part 1926 (Originally CFR Part 1518) Safety and Health Regulations for Construction of the Williams Steiger Occupational Safety and Health Act of 1970 (Federal, OSHA)	
29 Code of Federal Regulations (CFR) Parts 1910 and 1926	
29 CFR Part 1926, Construction Safety and Health Regulations	
29 CFR 1926.62, Lead Exposure in Construction	
Federal Regulations and FAA Orders (continued)	

Airport Operation Guidance Documents	
Number	Title
	40 CFR Part 280, Technical Standards and Corrective Action Requirements for Owners and Operators of Underground Storage Tanks (USTs)
	40 CFR 763 Asbestos
	49 U.S.C. Section 44718
	Americans with Disabilities Act of 1990
	Atomic Energy Act (42 U.S.C. Sec. 2011, et seq.)
	Aviation and Transportation Security Act of 2001
	Clean Air Act (42 U.S.C. ' 7401 et seq.) 42 U.S.C. 87401
	Clean Water Act (33 U.S.C. ' 1251 et seq.)
	Comprehensive Environmental Response and Compensation and Liability Act (42 U.S.C. ' 9601 et seq.)
	Council of Environmental Quality regulations on compliance with the National Environmental Policy Act of 1969, as amended
	Determining Conformity of Federal Actions to State or Federal Implementation Plans, 40 C.F.R. Part 93
	Emergency Planning and Community Right-to-Know Act (42 U.S.C. ' 11001 et seq.)
	Executive Order No. 12898, "Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations," 59 Fed. Reg. 7629, Feb. 16, 1994
	Federal Insecticide Fungicide and Rodenticide Act (7 U.S.C. Sec 136, et seq.)
	Federal requirements for the use of ULSD fuel for both on-road (2007) and off-road (2010) vehicles
	Federal Trade Commission's "Guide for the Use of Environmental Marketing Claims," 16 CFR 260.7(e)
	Federal Transit Act, 40 C.F.R. Part 51, Subpart T Hazardous Material Transportation Act (49 U.S.C. ' 1801 et seq.)
	National Emission Standards for Hazardous Air Pollutants (NESHAP), under Section 112 of the Clean Air Act
	Occupational Safety and Health Act of 1970 (29 U.S.C. ' 651 et seq.)
	OSHA's lead-in-construction rule, contained in 29 CFR 1926.62 33 U.S.C. 8651
	Federal Regulations and FAA Orders (continued)

Airport Operation Guidance Documents	
Number	Title
	Resource Conservation and Recovery Act of 1976 (42 U.S.C. ' 6901 et seq.)
	Safe Drinking Water Act (42 U.S.C. ' 300f)
	Toxic Substances Control Act of 1976 (15 U.S.C. ' 2601 et seq.) 8261
	U.S. DOT regulations, "Environmental Impact and Related Procedures," 23 C.F.R. Part 771 and 49 C.F.R. Part 622
	U.S. DOT statutory requirements on environmental matters at 49 U.S.C. § 5324(b)
	U.S. EPA regulations, Conformity to State or Federal Implementation Plans of Transportation Plans, Programs, and Projects Developed, Funded or Approved Under Title 23 U.S.C.
	Worker's Compensation Act
	Asbestos Hazard Emergence Response Act, 15 U.S.C. 82641

APPENDIX D

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 F9.7 (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

Operational Performance Report		
Category	Metric	Standard
	Potable water	Response time: 15 minutes; 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

Operational Performance Report		
Category	Metric	Standard
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 Lessee, 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.	