



PReP 2017

Serving 6 Great Mexican Airports



Final Report for
Mérida International Airport
Cancún International Airport
Cozumel International Airport
Villahermosa International Airport
Manzanillo International Airport
Puerto Vallarta International Airport



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Background

Growing out of 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 Merida International Airport and its parent company Aeropuertos del Sureste (ASUR) requested PReP for Mérida International Airport to be delivered at a workshop in Miami immediately following the Airports Council International – Latin American and Caribbean conference. At ASUR's request, the workshop grew to include five other international airports in Mexico: Cancún International Airport, Cozumel International Airport, Villahermosa International Airport, Puerto Vallarta International Airport, and Mazatlan International Airport. The first three airports are operated by ASUR, and Manzanillo and Puerto Vallarta are operated by Grupo Aeroportuario del Pacífico (GAP).

PReP main sponsors are FedEx and Miami International Airport (MIA).

PReP Basics

PReP has three overarching goals:

- (1) To speed an airport's ability to restore function to allow humanitarian aid as quickly as possible after a disaster strikes.
- (2) To speed a region's, an island's, or a nation's economic recovery by restoring full airport function as quickly as possible.
- (3) 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, PReP engages in a highly collaborative and interactive process with the airports that normally includes five steps:

- I. A self-evaluation of the airport's resiliency, preparedness, plans, mutual aid relationships, training, and equipment.
- II. A cooperative effort to identify gaps and design training to address each of them.
- III. Targeted training delivered during a site visit, with PReP Team members and local subject matter experts delivering the training in an informal but highly effective discussion setting.
- IV. A table top exercise to validate learning and to reinforce mutual aid relationships and awareness of the need for cooperation and collaboration in disaster response and recovery.
- V. Planning for the future—a continuing activity by the airports that will grow out of the experiences and lessons learned from the PReP self-evaluation and site visit training and exercise.

For the workshop in Miami on 4-5 May 2017, the entire effort was focused on steps III and IV. Prior research by the PReP Team and interactions with ASUR and GAP airports had indicated that the six participating airports were already doing steps I, II, and V for themselves. Additionally, PReP's review of Merida International Airport's Hurricane Preparedness Plan and its Hurricane

Response Plan indicated that the plans are exemplary. ASUR requested that the workshop focus on managing six specific hazards outlined below.

Natural Hazards at Airports in Mexico

PRéP is focused on airport resiliency in the face of natural disasters. In 2017, PRéP has added communicable diseases and epidemics to the list of natural hazards addressed by the program. ASUR and Mérida International Airport requested that six natural hazards be addressed in the workshop:

- ✓ Hurricanes
- ✓ Communicable Diseases and Epidemics
- ✓ Flooding
- ✓ Extreme Heat
- ✓ Earthquakes
- ✓ Volcanoes and Volcanic Ash

The first four hazards—hurricanes, disease, flooding, and extreme heat—apply at all six airports that attended the workshop as well as the other four ASUR and ten GAP airports in Mexico. Earthquakes and volcanoes are more probable at the two GAP west coast airports, but volcanic ash from nearby or distant sources can affect flights and passengers at all the airports.

	Merida	Cancun	Cozumel	Villahermosa	Manzanillo	Puerto Vallarta
Hurricanes	X	X	X	X	X	X
Communicable diseases & epidemics	X	X	X	X	X	X
Flooding	X	X	X	X	X	X
Extreme heat	X	X	X	X	X	X
Earthquakes					X	X
Volcanoes & volcanic ash	X	X	X	X	X	X

The PRéP Training Workshop

The PRéP workshop was held at the Outreach Aid to the Americas, Inc. (OAA) facility in Miami on 4 May 2017 from 8:30 a.m. until 5:30 p.m. Appendix A includes a copy of the agenda of the Training Workshop.

Dr. Teo Babun, OAA Executive Director, and Mr. Frank Santeiro, FedEx Managing Director for Global Trade Services Latin America and Caribbean Division, welcomed the participants. Lic. Hector Navarrete Muñoz, ASUR General Manager, responded on behalf of the participants from Mexico.

The 19 workshop participants then introduced themselves:

- Nicolas Jose Salomon Nechar, Gerente de Administración y Finanzas - Aeropuerto Internacional de Cozumel ASUR.
- Alarico Simuta Arriaga, Comandante del C.R.E.I, Aeropuerto Internacional de Villahermosa ASUR.
- Saul Ernesto Sanabria Gibert, Administrador del Aeropuerto de Puerto Vallarta, Aeropuerto Internacional de Puerto Vallarta GAP.
- Victor Manuel Garcia Bertin, Administrador del Aeropuerto de Manzanillo, Aeropuerto Internacional de Manzanillo GAP.
- Eduardo Antimo Rivera, Gerente de Seguridad de Aeropuertos y Servicios Auxiliares, Aeropuertos y Servicios Auxiliares ASA.
- Ana Cristina Muñoz Bello, Jefe de FBO Y Relaciones Públicas, Aeropuerto Internacional de Mérida ASUR.
- Luis Alonso Cortazar Vivas, Comandante del C.R.E.I., Aeropuerto Internacional de Mérida ASUR.
- Jesus Enrique Alcocer Basto, Director de la Unidad Municipal de Protección Civil, Ayuntamiento de Mérida.
- Fernando Landazuri Espinosa, Gerente de Operaciones lado aire, Aeropuerto Internacional de Cancún ASUR.
- Aaron Rocardo De Jesus Palomo Euan, Director de la Unidad Estatal de Protección Civil, Gobierno del Estado de Yucatán.
- Santos Aleman Orozco, Supervisor de Seguridad, Aeropuerto Internacional de Cancún ASUR.
- Hector Jose Navarrete Munoz, Director de Aeropuertos Regionales, Grupo Aeroportuaria del Sureste ASUR.
- David Homero Scholz Moreno, Gerente de Coordinación de Proyectos, Grupo Aeroportuaria del Sureste ASUR.
- William Humberto Argaez Martin, Administrador, ARGTRONICS especialistas en sistemas de seguridad.
- Guillermo Argaez Cisneros, Gerente administrative, ARGTRONICS especialistas en sistemas de seguridad.
- Luis Subirats, Public Private Cooperation Coordinator, SCJ9 Partnering Directorate, US Southern Command.
- Brian Wesley Kirton, Director of CARICOM Outreach.
- Robert Steven Hans, Senior Managing Director, IOS Partners.
- Komal Sood Blount, IOS Partners.

Dr. Babun outlined the goals of the workshop and introduced the other members of the PReP Team:

- Dr. Jim Smith, Technical Director
- Captain Ricardo Garcia, Exercise Designer and Coordinator
- Ms. Sumaya Davila, Program Director
- Ms. Maricarmen Estrada, Program Director

- Mr. Nelson Mejias, from Miami-Dade Aviation Department
- Ms. Suzanne Williamson, from American Airlines

Topical Training

After the introductions, specific training began on the topics requested by ASUR and on those identified by the PReP team based on experiences at previous airports. The audience was highly engaged, so the training presentations tended to converge on a consideration of the major aspects of making an airport resilient and on recovery after a disaster.

Dr. Smith opened the discussion by defining “resiliency” and its importance to airports, airlines, and the regions and nations that depend on them. He emphasized that PReP seeks to help airports build strong relationships with their stakeholders and in particular with their disaster response partners in local, state, and national government agencies. He ended his introduction by describing the great challenge of managing the priorities at an airport to handle humanitarian relief while restarting commercial operations to help restore a region’s economy.

The participants then discussed the role of planning and preparedness for the six types of natural disaster that were the focus of the workshop: Pandemics and Communicable Diseases, Flooding, Extreme Heat, Earthquakes, Volcanoes and Volcanic Ash, and Hurricanes. Airport representatives from Mexico discussed their experiences with the six hazards and how they accomplished risk assessments and plan revisions based on those experiences.

At this point, it was clear that the major preplanned topics of the training agenda were arising naturally in the open flow of the discussion:

- Hazards and Risk Assessment
- Building Strong Relationships with Preparedness & Response Partners
- Alternative Communications Methods for Emergencies
- Taking Care of Employees and their Families

In addition to the preplanned training topics, other important topics arose and were explored by the whole group:

- Airline-Airport Interactions before, during, and after a Disaster
- Importance of After Action Reviews and Improvement Plans
- Recovery Plans and their Value
- Command and Control Methods during Response and Recovery
- Pre-contracting/Pre-procurement for Supplies and Services for Airport Recovery
- Selecting and Preparing “Ride-Out” Teams to Stay in Airports during Disasters



Dr. Palomo Euan

Director de la Unidad Estatal de Protección Civil, Gobierno del Estado de Yucatán.



Dr. Alcocer Basto

Director de la Unidad Municipal de Protección Civil, Ayuntamiento de Mérida.

The discussions went into particular detail for hurricane preparedness. A special high point of the workshop came with the presentations by Dr. Palomo Euan and Dr. Alcocer Basto of the hurricane preparedness plans for Yucatán State and the City of Mérida, respectively. Their presentations led to a discussion of the coordination of the actions of the airport with the state and city in an emergency.

Following the wide-ranging but focused discussion of airport resiliency, Ms. Suzanne Williamson of American Airlines gave a detailed explanation of how the airline works with airports and agencies to optimize operations before and after a storm in such a way as to put a minimum demand on services at the airport. The presentation included a detailed explanation of the planning (including training and drills), preparation, execution, recovery, and assessment processes which are part of American Airlines Integrated Operation Center (IOC). As shown in the Haiti earthquake relief effort in 2010, the airline seeks to assist in humanitarian missions and to restore normal commercial activities as quickly as possible. Ms. Williamson’s presentation touched on nearly every topic discussed in the workshop, essentially summarizing the morning discussions.

The final topic discussed was a brief update by Dr. Smith of the effort to create an airport-to-airport mutual aid program for the Caribbean, Mexico, and Central America under the aegis of the International Civil Aviation Organization (ICAO). He noted the successful airport-to-airport mutual aid program in Mexico that benefitted the GAP airports at Cabo San Lucas and La Paz during the 2015 hurricane as well as the two airport disaster operations groups (the Southeast Airport Disaster Operations Group/SEADOG and the Western Airports Disaster Operations Group WESTDOG) operating in the U.S. He noted that PRéP had helped test the ICAO concept when PRéP worked with the three international airports in Jamaica in 2016.

Table Top Exercise (TTX)

In the afternoon session, Captain Garcia led an interactive table top exercise (TTX) based on a category 5 hurricane that affected the Cozumel, Cancun, and Merida with an added complication of a fuel farm fire at Merida during the storm. The participants divided themselves into groups around three tables. Captain Garcia presented the situation as a PowerPoint, stopping at strategic points to ask “What Do I Do Now?” At these points, the members of each group discussed the situation among themselves, wrote their key points on a flip chart, and then their spokesperson summarized the group’s conclusions and decisions to act (or not to act at this time). The full TTX is reproduced as Appendix B to this report. The Table Top Exercise (TTX) concluded the training workshop.

Training Workshop and TTX Evaluation

Ms. Davila led an evaluation of the PReP program and the workshop as presented. The evaluation questionnaire is reproduced in the Appendix section of this report.

The training and the TTX were evaluated by the participants themselves. In general, the evaluations ranged from good to outstanding, with the median rating as highly valuable and very good. The intensity of the training and TTX were viewed favorably as was the nature of the training topics presented. The participants liked the informal nature of the sessions, especially the free-flowing discussions.

Highlights of the Training Workshop and TTX

- ✓ Some highlights from the presentations, discussion and feedback from the participants include: The importance of increasing the support and care for employees and families.
- ✓ Consider the implementation of the best practice of having what is called a “mirror airport” (aeropuerto espejo).
- ✓ The need to include in preparedness plans all possible scenarios, even those not commonly addressed, such as the preparations for extreme heat.
- ✓ It was useful to learned more about the experience of airports in the US, not only their success stories, but also the challenges they face.
- ✓ Most of the airports have emergency and preparedness plans and procedures that could be improved with specific topics learned in the training workshop.
- ✓ Airports need to continuously reinforce and re-train personnel on emergency preparedness and response.
- ✓ A workshop of this kind provided the participants with the opportunity interact and learn from different areas of operation within an airport fostering a better cooperation and collaboration.
- ✓ The participation of local authorities within the workshop highlighted the need to strength the partnership and coordination with local officials for the preparedness and response actions.
- ✓ There is the need to improve and coordinate better the communication efforts of the response team when dealing with an emergency, in order to timely, accurate, and official information provided to the public.
- ✓ The crisis scenario introduced during the TTX helped them to realize different aspects of their preparedness and contingency plans.
- ✓ The extreme circumstances presented in the TTX case study gave participants the opportunity to identify new areas, resources, personnel, and linkages needed that had not been considered before.

Familiarization Tour of Miami International Airport on 5 May 2017

On the second day of the workshop, Miami International Airport (MIA) hosted a tour for the workshop participants and PReP team of the airport’s aircraft operating area with stops to be briefed on the Miami-Dade Fire Rescue Aircraft Rescue and Fire Fighting (ARFF) Station and the FedEx facility. The tour was led by Mr. Eric Robinson. Captain Garcia served as host at the fire station, and Mr. Santeiro hosted at FedEx facility.

Acknowledgments

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ASUR	Lic. Hector Navarrete
ASUR	Sra. Ana Cristina Muñoz
FedEx	Mr. Juan Cento
FedEx	Mr. Frank Santeiro
FedEx	Ms. Julia Chicoskie
MIA	Mr. Joe Napoli
MIA	Mr. Ken Pyatt
MIA	Ms. Heidi Anthony
MIA	Mr. Lonnie Craven
MIA	Mr. Jeve A. Clayton
MIA	Mr. Nelson Mejias
MIA	Mr. Eric Robinson
American Airlines	Mr. Ralph Lopez Massas
American Airlines	Ms. Suzanne Williamson

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Taller de Capacitación ante Emergencias en Aeropuertos

Presentación y Ejercicio de Mesa

Aeropuerto Internacional de Mérida

ASUR-Grupo Aeroportuario del Sureste

4-5 de Mayo del 2017

Miami, Florida



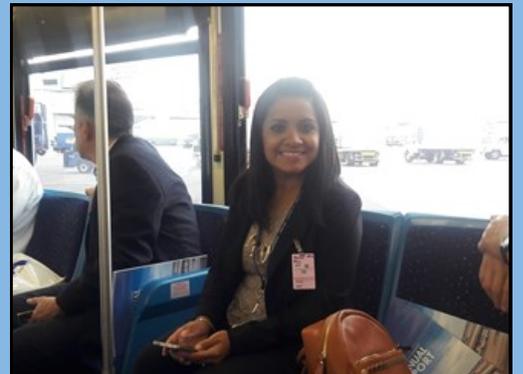
Presentations of Best Practices



Tabletop Exercise



Tour of MIA and FedEx Operations



Group Pictures and Others

