

COMMUNITY - PORT RESILIENCY PROGRAM (C-PreP) WORKSHOPS
Merida, Mexico, February 19-20, 2019
San Juan, Puerto Rico, March 12-14, 2019

FINAL REPORT

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I. Background

a) C-PreP Development - Growing out of challenges and lessons learned in Haiti after the 2010 earthquake, the Port Resiliency Program (PreP) began in 2012 as an effort to improve the resiliency of airports and seaports in disaster-prone areas of the Caribbean and Latin America. With strong sponsorship and support from FedEx and Miami International Airport (MIA), the program was pilot tested at Las Americas International Airport in Santo Domingo, the Dominican Republic, in 2013. Lessons learned there were applied to create PreP 2.0 that was successfully applied in 2015 at Juan Santamaria International Airport in San Jose, Costa Rica. The fully operational PreP program was delivered to Jamaica's three international airports in July 2016. In early 2017 a PreP Workshop was delivered to the Merida International Airport and its parent company Aeropuertos del Sureste (ASUR) including five other international airports in Mexico: Cancún International Airport, Cozumel International Airport, Villahermosa International Airport, Puerto Vallarta International Airport, and Mazatlán International Airport. Subsequently. On 2017 the government of Saint Vincent and the Grenadines (SVG) requested the implementation of a PreP Workshop to improve the emergency and resiliency plans of the Argyle International Airport (Argyle Inc.). By the mid of 2018 three workshops were implemented in three vulnerable Caribbean islands: Antigua & Barbuda, St. Lucia and Dominica, and the program developed to a more comprehensive approach emphasizing the participation of the other local stakeholders and communities, becoming the Community Port Resiliency Program (C-PreP). Early 2019, C-PreP carried out two seminars and technical workshop: one in Merida, Yucatan, Mexico (February 19 -20, 2019); and one in San Juan, Puerto Rico (March 12-14, 2019).



C-PreP Team and FedEx Representative at the C-PreP workshop in Puerto Rico: "XIV International Hurricane Seminar"

b) Vulnerability of the LAC and the Caribbean Region – Countries in the Latin America and the Caribbean (LAC) region experience a range of natural hazards, including droughts, earthquakes, floods, forest fires, hurricanes, landslides, tsunamis, and volcanoes. El Niño and La Niña phenomena occur periodically, exacerbating the impacts of hydrometeorological events in the LAC region. Some LAC countries have special vulnerabilities as they lie directly in the path of tropical hurricanes. Over the next few decades LAC countries will continue to be hit by severe hurricanes and other natural disasters. Inadequate



Inauguration of C-PreP Seminar/Workshop in Merida 2019

disaster risk management practices compound the humanitarian and economic cost of damage from natural disasters.

Natural disasters in the Caribbean are becoming more ferocious and frequent even relative to small states. The recent devastations of Category 5 hurricanes Maria and Irma (both in September 2017) demonstrate how powerful storms can lead to widespread destruction, loss of life, and weaker economic growth prospects.



C-PreP: “XIV International Hurricane Seminar” – Technical Workshop, San Juan, Puerto Rico.

In the case of Puerto Rico, on September 20, 2017, Hurricane Maria struck the island devastating its land and plunging all its 3.4 million residents into a desperate humanitarian crisis. Hurricane Maria with strong, damaging winds, destroyed homes and critical infrastructure. A year later thousands of homes are still left powerless by the 155-mph hurricane.

Hurricane Maria is the worst storm to hit Puerto Rico in over 80 years and arrived only two weeks after Hurricane Irma passed just north of the island and left 1 million people without power. The effect on Puerto Rican families — and the island’s infrastructure — will take many years to heal. The official death toll from the monster storm was 2,975 persons.



Participants of the C-PreP Seminar/Workshop in Merida 2019.

Hurricane Maria’s disaster in Puerto Rico vividly demonstrated the need to redouble efforts to reduce the impact of such events. The disaster impacted port operations, disrupted the supply chain of goods and services and made it difficult to respond to humanitarian needs and economic recovery. Hurricane Maria continues to remind us that ports are crucial lifelines to vulnerable populations during disasters. An accelerated port restoration plan during a catastrophic event that damages a port would be of tremendous benefit in fostering disaster resilience in Puerto Rico and the region.

In response and in close collaboration with ASUR and AEROSTAR, Outreach Aid to the Americas (OAA)/Americas Relief Team (ART) developed plans for the implementation of the C-PreP Seminar: “XIV International Hurricane Seminar” in Merida, Mexico (February 19-20, 2019) and the C-PreP “XIV International Hurricane Seminar” – Technical Workshop in San Juan, Puerto Rico (March 12-14, 2019). This report provides information about the development and implementation of these C-PreP activities.

c) Puerto Rico Location and overview – Located in the continent of the Caribbean, in the Caribbean Sea, Puerto Rico is an archipelago that includes a main island and a number of smaller islands. Puerto Rico covers 8,870 square kilometers of land and 4,921 square kilometers of water, making it the 164th largest nation in the world with a total area of 13,791 square kilometers. The population of Puerto Rico is 3.19 million¹ and the nation has a density of 451 people per square kilometer. Puerto Rico does not share land borders with any countries.

Location of Puerto Rico.



Puerto Rico is a Commonwealth of the United States. The capital of Puerto Rico is San Juan, the official languages are English and Spanish, and the currency is the United States dollar (USD). Puerto Rico has one of the most dynamic economies in the Caribbean region. A diverse industrial sector has far surpassed agriculture as the primary locus of economic activity and income. Encouraged by duty-free access to the United States and by tax incentives, US firms have invested heavily in Puerto Rico since the 1950s. Tourism has traditionally been an important source of income, with estimated arrivals of more than 5.2 million tourists in 2017².



Inauguration of the C-PreP "XIV International Hurricane Seminar" in Merida, Mexico 2019

¹ United States Census Bureau: <https://www.census.gov/quickfacts/pr>

² <http://taxsummaries.pwc.com/ID/Puerto-Rico-Overview>

II. C-PreP Basics

The C-PreP program brings together key stakeholders, including senior policymakers, public, private, and multilateral development partners, to explore incentives to shift the focus of policies towards building resilience and innovative disaster risk financing policies and instruments that would help in this regard.

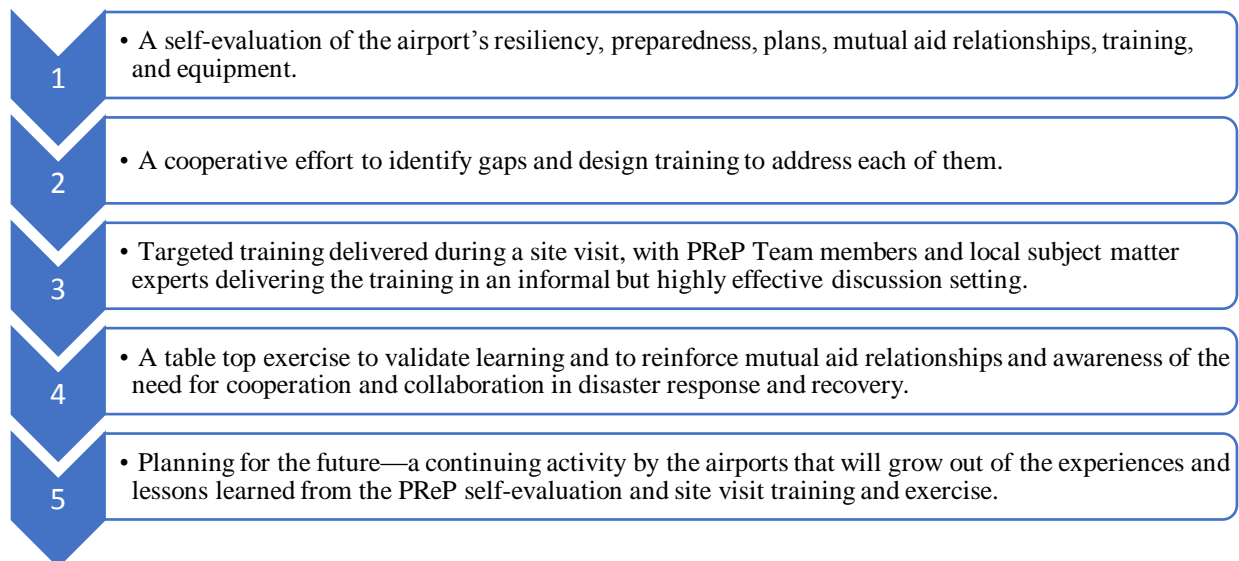


*Representatives of C-PreP/ART, ASUR and AEROSTAR:
Main organizers and partners of the seminar.*

C-PreP has three overarching goals:

- To speed an airport’s ability to restore function to allow humanitarian aid as quickly as possible after a disaster strike.
- To speed a region’s, an island’s, or a nation’s economic recovery by restoring full airport function as quickly as possible.
- To reconcile these two goals so that the benefits of both are maximized and conflicting demands for the use of a recovering airport are minimized.

In order to achieve these goals, C-PreP engages in a highly collaborative and interactive process with the airports that normally includes five steps:



III. Main C-PreP partners, collaborators and experts.

Thanks to the support and partnership with FedEx and The Miami Foundation, a specialized team formed by OAA/ART, The Miami Dade International Airport, American Airlines, and experts from the Aviation Department of IOS Partners and the AERODOM Dominican Republic; worked together to prepare the C-PreP seminars in Merida and Puerto Rico. The program was planned and developed in close collaboration and partnership ASUR and AEROSTAR Airport Holdings LLC, and in the case of Puerto Rico with the Universidad Inter-Americana de Puerto Rico

(INTER). Both seminars under the auspices of the "Center for International Formation of Authorities and Leaders" (CIFAL) Merida of the United Nations Institute for Training and Research (UNITAR).

The comprehensive and participatory C-PreP seminars were carried out with a cluster of experts including:

- Lixion Avila, Senior Specialist/National Oceanic and Atmospheric Administration/NOAA.
- Manuel Fernos, President of the Interamerican University of Puerto Rico.
- Omar Garcia Conception, Investigative Professor of the Institute of Astronomy and Meteorology at the University of Guadalajara.
- Suzanne Williamson, Tower of Operations Director for American Airlines at Miami International Airport (C-PreP Team).
- Gary Scavella, Director of Maintenance and Engineering, Nassau International Airport.
- Carlos Rodoli, Director of Las Americas International Airport, Dominican Republic.
- Joseph Samuel, Director of Operations, Antigua and Barbuda Airport Authority.
- Maricarmen Estrada, Program Director, Outreach Aid to the Americas (C-PreP Team).
- Patricia Ryan, Director of Aviation, IOS Partners (C-PreP Team)
- Carlos Acevedo, Puerto Rico Emergency Management Agency/PREMA.
- John Melecio, Federal Aviation Administration/FAA.
- Ernesto Morales, Public Relations/National Oceanic and Atmospheric Administration/NOAA.
- Hector Camacho, Manager of Jet Blue Puerto Rico.
- Ada Monzon, Journalist and entrepreneur, Puerto Rico.
- Nelson Mejias, Miami International Airport/MIA (C-PreP Team).
- Ricardo Garcia, retired captain Miami-Dade Fire Rescue Department (C-PreP Team).



Participants of C-PreP San Juan developed under the auspices of UNITAR (UN).



Susan Williamson (American Airlines), C-PreP Team member participating in C-PreP Merida 2019



Carlos Rodoli (Las Americas International Airport), C-PreP Team member participating in C-PreP Merida 2019

The objective of the C-PreP program in these two seminars was to provide disaster resilience and emergency management training to key airport personnel, government agencies, NGOs, and other key stakeholders; thus, expecting to save and protect the life of about millions of people living in Mexico and in Puerto Rico (Puerto Rico estimated population 3.19 million people³).

IV. C-PreP Preparation Activities.



CEO of AEROSTAR, manager of the Luis Muñoz International Airport, San Juan, Puerto Rico.



A group of participants from the Merida Airport at C-PreP workshop in Merida 2019.

The C-PreP team was engaged to deliver a two-day Seminar in Merida and a three-day technical workshop in San Juan with a specific focus on airport's hurricane preparedness and response, to improve the resiliency of their disaster planning, to ensure optimal interoperability and coordination among agencies and other resources in the event of a crisis.

The C-PreP team conducted research on the latest information and best practices in emergency management and planning, held a number of planning meetings, as well as conference calls with ASUR and AEROSTAR representatives to better understand the context of the seminars as well as coordinate logistical arrangements. The C-PreP team, ASUR and AEROSTAR formed working planning group and discussed plans for the organization of the seminars/workshops and agreed on the dates, location, list of participants, and general logistics, all of this in close coordination and collaboration with the Government of Mexico and the Government of Puerto Rico respectively.

The C-PreP team gathered information on the background of Mexico and Puerto Rico airports, their conditions and the preparation and response for hurricanes, and in the case of Puerto Rico Hurricane Maria in order to adapt training materials and workshop exercises according to the needs and realities of the participating airports.

³ United States Census Bureau: <https://www.census.gov/quickfacts/pr>

V. C-PreP Seminars/Technical Workshop General Information

a) Summary General Information:

C-PreP Workshop/"XIV International Hurricane Seminar"	
Country	Merida, Mexico
Main Airport Name	Aeropuerto Internacional Manuel Crescencio Rejón (MID) Managed by Aeropuertos del Sur de Mexico (ASUR)
Venue	Hotel Holiday Inn, Merida, Mexico
Dates	February 19 -20, 2019

C-PreP Workshop/"XIV International Hurricane Seminar" – Technical Workshop	
Country	Puerto Rico, United States
Main Airport Name	San Juan International Airport (SJU) Managed by AEROSTAR Airport Holdings LLC.
Venue	Sheraton Hotel and Casino, San Juan, Puerto Rico
Dates	March 12-14, 2019

b) Location of participating Airports – Two C-PreP seminars/workshops were developed early 2019: one in Merida, Yucatan, Mexico; and one in San Juan, Puerto Rico. A total of 32 airports participated in these two seminars/workshops: 25 airports from across Mexico participated in the Merida C-PreP Seminar and a total of eight airports from 7 different countries participated in the San Juan C-PreP Seminar and Technical Workshop.



Luis Muñoz International Airport, San Juan, Puerto Rico.

List of participating airports C-PreP Merida 2019.

No.	Name of Airport		Location
1	Aeropuerto Internacional Manuel Crescencio Rejón	MID	Merida, Yucatan, Mexico
2	Aeropuerto Internacional Licenciado Gustavo Díaz	PVR	Puerto Vallarta, Jalisco, Mexico
3	Aeropuerto Internacional Benito Juárez	MEX	Ciudad de Mexico, Mexico
4	Aeropuerto Internacional Carlos Rovirosa Pérez	VSA	Villa Hermosa, Tabasco, Mexico
5	Aeropuerto Internacional Playa de Oro	ZLO	Manzanillo, Colima, Mexico
6	Aeropuerto Internacional Ingeniero Alberto Acuña	CPE	Campeche, Campeche, Mexico
7	Aeropuerto Internacional General Rafael Buelna	MZT	Mazatlan, Sinaloa, Mexico
8	Aeropuerto Internacional de Los Cabos	ATA	Los Cabos, Baja California, Mexico
9	Aeropuerto Internacional de Cancún	CUN	Cancun, Quintana Roo, Mexico
10	Aeropuerto Internacional de Cozume	CZM	Cozumel, Quintana Roo, Mexico
11	Aeropuerto Internacional Manuel Márquez de León	LAP	La Paz, Baja California, Mexico
12	Aeropuerto Internacional Miguel Hidalgo y Costilla	GDL	Guadalajara, Jalisco, Mexico
13	Aeropuerto Internacional de Chetumal	CTM	Chetumal, Quintana Roo, Mexico
14	Aeropuerto Internacional General Heriberto Jara	VER	Veracruz, Veracruz, Mexico
15	Aeropuerto Internacional Xoxocotlán	OAX	Oaxaca, Oaxaca, Mexico
16	Aeropuerto Internacional de Ciudad del Carmen	CME	Ciudad del Carmen, Campeche, Mexico
17	Aeropuerto Internacional Ponciano Arriaga	SLP	San Luis Potosi, San Luis Potosiu, Mexico
18	Aeropuerto Internacional de Tapachula	TAP	Tapachula, Chiapas, Mexico
19	Aeropuerto Internacional de Bahías de Huatulco	HUX	Bahias de Huatulco, Oaxaca, Mexico
20	Aeropuerto Internacional General Mariano Escobedo	MTY	Monterrey, Nuevo Leon, Mexico
21	Aeropuerto Internacional Amado Nervo	TPQ	Tepic, Nayarit, Mexico
22	Aeropuerto Internacional General Servando Canales	MAM	Matamoros, Tamaulipas, Mexico
23	Aeropuerto Internacional General Juan N. Álvarez	ACA	Acapulco, Guerrero, Mexico
24	Aeropuerto Internacional de Bachigualato	CUL	Culiacan, Sinaloa, Mexico
25	Aeropuerto Internacional de Palenque	PQM	Palenque, Chiapas, Mexico

Location of participating airports C-PreP Merida (Mexico) 2019.



The represented airports represented airports with high traffic flow located in geographic regions with disaster vulnerabilities. For example, the San Juan Airport is the international airport hub of the Caribbean, offering the most flights to and from major cities in the United States, international destinations and connections to other islands in the Caribbean. Puerto Rico has two international airports: Luis Munoz Marin, commonly known as San Juan International Airport (SJU) located on the municipality of Carolina on the northeast of the island, and Rafael Hernandez Airport located in the municipality of Aguadilla on the west coast of the island. SJU is Puerto Rico's main international airport and it has daily flights to many major U.S. cities. SJU is managed by AEROSTAR Airport Holdings LLC. It is a major airport not just for Puerto Rico, but also serves as a hub connecting other smaller islands and countries. The airport is located about 10 miles outside the city of San Juan,

List and location of airports participating in C-PreP San Juan (Puerto Rico) 2019.



SDJ – El Cabo International Airport, Mexico	SDQ – Las Americas International Airport, Dominican Republic
PVR – Puerto Vallarta Ordaz International Airport	SJN – Luis Muñoz Marin International Airport, San Juan, Puerto Rico
NAS – Nassau Lynden Pindling International Airport, Bahamas	BQN – Rafael Hernandez International Airport, Aguadilla, Puerto Rico
MBJ – Montego Bay Sangster International Airport, Jamaica	ANU – Antigua VC Bird International Airport, Antigua and Barbuda

c) C-PreP Team:

The seminars/workshops included the participation of the following C-PreP Team (short biographies included in Annex I – Short Biographies of C-PreP Presenters):

- OAA Team:
 - Dr. Teo A Babun, President & CEO
 - Mrs. Maricarmen Estrada, Program Director
- Dr. Patricia Ryan, IOS Partners Director of Aviation
- Nelson Mejias, Miami International Airport/MIA

- Ricardo Garcia, retired captain Miami-Dade Fire Rescue Department
- Suzanne Williamson, American Airlines Tower of Operations Director at MIA
- Carlos Rodoli, Director of Las Americas International Airport, Dominican Republic.

d) People reached:

A total of 285 people participated in the two C-PreP seminars/workshops: 238 in C-PreP Merida and 47 in C-PreP. List of participants can be found in Annex II. Participants of the seminars/workshops represented eight countries as follows:

Countries Represented	Number of Participants
US/Puerto Rico	20
US	16
Mexico	239
Dominican Republic	5
Guatemala	1
Bahamas	2
Jamaica	1
Antigua & Barbuda	1
TOTAL	285

Participants represented a wide range of stakeholders including officials and representatives from management agencies, airports, airlines, media and press, federal agencies, and academia. More besides airport official representatives, the seminars included the participation of other key stakeholders, as shown in the list below:

- Puerto Rico Emergency Management Agency/PREMA
- GMD Airlines Services, Puerto Rico.
- Volaris.
- United Airlines.
- Copa Airlines.
- Air Sunshine.
- Tradewind Aviation.
- Jet Blue.
- Southwest Airlines.
- Spirit Airlines.
- American Airlines.
- Airports Council International Latin America-Caribbean/ACILAC
- National Oceanic and Atmospheric Administration/NOAA.
- Interamerican University of Puerto Rico.
- Institute of Astronomy and Meteorology at the University of Guadalajara.



View of participants of the C-PreP San Juan, Puerto Rico 2019

- Federal Aviation Administration/FAA.
- Mexico National Airforce.
- Mexico General Directorate of Civil Aviation (DGAC).
- Mexico Air Space Navigation Services (SENEAM).
- Mexico Secretariat for Tourism Promotion (SEFOTUR)
- Medical Services of Merida.
- Mexico National Water Commission, Merida.
- Mexico Evacuation Brigade.
- Municipal Coordination Office for Civil Protection and Firefighters of Merida.
- Security services agencies of Mexico.
- Directors of Civil Protection Offices of several Mexico cities.



View of participants of the C-PRReP: "XIV International Hurricane Seminar" in San Juan, Puerto Rico.

In addition, millions of people in Mexico and Puerto Rico has been indirectly benefited through the C-PRReP seminars/workshops, as the program aims to save lives of the communities where the seminars/workshop are conducted. C-PRReP included a two-day training in the case of Merida and a three-day training activity in the case of Puerto Rico. The initiative included pre-visits of C-PRReP team with ASUR and AEROSTAR (for Puerto Rico), to identify the gaps in the emergency planning and response based on the experience of airports before, during and after hurricanes. In the case of Puerto Rico, special attention was given to lessons learned and best practices identified for the preparedness and response of Hurricane Maria; identifying training needs while analyzing their emergency disaster management plans. The seminars were developed with a customized training curriculum to better fit the needs of airports in Mexico, Puerto Rico and the other participating countries.

VI. C-PreP Seminars/Workshops Development.



Discussion Panel with members and experts of Media to discuss communication before, during and after an emergency, C-PreP San Juan 2019.



Discussion Group of participants during the Table Top Exercise, C-PreP San Juan, Puerto Rico 2019.

All planned activities were successfully implemented. The C-PreP seminars/workshops were carried out as planned: February 19-20, 2019 in Merida, Mexico; and March 12-14, 2019 in San Juan, Puerto Rico.

The seminars/workshops provided participants with a broad range of topics related to emergency preparedness and response, including: Challenges in Hurricane Forecasting; Emergency Preparation, Recuperation and Action; Components of a Hurricane Manual for Airports; Post-Disaster Actions in Airports, Taking Care of Essential Personnel and Families; Building Resilience through Community Engagement; Lessons Learned from Hurricane Maria and Changes Implemented by the Government; Air Traffic Operations Before and After Maria; Danger & Impact of Tropical Cyclones in Puerto Rico; Airlines Corporate Social Responsibility; and Managing Airport Communications. A copy of the agendas of the Seminars can be found in Annex III.

The seminars/workshop also included discussion panels, including discussion panel on the role of alternate airports supporting the management of an emergency, and the discussion panel on the role of media and press in communications related to an emergency.



C-PreP Team expert leading the Table Top Exercise (TTX) in C-PreP San Juan, Puerto Rico 2019.



Participants of the C-PreP Merida 2019 Seminar/Workshop.

Each presentation and discussion in the seminars/workshop offered an opportunity for questions and/or comments by the attendees. During the presentations, several key gaps were identified as priority to include in each organization’s emergency and preparedness plan.

In the case of the Seminar and Technical Workshop in Puerto Rico, it included the development of a Table Top Exercise (TTX) simulating a hurricane approaching the island was conducted on the last day (Day 3) of the seminars/workshop to put in practice and assess learning outcomes and airport/government /community readiness to deal with a disaster of significant proportions. The purpose of the exercise was to present a real-life scenario to identify any gaps in the process and procedures as well as decisions made in the group settings and to determine the effectiveness of responses and interactions between and among the different agencies and/or organizations present at the seminar/workshop as they responded to the disaster. During the TTX, groups were formed to have discussions regarding processes and concerns, which were then shared with other groups in an open discussion to determine how to resolve the issues they commonly held. The presented scenario provided specific information about the nature of the hurricane and general

information about who was affected. The groups were requested to focus on the airport during the exercise. Decisions needed to be made by each group to determine the next course of action given what they could remember about the emergency plans.

In general terms, OAA confirms that all C-PreP planned activities were implemented on target and successfully completed according to project timeline. Contingencies are not recorded in the C-PreP program files.

VII. Monitoring and Evaluation of Impact and Results

C-PreP implementation contributed to build the disaster preparedness and resilience of participants by: 1. contributing to identify and address weaknesses and build on their existing strengths in order to improve their resiliency and disaster response. Participants were coached on risks self-evaluation as well as identification of gaps in preparedness and disaster resiliency, 2. Assisting government; communities and stakeholders enhance existing societal and organizational strengths and minimize weaknesses through risk assessment.



OAA/ART President & CEO addressing the participants at the C-PreP Workshop, San Juan, Puerto Rico 2019

In addition, the C-PreP seminars/workshop were able to improve the communication among stakeholders. The C-PreP team focused their presentations and panel discussions with an approach that provided the participants with the opportunity to share their input and views from the emergency response and resilience perspective. The seminars/workshop had the participation of 285 key personnel of ports, airports, government representatives, NGOs, airlines, logistics firms, and other stakeholders.

The initiative also fostered networking and collaboration among airports for disaster planning and emergency response, as it included the active participation of representatives from airports from The Bahamas, Jamaica, Antigua and Barbuda, Santo Domingo, Guatemala, Puerto Rico, and Mexico. Other results include:

- Number of participants trained in the C-PreP seminars/workshop: 285 participants.

Indicator	C-PreP Merida	C-PreP San Juan	Total
<i>Number of participants trained</i>	238	47	285

- Number of airport(s) participating in the C-PreP seminars/workshop: 32 airports.

Indicator	C-PreP Merida	C-PreP San Juan	Total
<i>Number of airports participating</i>	25	7	32

- Number of stakeholders (local and national emergency agencies, community-based organizations, airlines, etc.) participating in the C-PreP seminars/workshop: 129 stakeholder organizations.

Indicator	C-PreP Merida	C-PreP San Juan	Total
<i>Number of stakeholders participating</i>	97	32	129

As included in OAA/ART’s monitoring and evaluation measuring tools the following mid and long-term impact outcomes/indicators will continue to be measured:

- Number of Disaster Resiliency plans updated after C-PreP workshops. (Long-term)
- Number of MOUs signed among stakeholders after C-PreP workshops. (Mid and Long-Term)
- Number of best practices adopted by participants in their emergency and resiliency plans after C-PreP workshops. (Mid and Long-term)

In addition, as part of the monitoring and evaluation efforts of the C-PreP program, ASUR with the support of OAA/ART will carry out follow up virtual meetings with the participating airports in order to ensure that these airports have applied the lessons learned and key recommendations of C-PreP seminars/workshop, and to identify special areas of support needed to improve their disaster preparedness and response plans.

Furthermore, the Table Top Exercise (TTX) was evaluated by the participants at the end of the exercise. The evaluation was anonymous to encourage honest feedback that would ensure more accurate and adequate information to improve the development of the exercise in the future. The TTX evaluation questionnaire is found in Annex IV of this report. The general results of the TTX include the following:

Questions:	Answers:
Was the designed scenario appropriate for the exercise for the participants?	95% Always 5% Almost always
The Duration of the TTX was:	79% Long enough 16% Too short 5% Too long
Was the communication during the TTX clear and adequate?	95% Always 5% Sometimes
Did you find TTX activities useful for future resilience efforts against disasters?	100% Always
During the TTX, the main facilitator was effective?	90% All the time 10% Most of the time

The plans and standards of existing operating procedures in my institution are sufficient to carry out the actions required by the scenario.	58% Always
	26% Almost always
	16% Don't know/NR

Some participants provided the following feedback when asked about recommended changes/improvement proposals for the TTX exercise:

- “Excellent exercise. I do not have additional recommendations”
- “If possible, start the exercise before within the workshop agenda”
- “Provide more time to take advantage of the good exercise”
- “Excellent and very good logistics”

Based on the TTX, participants also identified some changes or improvements in their plans and operating procedures standards for their institutions, including:

- “Include identification and preparatory work with alternative airports”
- “Better identification of Essential Personnel”
- “More details and description of minimum equipment needed”
- “More attention and assistance to employees and families”
- “Improve the section of information to the employees”
- “Improve the communication section if the plan”
- “Include frequent training, drills and exercises”
- “Improve preparatory checklists”
- “Review the section for the care for families of employees”

VIII. Key Factors and Recommendations from Participants

Some key factors that contributed to the success of the seminars/workshop include:

- Good coordination, communication and engagement with local governments and key stakeholder agencies in each of the two host cities: Merida and San Juan.
- Active participation of seminar/workshops’ attendees, especially in the identification of gaps and preparedness/resilience actions. This includes involvement of key representatives of the governments, airlines, seaports/airports, fuel supply/utility companies.
- Generating discussion spaces contribute to a better involvement of participants, it is critical to listening first-hand concerns



OAA/ART CEO (center) together with ASUR (right) giving the completion of the seminar diploma to FAA representative (left), San Juan, Puerto Rico 2019.

related to emergency response protocols, and other aspects. It helps to prepare participants for the TTX of a disaster scenario, as it requires a lot of participation.

The evaluation filled out by participants included several actions identified as important recommendations for actions:

- Plan no matter the result of the hurricane season forecast.
- Obtain updated information of stakeholders.
- Include the identification of alternative methods and equipment for communication, and improve the functionality of current communication equipment.
- Incorporate coordination with alternative airports.
- Identify specific measures to address the needs of essential personnel and their families.
- Describe in detail the minimum equipment needed for the emergency.
- Update Emergency Preparedness Plans based on the lessons learned from the seminar.
- Consider the importance of including post-disaster psychological support.
- Improve preparedness checklists.
- Engage with other stakeholders in order to have a holistic plan including airports, airlines, and national office of disasters and other services (e.g. health, fire department, police).

IX. Next Steps

Airports in the LAC and Caribbean region continue to contact C-PreP for continued support and to explore the possibility of carrying out future C-PreP seminar/workshops. This is the case for example of the Dominican Republic. The Americas International Airport in Santo Domingo has engaged with the C-PreP Team to explore the possibility to carry out a C-PreP seminar/workshop in that country.

Additionally, C-PreP is planning to improve its gaps identification process to better document the areas of improvement and challenges faced by airports in their disaster preparedness and response plans. C-PreP will seek to carry out a more comprehensive pre-assessment and gap analysis of the airport plans to tailor future C-PreP seminars/workshops accordingly.

X. Annexes

Annex I – Short Biographies of C-PreP Team.

Annex II – Lists of Participants (C-PreP Merida and C-PreP San Juan).

Annex III – Seminars/Workshop Agendas (C-PreP Merida and C-PreP San Juan).

Annex IV – Table Top Exercise (TTX) Evaluation.

Annex V – Pictures (C-PreP Merida and C-PreP San Juan).

Annex I - Short Biographies of C-PreP Team Presenters



Dr. Teo A. Babun

President & CEO OAA/PreP

Dr. Babun is the President & CEO of Outreach Aid to the Americas, Inc. (OAA). Americas Relief Team (ART) is an initiative of OAA. The mission of ART is to provide humanitarian logistics assistance and educational programs for disaster victims in the Americas and develop sustainable programs that establish long-term benefits for those in need. After a highly successful career in the manufacturing and the maritime industries, Dr. Babun decided to dedicate the rest of his life to charitable and non-profit endeavors in support of the most vulnerable populations. Dr. Babun earned a bachelor of Electrical Engineering, as well as a Master in Business Administration from Michigan Tech University and earned Doctor of Philosophy, Ph.D, from Vision International University and Doctor of Letters from Miami International Seminary.



Maricarmen Estrada

Program Director/Outreach Aid to the America (OAA)

Mrs. Estrada has extensive experience working with the United States Government, United Nations, and Private donors in international development and humanitarian response. As a Development Assistance Specialist of the United States Agency for International Development (USAID) she managed complex development assistance programs in Latin America, more specifically in El Salvador, the Central America Region, and the Dominican Republic. She has strong knowledge and experience in developing relationships, building consensus, working with diverse stakeholders, including international donors, national/ local governments, and civil society organizations. She has been a Subject Matter Expert in carrying out assessments and providing training on Disaster and Emergency Preparedness and Resiliency.



Captain Ricardo E. Garcia (Ret.)

Ricardo Garcia is a retired captain from the Miami-Dade Fire Rescue Department, where he worked 29 years. As Program Manager for the Office of Foreign Disaster Assistance (OFDA) of the United States Agency for International Development (USAID), Emergency Responder Program, he coordinated, developed and implemented emergency responder training courses and exercises in Latin America, Caribbean and South Asia. Mr. Garcia was also a member of the Federal Emergency Management Agency (FEMA) Incident Support Team (IST) tasked with coordinating Urban Search Rescue efforts after disaster and has responded to different types of incidents of national significance. He formed part of the development team for the USAID/OFDA emergency responder courses and has been certified by FEMA and USAID/OFDA as instructor of numerous courses. He currently consults for various higher education, non-governmental, and private institutions in disaster risk reduction, and emergency planning and response.

**Patricia Ryan***Director of Aviation/IOS Partners*

She brings more than 30 years of experience in general aviation consulting, airport management, commercial development, airport concessions, and air service development. Dr. Ryan has worked with multiple domestic and international airports, including Orlando International Airport, Daytona Beach International Airport, Richmond International Airport, Reno International Airport, Miami International Airport, John Wayne International Airport, Costa Rica International Airport, Victoria International Airport, and Queen Alia International Airport. She served as the Director of Commercial Operations at the Miami Dade Airport Department from 2003 to 2008. Dr. Ryan has created numerous aviation and emergency planning workshops courses and seminars for a multitude of clients, including ACI World, ACI-NA, ERAU, and ACI-LAC. Dr. Ryan is a US-certified pilot. Dr. Ryan created, delivered, and participated in numerous at airports at various locations in the United States while a professor and Associate Dean at Embry Riddle Aeronautical University She continues to teach at the Florida Institute of Technology. She has been one of the three credentialed evaluators for a major Airport disaster full-scale exercise. She currently serves as the Director of Aviation for IOS Partners, Inc., she holds American Airport Executive credentials, a Bachelor's degree in Marketing from Florida Technological University, a Master of Business Administration from the University of Central Florida, and Doctorate in Education from Florida Atlantic University/University of Central FL.
IOS Partners: www.iospartners.com

**Nelson Mejias***Airport Manager - Miami-Opa Locka Executive Airport*

Nelson Mejias is a 32-year veteran of the Miami-Dade Aviation Department. He is a Code Enforcement Officer and the Airport Manager for Miami-Opa Locka Executive and Dade-Collier Training & Transition Airports in Miami, Florida. He has authored Miami International Airport's Airport Certification Manual, Airport Emergency Plan, the Airside Operations Training Manual, and developed the FAR Part 139 Training Program for the airport. Nelson is a subject matter expert in the National Incident Management System, Airport Emergency Plan and exercises, Airport Construction, Airport Lighting & Signage, and Airfield Markings. He developed the Derelict Aircraft Management system for MIA and several computer applications currently utilized by the Aviation Department. Nelson is an instrument rated pilot and currently holds an AS in Airport Management. He lives in Ft Lauderdale, Florida.

**Carlos G. Rodoli Conde***Las Americas International Airport Director, Dominican Republic*

Mr. Rodoli has a vast experience in managing airports and preparing operational and emergency plans. Mr. Rodoli has been the Director of the Isabella International Airport, "Presidente Dr. Joaquín Balaguer" (AILI/JBQ); as well as the Director of Operations for the Las Americas International Airport "Dr. José Francisco Peña Gómez" (AILA/SDQ). He also was the Manager of Operations at the Catey International Airport (AZS), and the Manager for the Identification and Access Control Department of the above-mentioned airports. He also served as the General Secretariat for the Tourism Cluster of Santo Domingo. He holds a Bachelor's Degree in Business Administration from the Universidad Católica de Santo Domingo, and a Master's Degree in Management and Direction of Airports and Aeronautics (MGDA), from the Aeronautical Business School, ITAérea in España. Mr. Rodoli holds a Diploma on "Derecho Aeronáutico Internacional" from the Universidad Autónoma de Santo Domingo, and a Technical Engineering Degree on Information Systems from the Universidad Dominicana O & M.



Suzanne Williamson

Director MIA Hub Control Center American Airlines.

American Airlines/Director MIA Hub Control Center

Dates: June 2017 – Present

Location: Miami International Airport, FL

American Airlines/Director MIA Tower Operations

Dates: Mar 2014 – June 2017

Location: Miami International Airport, FL

American Airlines/Manager System Efficiency

Dates: Jan 2012 – Mar 2014

Location: Dallas/Fort Worth Area

American Airlines/SOC Sector Manager-Dispatch

Dates: Jul 2004 – Jan 2012

Location: GSW Flight Academy, Fort Worth, TX

American Airlines/Operations Manager

Dates: Nov 1996 – Jul 2004

Location: Miami International Airport, FL

American Airlines/Ramp Control/Customer Service Lead

Dates: Jun 1991 – Nov 1996

Location: JFK Airport, NY

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Annex II – List of Participants (C-PreP Merida and C-PreP San Juan).

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Annex III – Seminar/Workshop Agendas (C-PreP Merida and C-PreP San Juan).

Agenda: C-PreP “XIV International Hurricane Seminar” Merida, Mexico 2019



XIV SEMINARIO INTERNACIONAL DE HURACANES

[AGENDA]

19 FEBRERO 2019

Mérida, Yucatán, México

08:00-8:45. Registro

Gran salón Tulum, Hotel Holiday Inn Mérida.

08:45-9:00. Bienvenida

09:00-10:00. Conferencia “Temporada de Huracanes 2018...Desafíos”

Lixion Ávila, Especialista sénior del Centro Nacional de Huracanes. NOAA

10:00-11:00. Conferencia “Post desastre en Aeropuertos”

Suzanne Williamson, Directora de la torre de operaciones de American Airlines en el Aeropuerto Internacional de Miami

11:00-11:30. Coffee Break

11:30-11:50. Mensaje Inaugural

Preside el Gobernador del Estado de Yucatán Lic. Mauricio Vila Dosal. (Invitados Especiales)

11:50-12:05. Coffee Break

12:05-13:05. Conferencia “Ocho componentes principales del Manual de Huracanes de los Aeropuertos”

Dr. Omar García Concepción.- Profesor investigador titular del Instituto de Astronomía y meteorología de la Universidad de Guadalajara

13:05-14:00. Conferencia “Comunicaciones y Aeropuertos”

Carlos Rodoli Conde, Director del Aeropuerto Internacional de las Americas, República Dominicana.

14:00-14:15. Coffee Break

14:15-15:15. Conferencia “Servicio Meteorológico Nacional”

Mtro. en C. Humberto Hernández Peralta. Coordinador General del Servicio Meteorológico Nacional

15:15-15:30. Conferencia “Instrumentación Meteorológica en aplicaciones aeroportuarias”

Ing. Vicente Guerrero Meza, Director Disime.



XIV SEMINARIO INTERNACIONAL DE HURACANES

[AGENDA]

20 FEBRERO 2019

Mérida, Yucatán, México

09:00-09:15. Entrega de reconocimientos a patrocinadores

09:15- 10:00. Conferencia "Prevención de Accidentes durante la reactivación"

Mtro. Eduardo Antimo Rivera, Gerente de Seguridad Aeropuertos y Servicios Auxiliares (ASA)

10:00-10:45. Conferencia "Desarrollo de las autoridades locales de Protección Civil"

Lic. Enrique Alcocer Basto, Director de la Unidad Estatal de Protección Civil de Yucatán

10:45-11:00. Coffee Break

11:00-12:00. Conferencia "Gestión del Espacio Aéreo durante la reactivación"

Ing. Javier Pinelo Rodríguez, Subgerente de Ingeniería SENEAM, CTA Jorge Caballero Febles, Jefe del Centro de Control de Tránsito Aéreo Mérida.

12:00-12:40. Conferencia "Centro de Operación de Emergencia (COE) en Huracanes"

Ing. Alfredo Arellano Herrera, Comandante V Región Dirección General de Aeronáutica Civil

12:40-13:00. Coffee Break

13:00-14:15. Mesa de trabajo "Preparación del grupo de reacción"

LAE. Oscar Carrillo Maldonado, Administrador del Aeropuerto Internacional de Mérida

14:15-14:30. Coffee Break

14:30-15:00.- Sesión de preguntas y respuestas, y ceremonia de entrega de certificados y Clausura.

Agenda: C-PreP “XIV International Hurricane Seminar – Technical Workshop”, San Juan, Puerto Rico, 2019



XIV INTERNATIONAL HURRICANE SEMINAR

[TECHNICAL WORKSHOP]

March 12th, 2019

San Juan, Puerto Rico

AGENDA

SCHEDULE	CONFERENCE	ROOM
08:30AM-9:00AM	Registration	Laguna Room.
09:00AM-09:30 AM Special Guests	Inauguration	Laguna Room
09:30 AM-10:30AM	Hurricane Season 2018... Challenges Lixion Avila - Senior Specialist at NOAA	Laguna Room.
10:30AM-11:00AM	Coffee Break	Laguna Foyer
11:00AM-12:00PM	Preparation, Recuperation & Action: Lessons Learned After a Natural Disaster Lic. Manuel Fernós – President of the Interamericana University of Puerto Rico	Laguna Room
12:00PM-01:00PM	Eight Principal Components from the Hurricane Manual of Airports Dr. Omar García Concepción - Investigative Professor of the Institute of Astronomy & Meteorology at the University of Guadalajara.	Laguna Room
01:00 PM-02:30PM	Lunch	San Felipe/San Cristobal
02:30 PM-03:30PM	Post Disasters at Airports Suzanne Williamson - Tower of Operations Director for American Airlines at Miami International Airport	Laguna Room.
03:30 PM-05:00PM	Panel of Operation Directors *Gary Scavella, Nassau *Carlos Rodoli, Santo Domingo *Joseph Samuel, Antigua & Barbuda	Laguna Room



INTERNATIONAL HURRICANE SEMINAR

[TECHNICAL WORKSHOP]

March 13th, 2019

San Juan, Puerto Rico

AGENDA

SCHEDULE	CONFERENCE	ROOM
08:30AM-9:00AM	Registration	Laguna Room
09:00AM-10:00AM	Essential Personnel Care & Their Families Maricarmen Estrada – Program Director at OAA	Laguna Room
10:00AM-10:30AM	Coffee Break	Laguna Foyer
10:30AM-11:30AM	Building Resiliency to Natural Disasters in the Caribbean Patricia Ryan - Director, Aviation Practice, IOS Partners INC.	Laguna Room
11:30AM-12:30PM	Session of questions and answers	Laguna Room
12:30PM-02:00PM	Lunch	San Felipe/San Cristobal
02:00PM-03:00PM	Lessons Learned due to Hurricane Maria & Changes Implemented by the Government. Carlos Acevedo, PREMA	Laguna Room
03:00PM-04:30PM	Press Panel	Laguna Room
07:00PM-10:00PM	Fraternization Activity	Bella Vista Terrace



XIV INTERNATIONAL HURRICANE SEMINAR

[TECHNICAL WORKSHOP]

March 14th, 2019

San Juan, Puerto Rico

AGENDA

SCHEDULE	CONFERENCE	ROOM
08:30AM-9:00AM	Registration	Laguna Room
09:00AM-10:00AM	Air Traffic Operations Before and After Maria John Melecio, FAA	Laguna Room
10:00AM-10:30AM	Coffee Break	Laguna Foyer
10:30AM-11:30AM	Danger & Impact of Tropical Cyclones in Puerto Rico Ernesto Morales, NOAA PR	Laguna Room
11:30AM-12:30PM	100x35 Héctor Camacho, Manager of Jet Blue in Puerto Rico	Laguna Room
12:30PM-02:00PM	Lunch	San Felipe/ San Cristobal
02:00PM-03:00PM	Communications & Airports Nelson Mejias, Miami International Airport	Laguna Room
03:00PM-04:30PM	Table Top Exercise Ricardo García - Former Chief of the Fire Department of Miami Dade	Laguna Room
04:30PM-05:00PM	Closing	Laguna Room

Annex IV – Table Top Exercise (TTX) Evaluation

Regarding the TTX:

1. The specific scenario created was appropriate for the exercise participants

(1)	(2)	(3)	(4)	(5)
Not at all	Part of the time	Most of the time	All of the time	Not sure

2. The exercise duration was ...

(1)	(2)	(3)	(4)
Too long	Just right	Too short	Not sure

3. The use of technology was appropriate:

(1)	(2)	(3)	(4)	(5)
Not at all	Part of the time	Most of the time	All of the time	Not sure

4. During the TTX, communications were clear and adequate.

(1)	(2)	(3)	(4)	(5)
Not at all	Part of the time	Most of the time	All of the time	Not sure

5. Would you find TTX activities helpful for future resiliency efforts

(1)	(2)	(3)	(4)
Not at all	Some what	Absolutely	Not sure

6. During the TTX, main exercise facilitator was good.

(1)	(2)	(3)	(4)	(5)
Not at all	Part of the time	Most of the time	All of the time	Not sure

7. Recommended changes to the overall exercise design:

Regarding your actions in the TTX:

8. The existing plans and Standard Operational Procedures (SOPs) of my institution were sufficient to carry out the actions required by the scenario.

(1)	(2)	(3)	(4)	(5)
Not at all	Part of the time	Most of the time	All of the time	Not sure

9. The most important strengths of the plans and SOPs I noticed were:

- a.
- b.
- c.

10. The most important weaknesses of the plans and SOPs I noticed were:

- a.
- b.
- c.

11. On the basis of the TTX, I would recommend the following changes to my organization's plans and SOPs to improve resiliency:

- a.
- b.
- c.

My affiliation is:

Airport	Agency	Airline	NGO	Other
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Comments:

Thank you!

Annex V – Pictures (C-PreP Merida and C-PreP San Juan).



Participants registration for the C-PreP Puerto Rico Workshop



Inauguration of the C-PreP Workshop with representatives from OAA/ART, Government of Puerto Rico, ASUR, AEROSTAR, and NOAA



C-PreP Team Member from MIA presenting at the C-PreP Workshop in Puerto Rico



C-PreP Experts team (center and right) discussing emergency plans with one of the participants.



OAA/ART CEO with C-PreP speakers from NOAA and the University of Guadalajara, Mexico.



C-PreP Team Member from IOS Partners presenting at the C-PreP Workshop in Puerto Rico



Participants in group discussions during the Table Top Exercise of the C-PreP Workshop.



View of the C-PreP Workshop participants in San Juan, Puerto Rico.



C-PreP Team Member from Las Americas International Airport speaking at the C-PreP workshop.



OAA/ART CEO with C-PreP Team members from American Airlines.



ASUR and AEROSTAR recognizing the partnership and participation of the C-PreP Team.



Participants in group discussions during the Table Top Exercise of the C-PreP Workshop.



C-PReP "International Hurricane Seminar" at Merida, Mexico 2019

***An initiative for a disaster mitigation network of airports throughout
Central America and the Caribbean***



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