

PROJECT OVERVIEW

LOGCAP IV Disaster Recovery and Rebuilding Efforts of Puerto Rico

In support of the Disaster Recovery and Relief efforts in Puerto Rico following the destruction left by Hurricane Maria, which had devastated the island late September 2017, AIM deployed an Expeditionary Team to Puerto Rico within hours of the reopening of the San Juan airport. Five days later, AIM's senior management from Houston and Dubai augmented the initial team to support assessments, source local vendors, and recruit local personnel.

With boots-on-the ground, AIM was able to fully assess conditions and available resources. This initial team identified equipment, vehicle, and supply vendors, sourced and vetted local candidates, and on-boarded supervisory personnel to support anticipated recovery efforts. One week after arrival to Puerto Rico, AIM was awarded a Waste Management contract under DynCorp International's LOGCAP IV program to support three U.S. Military man camps at three separate locations. Camp totals: 1000, 1200, and 1500. We executed the contract within 12 hours from award. As a result of successful contract execution, within two days from this initial task award, AIM was issued two modifications to include vector control and miscellaneous procurements and services to support disaster recovery efforts. Following disaster recovery, and as rebuilding efforts began, AIM was issued 12 additional modifications which amounted to 163,000 manhours over an 18-month period.

Throughout the course of the project, we provided over 106 local personnel, including four bi-lingual management and supervisory personnel who were former U.S. Marines; supported Army operations at five locations to include Aguadilla, Roosevelt Roads Naval Station, Ponce, Ceiba, and San Juan as well as transported equipment to Puerto Rico's sister islands of Culebra and Vieques; and provided and myriad of services and procurements.

As the rebuilding efforts were completed, AIM supported demobilization efforts including preparing, positioning, and shipping facilities, equipment, and vehicles back to the U.S. mainland. We coordinated all logistics, onloading, and shipping activities.

LOGCAP IV Disaster
Recovery & Rebuilding
Efforts, Puerto Rico



Contract Period of Performance
10/2017 – 12/2018

Contract Value
\$22.8M

Client Name/POC
DynCorp International
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Customer Name/Contact
Army Sustainment Command

Total Personnel
>106

Time between NTP and First Personnel Deployed
12 hours

Types of Labor Provided

- Electricians
- Logistics Coordinators
- RHTC Operators
- Material Control Specialists
- Crane Riggers
- Heavy Equipment Operators
- Generator Technicians
- Carpenters
- Licensed Electricians
- HVAC Technicians
- Truck Drivers
- MHE Operators
- Crane Operators
- O&M and LSA Services Staff
- Administrative Staff
- Sanitation Staff
- Ground Guides/Flagmen
- Mechanics
- General Skilled Labor

Labor Services

Enabling economic stability as disaster recovery efforts commenced on the island, AIM sourced and recruited a 100% local workforce. Our personnel included a Project Manager and three Supervisors who were former U.S. Marines. They managed a wide-range of labor categories across 16 different activities accomplishing over 163,000 manhours. We also recruited and managed a workforce of 20 individuals to support DI's warehouse operations. The warehouse personnel included Warehousemen and certified MHE Operators.

Field Sanitation & Waste Management

AIM removed over 438 tons of solid waste from multiple locations across the island. We sourced and identified a sanctioned disposal site that operated in accordance with local and Federal regulations. The disposal site maintained limited operating hours, which presented a challenge. Our PM worked with the site ownership to support our contract requirements allowing us to meet performance measures.

Project scope included the procurement and maintenance of three 40-cubic yard dumpsters in Aguadilla, three 30-cubic yard dumpsters at Naval Station Roosevelt Roads, and three 30-cubic yard dumpsters in Ponce. Waste management efforts required daily removal of solid waste, maintaining the aesthetics around the dumpster areas to ensure the areas were clear of debris, and regular cleaning of the dumpsters.

Scope also included 890,810 gallons of black and grey wastewater removal daily from locations in Aguadilla, Ponce, Ceiba, and San Juan, weekly removal of 570 pounds of bio/medical waste, and monthly removal of HAZMAT waste. Work was completed in accordance with local environmental and the U.S. Environmental Protection Agency's (EPA) regulations and disposed of at sites approved to handle each type of waste and by-product.

Transportation & Logistics

As a result of AIM's proactive response to Waste Management Services awarded 12 hours earlier, AIM was sole sourced a logistics modification. Scope included the transport of 100 shipping containers from the port of San Juan to U.S.



Naval Station Roosevelt Roads which was 50 miles or about 1-1/2 hours southwest, and to Rafael Hernández Airport in Aguadilla, which was 90 miles east or approximately 2 hours from San Juan. Leveraging the data and information collected during AIM's assessments in the days prior to award, AIM was able to hire 25 semi-tractor trailer drivers via a local trucking

Project Highlights



Scope of Work

- Labor Services
- Field Sanitation
- Waste Management
- Procurement & Logistics
- Transportation and Line Haul
- Operations & Maintenance
- Warehouse Operations
- Potable Water & Ice
- Vehicles, Material Handling Equipment (MHE), and Facilities
- Power Generation Procurements and Services
- Laundry & Medical Laundry
- Vector Control

vendor within 1 hour following NOA. Due to the intense coordination required, prepositioning personnel was critical to successful and timely deliveries of the containers. Within 36 hours of NTP, AIM's drivers were positioned at the port to execute work.

AIM maintained on-going communications with DynCorp's Operations Managers to ensure that drivers were ready to receive the containers immediately following ship offloading and port clearances. Since seven of the containers were to be transported to Aguadilla, while 97 were being transported to Roosevelt Roads, additional coordination was needed to ensure the right goods went to the right locations. To move the containers to locations quickly, AIM developed an 11-hour work window, devising an innovative plan to work around the limited Port hours, and maximize deliveries to each location. AIM identified a staging area just outside the port gates and prepositioned trailers with containers. This allowed AIM to add 3-1/2 hours to the work day and operate on a 7-day basis, which resulted in an additional 20 container movements daily and full operations on the weekends. We delivered all 100 containers within 36 hours. Our six logistics managers coordinated paperwork at the docks and ensured that the paperwork was to minimize the drivers loading wait times.

Other transportation services across the contract included Line Haul of power supplies, several heavy equipment movements, and movements of two 80-ton cranes, and several RTCHs. Operations were performed in accordance with DOT regulations and permits were met prior to moving any equipment, many of which could only be moved during night hours. For safety and breakdown precautions, our team used escorts, ground guides, and/or service trucks for movements.

Warehouse Operations

Aim provided 20 Warehousemen and MHE Operators to support DI's Warehouse Operations in Aguadilla and Ponce. Scope consisted of procuring and shipping equipment and vehicles from the



U.S. and then leasing it to DI. The equipment included 45 MHE units consisting of propane forklifts, various lift capacity telehandlers, RTCHs, and ATVs. We also procured and delivered over 89,257 gallons of diesel fuel for the MHE and other assets to support warehouse operations and equipment provided at other locations.

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Customer Satisfaction

*"Thanks for your support Mark.
You and your entire crew are
AWESOME !!!!"*

– Keith A. Sidney, DynCorp International

Risk Mitigation

Due to the devastation throughout Puerto Rico, and the extreme rudimentary conditions, potential hijacking of goods was a high threat. To mitigate issues, AIM engaged security escorts to guide the transports and ensure the timely and successful delivery of the dumpsters.

The Waste Disposal sites had limited hours and were only open two or three days a week. Since the contract required daily removal and disposal of solid waste and wastewater, AIM worked directly with each disposal site to accommodate daily waste disposals, and coordinate HAZMAT and Medical waste disposals in concert with the site openings.

Success Story

Within one hour of NOA of the initial contract to provide Waste Management Services, AIM procured six 30 and 40 cubic yard dumpsters and hired local project personnel. Within 12 hours from NOA and ahead of NTP. AIM coordinated the dumpster transports from San Juan to each of the specified locations in the performance of the contract. AIM's proactive response ensured immediate service upon NTP and resulted in 14 additional contract modifications.

We also procured, delivered, and stood-up two connex-style office buildings, generators, light towers, and furnishings as well as provided minor construction to standup the office facilities adjacent to the warehouse locations. Construction efforts consisted of constructing stairs, installing and connecting generators, and installing furnishings. AIM also procured and delivered two 10,000-pound Sky Track lifts, a 15,000-pound forklift, and two 80-ton cranes to support DI's warehouse operations and procured and delivered over 100 cases of bottled water, 300+ bags of ice, and two freezers to store the ice. Services were executed within 48 hours from NTP.

Potable Water and Ice

As part of the Warehouse Operations, AIM supplied water and ice to military camps in Aguadilla and Ponce, which included 2,159 cases totaling 51,816 bottles of water. We provided freezer units and ice for the warehousing operations in Ponce and Aguadilla that involved a total of 15,920 bags of ice.

Vehicles, Material Handling Equipment (MHE), and Facilities

AIM procured, delivered, and installed two connex-style office buildings complete at two separate locations. The office buildings required some minor construction as well as all associated equipment and to provide a turnkey solution to include the procurement and installation of generators, light towers, and furnishings. Construction efforts consisted of constructing stairs and generator platforms with spill containment. We installed all associated electrical wiring and setup furnishings. We also procured and shipped 45 MHE units from the U.S. to Puerto Rico to support DI's LOGCAP IV Task Order under a lease agreement. We responded to this activity within 48 hours from NTP. The MHE units to included:

- Propane forklifts
- Various lift capacity Telehandlers (6,000, 8,000, and 10,000-pound capacities)
- Rough Terrain Container Handlers (RTCH)
- Polaris and Kawasaki ATVs

Under separate modifications to support other activities, we also procured and delivered:

- Two 10,000-pound Sky Track lifts
- A 15,000-pound forklift
- Two 80-ton cranes
- 25 semi-trucks with drivers
- 40-foot chassis trailers
- 70-foot chassis trailers
- Numerous SUVs, Pickup Trucks, and Jeeps
- Numerous generators of various sizes
- Numerous soft-sided facilities

Facilities Provision

Under a lease agreement to DI, AIM procured, shipped, and installed 30-foot by 20-foot Military-style air-beam tents and 24-foot by 40-foot Office Trailers for DI's operations and office space. The units were equipped with mini-split inverter AC units, lighting and power outlets. We also provided 18 Latrines and six Handwashing Stations. All associated infrastructure to include electric, water supply, and wastewater containment systems were constructed and connected to support the facilities.

Power Generation Procurement and Services

AIM procured, shipped, and installed generators of numerous sizes to support contract activities include the power generation for DI's warehouse operations in Aguadilla and Ponce. The provided and serviced numerous generators ranging from 23kw to 250kw that powered the 100,000sq warehouse and adjacent office facilities. Services include the procurement of diesel fuel, regular preventative and predictive maintenance, and repairs. Prior to installing the generators, AIM constructed platforms with spill containment beds to capture 100% percent of a generator's fuel capacity.



Laundry Services

AIM provided regular laundry services and medical decontamination laundry services for the U.S. Air Force Field Medical Facility at a 1500-person camp in Aguadilla. We installed, maintained, and staffed a containerized laundry facility to include heavy duty hot water heaters. We provided wash, dry fold services of regular laundry using a ticket system to mitigate lost articles. Medical laundry was washed separate from all other laundry and at high temperatures to kill all bacteria consistent with TB Med 577. All soiled linens were appropriately treated by removing any contamination. We provided Bloodborne Pathogens Training for all employees and demonstrated proper use of PPEs prior to operations. We also supplied potable water to support laundry operations and provided grey water removal.



Line Haul

To support on-going operations and the movement of goods as the rebuilding effort expanded, AIM provide Line Haul operations on a 7/12 basis from the San Juan Port to 21 locations across Puerto Rico. Distributing power restoration materials, the Line Haul operation was one of the most critical rebuilding missions. Cargo movements consisted of 40, 65, 70, and 90-foot power poles, concrete pole bases, transformers, and power cables. Effective distribution of these materials was a contributing factor to restoring the power grid for the majority of the island.

We hired 31 semi-trucks with 40-foot chassis and 70-foot extendable chassis trailers and a pool of qualified drivers with Class 9 Commercial Drivers Licenses. AIM's drivers executed 716,246 miles of safe driving over the eight-month activity. Our operators drove over 65,426 hours and earned an A+ Driver's Safety Score of 98%.



AIM also provided Roadside Recovery with a 30-minute response time to enable timely deliveries. As part of the contract execution, we provided safety orientation, conducted initial and daily safety inspections of all trucks, and ensured vehicles met PR DOT requirements and regulations. To ensure safety across the contract, AIM installed a GPS tracking system which monitors hard braking, speed, and extended stops.

Vector Control

To reduce nuisance with the vast number of pests and rodents, we provide vector control at the Aguadilla, Ceiba, and Ponce locations. All pesticides used and application of chemicals were in accordance with the Armed Forces Pest Management Board (AFPMB) regulations and deemed safe for use. Service included insect and rodent control.

Other Miscellaneous Services

AIM was also awarded various activities to include:

- Preventative, predictive, and repair services as well as parts procurements for 2 Genie GTH-1544 Telehandlers, 2 JLG Telehandlers, and a TS-9985 MiJack Reach stacker.
- Removal and proper disposal of 24.7 tons of metal, concrete, galvanized steel, and wood poles ranging in size from 40 feet to 75 feet as well as removal and disposal of 102 cubic yards of expired pole foam.
- Biweekly landscaping services of approximately 2 square miles at the Aguadilla Airport, which was used as the staging area for the concrete, metal, and wood electrical poles being delivered to the island for power restoration. We maintained the shrubs, grasses, and weeds from growing up around the supplies and covering them.