

# Area Assessment-Urban Center and Port

## 1.1. Urban Center 2 – LOCAL PROVINCE

### 1.1.1. Security

Urban Center 2, with a population of approximately 250,000 people, is located 92 miles from the Atlantic Ocean up the River in the Local Province 1. It is the capital of Local Province 1 and home for the Governor and other officials. There are several logistic nodes located in town in close proximity to four of the industrial sites. There is a port facility, airport and train station located within, or adjacent to, the city limits.

Assessment Team personnel met with the Governor, who was very receptive to our clients business intentions and the employment our industrial operations would create. He reiterated that the people of the region are the most peaceful in the country. From both a security and logistical standpoint, Urban Center 2 is considered ideal for the placement of our client's main base of operations in the in country west of Urban Center 1.

Night travel should be avoided due to reports of attacks on unsuspecting drivers by bandits and security forces to include the military. During the Assessment Team night entry into town, we were stopped by a group of drunken, armed soldiers who demanded money.

An area of specific interest with regard to security was the local air field. The security posture the Assessment Team encountered there was lackadaisical at best with no visible perimeter, i.e. fencing, to prevent unauthorized access to the airfield. There was a check point at the end of the access road initiating on Highway 1. Our vehicle was not stopped as we proceeded to park next to the terminal unchecked. We observed two unarmed security personnel in different uniforms tasked with providing airport security and later learned that both the police and military have responsibility for providing airport security.

### 1.1.2. Roads/Mass Transit

The primary road in and out of town is Highway 1. The road is in fair to poor condition between Urban Center 1 and Urban Center 2. It is narrow and heavily traveled, should be considered hazardous, requiring qualified drivers for long-term operations. Secondary roads are dirt, and unimproved. Travel is limited to 10-15km/hour in four-wheel drive vehicles.

The local airfield is located on the north side of the River on a hill over looking City Center across the river. The airport access road is a 3.4km winding, rutted, dirt road. During the rainy season, the road may prove dangerous when negotiating the rid to the top.

The Assessment Team was introduced to Mr. X, the Airport Manager. Mr. X was extremely forthcoming and helpful in describing the airfields capabilities and limitations. He allowed the Assessment Team to take pictures of the entire facility and runways as well as collect GPS track data on the runway.

As a result of subsequent meetings with Mr. X and his superiors in Urban Center 1, the

Assessment Team secured a tentative agreement (pending client approval and funding) to potentially partner on an airport development concept. The concept could provide our client an operational and logistics compound along the southern side of the runway. The area discussed for use by as a compound is estimated at 126 acres.

The airfield is a colonial period structure and has been minimally maintained since the local independence. See Figure 1.



Figure 1 – Local Air Tower and Offices

The terminal is essentially a large open room with no conveniences. Improvement or even replacement of the structure should be considered within your infrastructure development effort. See Figure 2.



Figure 2

The airport facility depends upon diesel powered electric power generation. Diesel power is the only option since power lines from City Center to the airport do not exist. The generator is located in a covered shed that was offered to the assessment team as temporary warehouse space should client operations be conducted at the airport.



Figure 3 - Location of Generator and Storage Shed



**Figure 4 Diesel Generator**

The runway is packed clay quartz aggregate and is maintained in relatively good condition. (See Figure 5)





Figure 5 - Local Runway-1600m

The airfield currently operates during daylight hours only (Hours of Operation 8 AM-4:30 PM). The airfield does not have sufficient power, equipment or funds to operate after the hours of darkness. The runway is 1500 meters long and 70m wide and can accommodate medium to large military aircraft. The current daily flight schedule is as follows:

- Inbound from Urban Center 1: 10 AM
- Outbound to Urban Center 4 and 5: 10:30 AM
- Inbound to Urban Center 1: 2PM
- Outbound to Urban Center 1 2:30 PM. \$110 USD one-way. Plane can hold 20 passengers.

Small to medium size packages may be shipped on the above passenger flight as cargo. The weight is restricted to 15 kilos/ per package. Larger cargo may be flown on a chartered Antonov 32 or Fokker 27. See Figure .



Figure 6 - Arriving flight with passengers and cargo

Mr. X, the airport manager can be contacted for further information or clarification. See Figure .



Figure 7 - Mr. X and Mr. Y with Assessment Team representatives

### 1.1.3. Local Port



Figure 8 – Local Port from Overlook

The Local Port was assessed to be a well-managed and a secure facility suitable for light to medium cargo. It handles an average of one light cargo ship per day, and is run by a local contractor.

The Assessment Team visit was scheduled in advance, was well-organized, and the Team well-received. The Assessment Team members were accompanied by an African consultant who acted as intermediary and French-English translator. The Team was met at the external gate by contract security guards and asked to exit the vehicle to go through the same security procedures as all visitors. Passports and visitor access letters were checked, and all were directed to go through a second gate on foot while the vehicle and Team driver were checked. Team members were again greeted professionally by contract security guards who ran portable metal detectors over exterior garments and then allowed team cell phones and cameras into the internal part of the facility.





Figure 9 - Port Administration Building



Figure 10-Operational Dock & Crane Area



Figure 11 - Operational Dock With Rail Line

Team members were met by the port Physical Security Director and his assistant and were escorted to a formal meeting with the contract Port Director. The meeting was brief but cordial, and the Assessment Team was formally introduced and exchanged business cards, job titles and descriptions.

The Port Director informed the group that he was excited about the potential for new business and was confident that the team would find the port to be well run, and secure. In addition to the personnel already mentioned Assessment members also met the contract port Protocol Officer, and the Director of Customs.

The team left the office en masse for a tour of the facility and its operations, with the exception of the Port Director. The Assessment Team members observed a high level of professionalism among the security forces. The staff appeared to be fully engaged in the spirit of the event, and sincere in their demonstration of procedures and professionalism. Uniform personnel snapped to attention and saluted the Security Director and his Assistant, and the salutes were crisply returned.



Figure 12 - Container Load/Offload Area

The port and yard facilities appeared to be run by unions, and team members noted several ongoing union meetings and training sessions conducted by what appeared to be the equivalent of shop stewards in a western union local. All staff wore identification badges and a large number of workers were observed wearing safety equipment that included hard hats, heavy leather gloves, safety boots, and one-piece overalls.

Like most port facilities that comply with international security standards, the port is divided into three zones. The first zone handles physical security of both vehicles and personnel. The second zone is the transfer zone where ships are offloaded and containers are assembled for dispatch to their eventual destinations either in or out of the country. The third zone is the inter-modal area where cargo is either loaded or offloaded to/from trucks or rail. Each area has security checks to ensure only authorized personnel are allowed to move from zone to zone, and that bills of lading are checked to ensure the authorized movement of cargo. The Assessment Team was escorted through each zone and security was uniformly high, and consistent with international standards.

In the container area a light crane was observed offloading a light cargo ship (approx 3000 tons). Multiple mobile, light cranes were sighted, and were all reportedly operational, but the Assessment Team members only observed one in motion. The operator used the crane skillfully for the short time observed. Containers were stacked three deep and as high as four tall in some areas.

From a security perspective, it would be difficult to compromise a container in the loading/offloading zone due to the way the containers were stacked and sorted and the sheer number of observing eyes. This may be somewhat different at night, but based on the security procedures observed, entry and exit from the area would likely be noticed. Roaming guards were not present and a night security evaluation was not conducted. No security cameras were observed, which is a considerable port security deficiency. The port personnel allowed the Assessment Team to take pictures unabated and interview employees without intervention.



Antiquated heavy lift cranes were observed on the furthest northwest point of the pier. These cranes are neglected and are permanently out of commission. See Figure 13.



Figure 13 - Non-Operational Dock & Cranes

The pier itself is composed of underlying tar-impregnated poles and steel I beam construction that showed minimal tidal erosion, but was not fully evaluated for structural condition. Rebar-reinforced cement slabs were in good condition in high traffic areas and black tar was evenly distributed in others, again, appearing to be well-maintained. Rail systems along the pier were in uniformly decent condition, and in regular use.





Figure 14 - Operational Dock Pilings

The inter-modal transfer area was lined with hundreds of trucks being loaded by large front-end loaders in an orderly and deliberate manner, and it appeared that drivers were given trip manifests and instructions prior to departure. The Team also observed buses, and other large vehicles being offloaded. The team did not observe any loading of rail cars, although there were flat bed rail cars available.



**Figure 15 – Offloading Bus**

Team members did not go into the rail station itself but were allowed to walk in the transfer yard, and were informed that there were eight locomotives available for moving cargo between Urban Center 1 and Urban Center 2. This was inconsistent with reports from sources in the Capital City that there were six locomotives. One of the port team members stated that only two locomotives were operational, however this was not confirmed.

Urban Center 4 is on the rail line halfway to industrial area 1 and 2. Rail shipment of heavy equipment or supplies to Urban Area 2 and Urban Area 3 from Urban Area 1 could significantly reduce time and wear on truck transport assets. Therefore inoperative equipment in the port that might affect loading of rail cars is a key consideration in the transportation evaluation for any rail transit to industrial area 1 and 2 via Urban Area 4.