



DIVI DIVI

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Through intervention of the
Head of Curacao Civil Aviation Authority
Ministry of Traffic, Transport & Urban Planning
Curacao Civil Aviation Authority

Curacao, February 16th 2012

Your reference: CURCW/11/475
Our reference: CCAA2012.02.EmergencyLanding
Subject: Emergency Landing at Sea

Dear Sir, Madam,

By means of this letter the management of Divi Divi Air N.V. would like to address your correspondence concerning the recommendations as stated by the Dutch Safety board relating to their report concerning the Emergency Landing at sea with our Britten Norman Islander near Bonaire on October 22nd 2009.

It is and has always been Divi Divi Air's main objective to operate at the highest level of safety and professionalism, following the rules and regulations as set forth by the Curacao Civil Aviation Authority, as following the rules and guide lines stated by the aircraft manufacturer and or any other relating authority.

The chain of command with in the company is very short; management can be addressed at all times if one is to voice concerns or to suggest improvements. We strive to implement a pro-active attitude towards the Safety Management System (SMS), and in doing so, minimizing operational errors. Furthermore there is always the opportunity to address technical issues or general issues of concern to the Director or Maintenance or any of his colleagues. The option of refusing operation with any given aircraft due to technical write ups is a very acceptable practice throughout the operation without any punitive actions. The aim is to have an operation that is of a high safety standard with a low stress level.

Even being a small company as Divi Divi Air is, it is essential that all employees throughout the entire hierarchy of the company are aware of their key position within the company and the importance of their

adherence to safety rules and regulations. As a single pilot operation we have to stress even more on the pilots how indicative it is to the operation that they consistently operate at the highest safety level, using their airmanship, pilot knowledge, skills and training, and not jeopardize their own personal responsibility at any time. Despite all the briefings, trainings, rules and regulations it will always remain unknown why the pilot in question decided against all odds to continue flight on this fateful day with all the conditions at hand.

As your CCAA technical and operational inspectors may have briefed you and as you could verify by the various checks and correspondence between your department and Divi Divi Air, you may conclude that since the unfortunate accident in 2009 the recommendations presented by the Dutch Safety Board have been implemented immediately, most of them on own initiative and even before the final outcome of the report.

The Dutch Safety Board has made the following recommendations to Divi Divi Air and we quote from the Dutch version of their report "Noodlanding op zee met Britten-Norman Islander nabij Bonaire, 22 oktober 2009" (project 2009090);

Divi Divi Air

De Raad beveelt aan dat Divi Divi Air bij de Curacaose Luchtvaart Autoriteit moet aantonen:

- 1. Dat het beladingsprogramma, de training van de piloten en de veiligheidsuitrusting en – instructies van de ingebruik zijnde Britten Norman Islanders in orde is gebracht en voldoet aan de wettelijke eisen en de gebruiksvoorschriften van de vliegtuigfabrikant en dat de risico's van het beladingsprogramma in kaart worden gebracht en gestructureerd worden beheerd in het veiligheidsmanagementsysteem.*

In various ways Divi Divi Air has implemented these recommendations to the daily operation and has conferred with the inspectors of the CCAA at all times.

The passenger and cargo loading program has been upgraded so as to minimize the margin for error or miscommunication. Not only is the pilot verbally informed of the number of passengers transported along with the load weight, but he is now also provided this information in written form, and needs to sign for acknowledgement. Pilots have been instructed to check the passenger count on board and to cross reference this to the information on the general declaration and weight and balance sheet. Economical fuelling, although not completely abolished, is not recommended.

Information with respect to the passenger count and the payload, along with the copy of the weight and balance sheet, the fuel slip and the payload information is retained at the office as prescribed by the regulations and for monitoring purposes. The trend is to check every pilot at least once every two weeks for trend monitoring and file build up. This documentation of checks has been discussed with the operational inspectors for guidelines and requirements. The procedures pertaining to these checks and the documentation of these will be used for additional training were necessary or in event of deliberate offense to take suitable punitive measures. This will all be part of the safety management system.

The Divi Divi Air pilot training program has been developed to co-inside with the Britten Norman Islander Pilot Hand book and is approved by the CCAA. Although there is not section for aircraft ditching in the manufacturers Britten Norman islander Pilot Hand Book, we have developed a special briefing in addition to the regulatory training requirements, whereby the use of flaps in case of a ditching is extra outlined.

At the time of the accident the safety instructions on our safety onboard cards did not reflect the safety vests in use. This has been remedied immediately by re-printing the safety onboard cards with the relevant instructions, submitted to the CCAA for approval and introduced aboard of the aircrafts. The storage

pockets for the safety vests have meanwhile also been standardized per aircraft to avoid confusion or misinterpretation of instruction.

In addition immediately after the accident Divi Divi Air has voluntarily decided to execute their flights based on a eight (8) passenger and one (1) pilot occupancy, where as the aircraft is certified to carry nine (9) passengers and one (1) pilot. In case the payload permits the ninth passengers can be added, providing the PIC (Pilot in command) agrees after having checked his weight and balance calculations.

Since the certification of this aircraft in 2001, the maximum take-off weight of this aircraft has always been set at 6600 lbs, this being the structural limitation and not the performance limitation which would be the limiting factor to our operation. We have since then adhered to the performance limiting take-off and landing weights, adhering to the manufacturer's limitations and recommendations. Our pilots have been made aware of this limitation and have had ample briefings by both the company and during discussion sessions with the Operational and Safety Inspectors of the CCAA.

Divi Divi Air N.V. has initiated a passenger weight survey to calculate the average weight of passengers transported by Divi Divi Air between the islands of the former Netherlands Antilles. During an extensive period passengers travelling back and forth between Curacao and Bonaire and on occasion Aruba were weighed. From these actual weights, average weights were derived that are now being used. This weight calculation survey was performed in agreement with the late DCA-NA Inspector Mr. A. Isenia, who on various occasions was also present to supervise this process for accuracy.

Instead of the former 160 lbs we are now using 176 lbs per passenger, inherent whether male or female. As additional information we would like to add that at least 70% of our transported passengers are repeat customers. In comparison to a FAA initiated publication AC 120-27E FAA (Advisory Circular) the average weight for passengers for a "no carry-on luggage" program is 83 kg. In addition the Australian publication CAAP 235-1 (Civil Aviation Advisory Publication) uses average weights of 86 kg for males and for females 70 kg, averaging 78 kg per passenger, proving that our newly actual calculated standard weights of 80 kg average that of international standards.

With the upcoming changes of the CARNA, the manuals of Divi Divi Air shall also be changed to reflect these changes, as well as the procedural aspects that will reflect in the daily operations.

It remains our objective to be a key player in the Curacao aviation and transportation industry, to provide operations that satisfy both local and international safety standards. We are appreciative of all the input, guidelines and support received from the department of the Curacao Civil Aviation Authority and look forward to a continued oversight and working relationship in order to achieve our highest level of safe performance.

Should you have any questions or require additional information, please do not hesitate to contact us,