# FACILITIES REDUCTION PROGRAM

Pacific Region MATOC FY18 Demolition
Hawthorne Army Depot, NV

Prepared for

U.S. Army Engineering & Support Center (CEHNC-CT)
PO Box 1600
Huntsville, AL 35807-4301

Submitted By

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Proposal Due Date: 23-Sep-2017; 1200 CST

23-Sep-2018

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U.S. Army Engineering & Support Center (CEHNC-CT)
PO Box 1600
Huntsville, AL 35807-4301

**Mr. Walker:**

All Phase Services, Inc. is pleased to submit this proposal in response to the FACILITIES REDUCTION PROGRAM, Pacific Region, MATOC FY18 Demolition – Hawthorne Army Depot, NV. Our proposal conforms to the instructions and requirements of the solicitation and addresses the Task Order PWS Rev 03 dated 17-Sep-2018. We acknowledge receipt of associated maps and Site Survey Report, Projnet Q&As, and postings on the AMRDEC-SAFE site, as well as the RFP, including all amendments up to A003 received 17-Sep-2018. All Phase takes no exceptions to the terms, conditions, and provisions contained therein. Furthermore, we make no assumptions within this proposal that are intended to offset any risk onto the Government.

Our proposed contract value for the base bid is $1,232,976.48; we show price breakouts for both demolition and abatement in our cost summary sheets. A cost summary sheet is also included for Options 1 and 2 ($1,415,891.05). We will meet the minimum 60% landfill diversion goal for this task order.

Carlos Martins, President of All Phase Services, Inc. will be the point of contact for this proposal with full authority to negotiate and sign the contract resulting from this procurement on All Phase's behalf. My full contact information is provided below. Sal Rabah, Program Manager of All Phase, will be the alternate POC.

Respectfully,

**Carlos Martins, President**
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Required Clause Regarding Site Investigation and Conditions Affecting the Work:

The Contractor acknowledges that it has taken steps reasonably necessary to ascertain the nature and location of the work, and that it has investigated and satisfied itself as to the general and local conditions which can affect the work or its cost, including but not limited to:

(1) Conditions bearing upon transportation, disposal, handling, and storage of materials;

(2) The availability of labor, water, electric power, and roads;

(3) Uncertainties of weather, river stages, tides, or similar physical conditions at the site;

(4) The conformation and conditions of the ground; and

(5) The character of equipment and facilities needed preliminary to and during work performance.

(a) The Contractor also acknowledges that it has satisfied itself as to the character, quality, and quantity of surface and subsurface materials or obstacles to be encountered insofar as this information is reasonably ascertainable from an inspection of the site, including all exploratory work done by the Government, as well as from the drawings and specifications made a part of this contract. Any failure of the Contractor to take the actions described and acknowledged in this paragraph will not relieve the Contractor from responsibility for estimating properly the difficulty and cost of successfully performing the work, or for proceeding to successfully perform the work without additional expense to the Government.

(b) The Government assumes no responsibility for any conclusions or interpretations made by the Contractor based on the information made available by the Government. Nor does the Government assume responsibility for any understanding reached or representation made concerning conditions which can affect the work by any of its officers or agents before the execution of this contract, unless that understanding or representation is expressly stated in this contract.

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## EXECUTIVE SUMMARY

Hawthorne Army Depot is considered the world's largest depot, covering 147,000 acres containing 2,427 bunkers with 600K SF of storage space. Hawthorne is divided into three ammunition storage and production areas, plus an industrial area housing command headquarters, facilities, and engineering shops. This facility is located in western NV, directly south of Walker Lake. The depot, run by an independent contractor (*SOC, LLC*), stores reserve ammunitions to be used after the first 30 days of a major conflict. Functions of Hawthorne AD include demilitarization, desert training for military units, ammunition renovation, quality assurance, ISO intermodal container maintenance/repair, and range scrap processing.

The base bid facilities to be abated and demolished at Hawthorne Army Depot consist of 42 assorted facilities totaling 61,181 SF plus 2 non-square footage items (compressed air pt and a concrete pad). The target facilities are mostly small (<3,000 SF) structures that formerly served as barracks, admin, carports, toilets/showers, dining/break rooms, recreation centers, stable, support facilities, and storage facilities. ACM is known to be present in 19 of the base bid structures associated with numerous sources. For structures not included in the surveys provided (21 base bid + 11 option targets), we assume quantities of ACM/ORM/LBP as directed by PWS Rev 03 for bid purposes. Eleven structures appear to be free of ACM/ORM/LBP. Site restoration is to be hydro-seeded grass for all demolition-sites. In our estimation, this project is average in expected technical difficulty from both abatement and demolition standpoints.

All Phase will abate and demolish these facilities over a period of **240 work days** from 1-Oct-2018 to 12-Dec-2019, including close-out. Target proportion of demolition waste to be recycled is **60%** by weight and expected salvage credit for scrapped metals is $**4,800**. Our technical approach contains detailed tables summarizing needs/difficulty on a per facility basis for (1) abatement effort; (2) demolition effort; and (3) major equipment and manpower. We also include detailed preliminary schedules that describe project phasing and timeline and a landfill diversion / salvage worksheet. We estimate that Options 1 (5 flammable material storage facilities plus Bldg 00A42 (13,143 SF total) and 2 (3 magazine + 1 decon facilities – 3,232 SF) would increase the project timeline by 25 work days, bringing the total to 265 work days and yielding a projected end date of 18-Oct-2019 (including close-out).

All Phase will self-perform all work required for this task order. We identify various specialists, vendors, and waste handlers who are available to assist in this effort.

All Phase Services, Inc. is an SBA SDB and HUBZone business that has built its reputation through safe, innovative, and environmentally conscious abatement and demolition service provision to federal, state, and local governments and private industry over the past 20 years. We have been an FRP MATOC Contractor since 2010 and successfully completed more USACE task orders in the Northeast and Mideast (now called Central) Regions during our first 5-yr MATOC than any other company – large or small. We pledge to commit our most conscientious effort to this contract by following best practices in technical and sustainable approach, safety, and utilization of other small businesses to assist USACE in eliminating unneeded federally-owned infrastructure through its Facility Reduction Program.

# FACTOR 1 – TECHNICAL APPROACH

## 1. ABATEMENT APPROACH AND DISPOSAL

### 1.1 Hawthorne Army Depot Task Order-Specific Approach

We have assimilated the Hawthorne Army Depot PWS and all other work scope documents to understand the abatement task in terms of hazardous material sources and difficulty per location (Table 1). From the site visit and Pre-Demolition Survey Reports, we expect to encounter asbestos containing material ACM in 19 base bid structures from various sources including flooring/roofing/windows, TS, joint compound, transite, insulation, paneling, gaskets, electrical wire, caulks, and sealants. ACM removal associated with joint compound, TSI, window glazing, transite, caulk, roofing, and ACM paneling is projected to be moderately difficult. All ACM noted in the RFP will be abated by All Phase prior to demolition. Unanticipated ACM encountered during contract work activities will be cause for immediate work cessation and notification of USACE for further direction. The survey materials provided show ORM in 10 of the base bid buildings. All Phase will prepare any final drawings or building maps showing locations of ACM and ORM needed to meet regulatory requirements.

**Table 1. Hazardous material abatement projected difficulty per location - Hawthorne Army Depot**

| | | | | ACM ABATEMENT | | | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| FAC NO | DESCRIPTION | PUM | PUM QTY | Window Glazing Putty | Window Putty | TSI | Asbestos Paneling | Asbestos Gaskets | Electrical Wire Jacket | Exterior Caulk | Roofing Materials | Corrugated Cement Panels | Roof Spacer | Sealer on Roof Penetrations | Roofing Mastic | Wall & Ceiling Surfacing /Jt Compound | Floor Tile Mastic | Flashing mastic | Ceramic Tile Mortar | Sheet Flooring | Pipe Fitting Insulation | Tank Insulation | Transite Roof Tiles | Sealant | ORM Abatement (PCBs, Hg, etc.) |
| 408 | TT ENL BARRACKS | SF | 2,496 | | | | | | | | | | | | | | | | | | | | | | |
| 409 | TT ENL BARRACKS | SF | 2,496 | | | | | | | | | | | | | | | | | | | | | | |
| 410 | HSG FURN STR | SF | 2,896 | | | | | | | | | | | | | | | | | | | | | | |
| 411 | TT ENL BARRACKS | SF | 2,496 | | | | | | | | | | | | | | | | | | | | | | |
| 412 | TT ENL BARRACKS | SF | 2,896 | | | | | | | | | | | | | | | | | | | | | | |
| 413 | TT ENL BARRACKS | SF | 2,496 | | | | | | | | | | | | | | | | | | | | | | |
| 408AB | CARPORT FH | SF | 400 | | | | | | | | | | | | | | | | | | | | | | |
| 409AB | CARPORT FH | SF | 400 | | | | | | | | | | | | | | | | | | | | | | |
| 410AB | CARPORT FH | SF | 400 | | | | | | | | | | | | | | | | | | | | | | |
| 411AB | CARPORT FH | SF | 400 | | | | | | | | | | | | | | | | | | | | | | |
| 412AB | CARPORT FH | SF | 400 | | | | | | | | | | | | | | | | | | | | | | |
| 413AB | CARPORT FH | SF | 400 | | | | | | | | | | | | | | | | | | | | | | |
| 40 | CHLORINATOR FAC | SF | 143 | | | | | | | | | | | | | | | | | | | | | | |
| 71 | WTR SUP/TRT BLD | SF | 240 | | | | | | | | | | | | | | | | | | | | | | |
| 74 | WTR SUP/TRT BLD | SF | 240 | | | | | | | | | | | | | | | | | | | | | | |
| 143 | RIDING STABLE | SF | 384 | | | | | | | | | | | | | | | | | | | | | | |
| 171 | PUMP STAT POT | SF | 240 | | | | | | | | | | | | | | | | | | | | | | |
| 192 | STORAGE GP INST | SF | 272 | | | | | | | | | | | | | | | | | | | | | | |
| 275 | BREAK/LUNCH RM | SF | 1,830 | | | | | | | | | | | | | | | | | | | | | | |
| 360 | SEP TOIL/SHOWER | SF | 72 | | | | | | | | | | | | | | | | | | | | | | |
| 379 | SEP TOIL/SHOWER | SF | 72 | | | | | | | | | | | | | | | | | | | | | | |
| 504 | STORAGE GP INST | SF | 1,500 | | | | | | | | | | | | | | | | | | | | | | |
| 522 | STORAGE GP INST | SF | 272 | | | | | | | | | | | | | | | | | | | | | | |
| 524 | STORAGE GP INST | SF | 120 | | | | | | | | | | | | | | | | | | | | | | |
| 525 | STORAGE GP INST | SF | 1,008 | | | | | | | | | | | | | | | | | | | | | | |
| 539 | STORAGE GP INST | SF | 240 | | | | | | | | | | | | | | | | | | | | | | |
| 1073 | SUB/SWIT STA BD | SF | 384 | | | | | | | | | | | | | | | | | | | | | | |
| 1084 | BREAK/LUNCH RM | SF | 1,800 | | | | | | | | | | | | | | | | | | | | | | |
| 10142 | HEAT PLT BLDG | SF | 2,151 | | | | | | | | | | | | | | | | | | | | | | |
| 10320 | GEN INST BLDG | SF | 10,098 | | | | | | | | | | | | | | | | | | | | | | |
| 10610 | STORAGE GP INST | SF | 2,323 | | | | | | | | | | | | | | | | | | | | | | |
| 11067 | OPEN STR DEPOT | SF | 8,208 | | | | | | | | | | | | | | | | | | | | | | |
| 00A25 | MNT STORAGE DOL | SF | 576 | | | | | | | | | | | | | | | | | | | | | | |
| 0A273 | STORAGE GP INST | SF | 1,850 | | | | | | | | | | | | | | | | | | | | | | |
| 0A292 | CO HQ BLDG | SF | 4,184 | | | | | | | | | | | | | | | | | | | | | | |
| 0A350 | STORAGE GP INST | SF | 192 | | | | | | | | | | | | | | | | | | | | | | |
| 0A354 | STORAGE GP INST | SF | 675 | | | | | | | | | | | | | | | | | | | | | | |
| 0A368 | ENG/HOUSING MNT | SF | 684 | | | | | | | | | | | | | | | | | | | | | | |
| 0A518 | STORAGE GP INST | SF | 240 | | | | | | | | | | | | | | | | | | | | | | |
| 0A671 | RECREATION CTR | SF | 1,081 | | | | | | | | | | | | | | | | | | | | | | |
| 0C261 | BREAK/LUNCH RM | SF | 1,494 | | | | | | | | | | | | | | | | | | | | | | |
| 0C429 | HEAT PLT BLDG | SF | 432 | | | | | | | | | | | | | | | | | | | | | | |
| 10170 | Compress AIR PT | EACH | 1 | | | | | | | | | | | | | | | | | | | | | | |
| OPA14 | Compress PAD | SY | 1,786 | | | | | | | | | | | | | | | | | | | | | | |
| | | | 62,968 | | | | | | | | | | | | | | | | | | | | | | |
| | KEY = Degree of Difficulty | | | Easy | Medium | Hard | | | | | | | | | | | | | | | | | | | |

The following bid assumptions apply to 32 structures NOT included in the survey data provided (some of these are Option items):

- Buildings 40 and 74 – we assume use equivalent ACM/ORM for Building 71

- Buildings 1084 and C261 – we assume equivalent ACM/ORM Building 275
- Building A368 - we assume equivalent ACM/ORM for Building 10124
- Buildings 10142 and C429 – we assume equivalent ACM/ORM for Building 20526
- Buildings 504, 522, 524, 525, 539, 1073, 10610, A273, A350, A354, A518, A671, A42, and 2021- we assume **$5.00 per SF** for ACM/ORM/LBP abatement
- Building 11067, 10170, OPA14, 1088, 4932, 11099, OA388, 1S100, 1085, OA395, and 86BT4 – we assume **$0.00 per SF** for ACM/ORM/LBP abatement

Manpower and PCM sampling needs are estimated in Table 2; this table only lists structures shown to contain ACM in the pre-demolition reports. The abatement team will consist of 1 supervisor and 7 trained abatement workers. This team will systematically move from structure to structure removing hazardous materials and enabling subsequent site preparation and demolition. ORM labor is included in Table 5 (demolition section).

**Table 2. Hazardous material abatement manpower projection for Hawthorne Army Depot**

| Bldg. No | Program Manager | Admin | Safety Engineer | Super | Laborer | PCM Sampling |
|---|---|---|---|---|---|---|
| | HR | HR | HR | HR | HR | HR |
| Bldg. 408 | 1 | 14 | 17 | 52 | 361 | 1262 |
| Bldg. 409 | 1 | 14 | 17 | 52 | 361 | 1262 |
| Bldg. 410 | 1 | 17 | 20 | 60 | 418 | 1464 |
| Bldg. 411 | 1 | 14 | 17 | 52 | 361 | 1262 |
| Bldg. 412 | 1 | 17 | 20 | 60 | 418 | 1464 |
| Bldg. 413 | 1 | 14 | 17 | 52 | 361 | 1262 |
| Bldg. 40 | 0.25 | 1 | 1 | 3 | 21 | 73 |
| Bldg. 71 | 0.25 | 1 | 2 | 5 | 35 | 122 |
| Bldg. 74 | 0.25 | 1 | 2 | 5 | 35 | 122 |
| Bldg. 171 | 0.25 | 1 | 2 | 5 | 35 | 122 |
| Bldg. 275 | 1 | 11 | 13 | 38 | 264 | 925 |
| Bldg. 360 | 0.25 | 0.5 | 1 | 2 | 11 | 37 |
| Bldg. 379 | 0.25 | 0.5 | 1 | 2 | 11 | 37 |
| Bldg. 1084 | 1 | 10 | 13 | 37 | 260 | 910 |
| Bldg. 10142 | 1 | 12 | 15 | 44 | 311 | 1087 |
| Bldg. 10320 | 3 | 58 | 71 | 207 | 1457 | 5102 |
| Bldg. 0A292 | 1 | 24 | 29 | 86 | 604 | 2114 |
| Bldg. 0C261 | 0 | 9 | 10 | 31 | 216 | 755 |
| Bldg. 0C429 | 0.25 | 2 | 3 | 9 | 63 | 219 |

All Phase will self-perform all work associated with this task order. We will also call upon specialty consultants, vendors, and waste handlers to assist as needed. These entities are summarized in Table 3.

**Table 3. Consultants, vendors, and waste handlers to assist on Hawthorne Army Depot project**

| Expertise | Company | Location |
|---|---|---|
| **SWPPP – Stormwater Designer** | H2E Consulting | San Francisco, CA |
| **CIH** | Daniel Chute - Atrium, LLC | Reston, VA |
| **Safety equipment** | Needham | Framingham, MA |
| **Refrigerant recovery** | Rapid Recovery | national |
| **UXO, other** | Reactives Management | Chesapeake, VA |

| Expertise | Company | Location |
|---|---|---|
| **Landfill (C&D)** | Waste Management | Aragonite, UT |
| **Landfill (C&D+asbestos)** | Waste Management | Grassy Mountain, UT |
| **Hazardous Waste Handler** | Veolia ES Technical Solutions | Chicago, IL |
| **Metal Scrap Handler** | Hawthorne Recycling | Hawthorne, NV |
| **Soil and Crushed aggregate/stone** | Hawthorne Wholesale Gravel | Hawthorne, NV |

## 1.2 Abatement and Disposal of Other Regulated Materials

Other regulated materials (ORM) will be removed first. Any household hazardous substances encountered (cleaning, automotive, paints, etc.) will be collected, and stored at a centralized location for collection, packaging, and proper disposition. We do not expect to encounter unusual forms of contamination in this task order such as unexploded ordnance and laboratory biological and chemical wastes, but All Phase does have experience dealing with such hazardous materials.

Other hazardous / controlled materials identified in the Pre-Demolition Report include various kinds of fluorescent bulbs, PCB-containing ballasts, smoke detectors, and emergency exit signs. All Phase will remove these materials per universal waste rules for disposal and recycling by *Veolia ES Technical Solutions*. All Freon will be recovered by *Rapid Recovery* (franchise will be a small business). Demolition debris will be checked by TCLP for lead content to determine whether any debris needs to go to a special landfill.

## 1.3 Abatement and Disposal of Asbestos Containing Material

When asbestos is present in building construction material, the most fundamental abatement requirements are to (1) remove ALL regulated asbestos containing materials prior to demolition; (2) properly protect the workers and the immediate environment from any exposure to Asbestos Containing Materials (ACM); and (3) package, transport, and dispose of all ACM properly. Common sources of asbestos containing materials in FRP projects include pipe and boiler insulation, joint compound, transite, caulking, glazing, roofing tars, flashing, mastic, and floor tiles. Fully meeting not only Federal but also State and Installation-specific requirements is essential to correct performance of all Task Orders. We will meet all requirements of the Nevada Department of Environmental Protection which may involve additional regulatory procedures.

To protect workers and occupants in the vicinity of the sites scheduled for deconstruction, we use the most stringent methodologies for the abatement and disposal of ACM. This ensures the safety of workers and residents and proper tracking of the location of all ACM. Following is a summary of the specific methodologies we will employ to abate asbestos at Hawthorne Army Depot.

Asbestos abatement will require special containment equipment including personnel and waste decontamination chambers, water filtering equipment to 20 micron and 5 micron before disposal, HEPA filtered vacuums, HEPA equipped negative air units, airless sprayers, manometers for recording pressure differential, electrical generators, and personal air sampling equipment. All Phase maintains newer abatement equipment and has next-day access to abatement material and equipment through our supplier, *Needham Industrial Supply* (a small business). We will request

a 6-hour turnaround time from our laboratory for all al air test results to minimize delays. Upon passing a final visual inspection and air clearance testing, then the building will be cleared for demolition.

**Full enclosure method for friable materials (e.g. pipe insulation, floor tile, and mastic, joint compound, tank insulation, boiler and duct insulation):** These materials will be removed as OSHA Class I. All critical openings such as windows, doors, vents, etc. will be sealed with two layers of 6-mil poly and duct tape. All walls floors and ceilings will be sealed with two layers of 6-mil plastic to create a full containment, only exposing the materials scheduled for abatement. Decontamination chambers with showers for personnel and waste will be erected at the entrance to work areas. HEPA Air filtration units will be utilized to ensure and maintain negative air pressure in the work area during abatement.

**Glove bag method for friable materials:** Materials such as pipe insulation and pipe fittings will also be removed as OSHA Class I in areas with less than 260 linear feet of ACM. A 20-foot Control Area extending around the work area (where feasible) will be barricaded-off and signs posted. Working in two-man teams, workers will attach the glove bag to the pipe to be abated. One worker will continuously mist the pipe with amended water while the second worker removes the pipe insulation and places it into the bottom of the glove bag.

The abated pipe will be wiped down and the interior of the bag cleaned so that all the waste is in the bottom of the bag. The Glove Bag will be twisted and duct tape secured over the twist point. The bag will be removed from the pipe and placed into a second six-mil appropriately labeled waste bag. This process will be continued until all asbestos has been removed. The abated pipe will be lightly misted with an EPA approved removal encapsulant to permanently bind any remaining microscopic fibers.

**Method for Category II non-friable materials (e.g. window glazing, door caulking, gaskets, expansion joint caulking):** These materials will be removed as OSHA Class II. A 20-ft Control Area extending around work (where feasible) will be barricaded-off and signs will be posted in all areas that can be visible or have possible access. Roofing material as well as material above the worker's reach will be accessed in compliance with the USACE Fall Protection Guide. A Fall Protection survey will be completed by the SSHO and a Fall Protection & Prevention plan created for the site specific fall hazards. All materials will be adequately wet and kept wet during removal. Materials will be removed intact if feasible. Pieces will be cut into manageable sections after wetting. Materials will be wrapped or bagged and then sealed within the work area, then carried, labeled and placed in the appropriate ACM waste container. Worker decontamination will be achieved utilizing a Remote Decontamination facility placed near the work area.

**Method for Category I non-friable materials including flooring and roofing:** Category I non-friable materials will be demolished with the building, under wet demolition methods, and taken to the landfill as ACM-containing C&D debris only if permissible by law and Installation regulations. All ACM on concrete to be recycled will be abated prior to demolition.

**Decontamination Unit:** The decontamination station is designed to allow passage to and from the work area during removal operations with no leakage of asbestos fibers outside the contained work area. The unit consists of a clean room, wash room, and equipment room separated by airlocks. The airlocks are formed by overlapping three sheets of polyethylene at the exit of each room, and three sheets at the entrance to the next room with 2-3 feet of space between barriers.

**Clean Room:** No asbestos contaminated items will enter this room. Workers use this area to suit up, store street clothes, and put on respiratory protection before they enter the work area, and to dress in clean clothes after washing.

**Shower Room:** Workers pass through the shower room on their way to the removal area, and use the shower area on their way out after leaving their contaminated clothing in the equipment room. Wastewater will be collected and treated as asbestos containing material or filtered through a 5 micron filter before disposal into the sanitary sewer. State and local requirements on methods of wastewater disposal vary. All Phase will follow all local and state specifications for handling wastewater.

**Equipment Room:** This is a contaminated area where equipment, boots, hard hats, goggles, and contaminated work clothes are stored. Workers place disposable clothing such as coveralls, boots, and hoods in bins before leaving this area for the wash room. Respirators are worn until workers enter the wash room and these are then thoroughly soaked with water. The equipment room may require clean up several times daily to prevent asbestos materials from being tracked into the wash room and clean room.

**Description of Protective Equipment:** Disposal clothing shall consist of full body polypropylene coveralls with attached head and foot covers for all workers in the work area for the duration of the work. The respiratory protection will be MSHA/NIOSH approved half-face negative air respirators with type A cartridges during the set-up of the work areas and PAPR full face respirators with type A cartridges during bulk removal and final cleaning or until a Negative Exposure Assessment (NEA) is established. A sufficient amount of this protective gear will be present not only for All Phase employees, but for authorized visitors as well. In addition to the coveralls described above, rubber boots and gloves will also be provided to the workers. The rubber boots provide the worker with a non-skid sole to prevent slipping inside the work area, but also prevents deterioration of the coveralls' preformed bootie after extended use. The rubber boots will be removed in the work area prior to entering the dirty room of the decontamination chamber, thus leaving much if not all of the contaminants in the work area instead of tracking them into the "dirty room". Once these boots are in the work area, they can be reused simply by washing in the work area and re-applying over the employee's new coveralls. After the work area has passed a visual inspection, the boots will be decontaminated.

*Initial Exposure Assessment:* We shall ensure that all work operations stated here are covered by OSHA 29 CFR 1926.1101 (f) (2) and that a "competent person" conducts an exposure assessment immediately before or at the initiation of the operation to ascertain expected exposures during that operation or workplace. The assessment must be completed in time to comply with requirements which are triggered by exposure data or the lack of a "negative exposure assessment," and to provide information necessary to assure that all control systems planned are appropriate for that operation and will work properly.

Basis of Initial Exposure Assessment: Unless a negative exposure assessment has been made, the initial exposure assessment shall, if feasible, be based on personal OSHA monitoring conducted. The assessment shall take into consideration monitoring results and all observations, information, or calculations which indicate employee exposure to asbestos, including any previous monitoring conducted in the workplace, or operations of the employer that indicate levels of airborne asbestos likely to be encountered on the job. For Class I asbestos work, until the employer conducts exposure monitoring and documents that employees on that job will not

be exposed in excess of the PELs, or otherwise makes a negative exposure assessment, we shall presume that employees are exposed in excess of the TWA and excursion limit.

**Cleanup during Gross Removal:** Cleaning of the work area will begin shortly after workers start removing the asbestos-containing material from the substrate. A floor support crew will be responsible for bagging the material soon after it is removed, while it is still damp. The material is to be collected from the floor with squeegees, plastic shovels, or other appropriate tools and placed in 6 mil labeled bags for disposal.

**Perform Final Wipe Down of Equipment:** After the work crew has completed re-cleaning of the areas noted on the inspection, the equipment should be thoroughly cleaned (gross contamination was removed earlier). Equipment should be wet-wiped or tack ragged, washed off in the shower at the waste load-out area, wrapped in poly, or placed in plastic bags. Equipment that is not needed for completion of the project should be removed from the work area. The negative air filtration units will remain in place and operate for the remainder of the cleanup operation until clearance samples are collected.

**Visual Inspection of all Surface Areas:** After all tasks have been accomplished, a thorough visual inspection of the area should be conducted by an All Phase supervisor and the Industrial Hygiene Technician (IHT) on-site. The inspector and the supervisor will check for visual contamination on the substrate from which the asbestos containing material has been removed, on ledges, on tops of doors, indented corners and other areas that might "catch" falling material or contain residual material.

**Encapsulation Methods:** The containment barrier and all surfaces inside must pass visual inspection before applying the sealant to all surfaces within. All workers performing encapsulation will wear disposable protective clothing and respirators for asbestos because the area is treated as contaminated. The encapsulant, when required, will be applied using a low pressure airless sprayer. All Phase will submit the material safety data sheets (MSDS) for approval.

**Final Clearance Monitoring:** The asbestos supervisor shall conduct final visuals for all non-friable ACM. The on-site IHT shall conduct final air sampling for all friable material. When the air sampling results indicate the airborne fiber concentration meets the criteria for clearance, the containment and decontamination chambers will be dismantled.

**Training & Medical Surveillance:** All Phase workers and supervisors who will be performing asbestos abatement have been trained according to proposed EPA regulations listed in CFR 40, Part 763, Sub-part E, and Appendix C. All asbestos abatement workers and supervisors have received both classroom and practical training in the proper set-up, removal, clean-up, and disposal of asbestos materials. All workers and supervisors who are to perform asbestos removal work will receive an initial medical evaluation prior to beginning work. Each employee is then re-evaluated annually to make sure they are physically able to wear a respirator and work in this trade. Testing performed on each employee includes: pulmonary function test, general physical, and x-ray examinations. Records are documented in the employees file for 30 years.

**Asbestos Disposition:** Any potentially friable asbestos-containing materials must be kept wet in order to keep fibers from becoming airborne. All ACM waste will be placed in approved, marked containers (e.g. smaller amounts in special sealable plastic bags; large amounts sealed inside plastic 55-gallon drums made for this purpose or other approved containers). C&D debris

may include nonfriable asbestos. A completed Waste Manifest identifying the Generator, Contractor, and Landfill Operator will be created.

# 2. DEMOLITION APPROACH

## 2.1 Hawthorne Army Depot Task Order-Specific Approach

We distinguish 5 main demolition structure "types" and indicate how difficult we anticipate the required effort will be (Table 4).

| FAC NO | DESCRIPTION | UM | QTY | STRUCTURES | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | Basement / Crawlspace | CMU/Brick Structure | Metal Structure | SOG | Wood Structure |
| 408 | TT ENL BARRACKS | SF | 2,496 | | | | | |
| 409 | TT ENL BARRACKS | SF | 2,496 | | | | | |
| 410 | HSG FURN STR | SF | 2,896 | | | | | |
| 411 | TT ENL BARRACKS | SF | 2,496 | | | | | |
| 412 | TT ENL BARRACKS | SF | 2,896 | | | | | |
| 413 | TT ENL BARRACKS | SF | 2,496 | | | | | |
| 408AB | CARPORT FH | SF | 400 | | | | | |
| 409AB | CARPORT FH | SF | 400 | | | | | |
| 410AB | CARPORT FH | SF | 400 | | | | | |
| 411AB | CARPORT FH | SF | 400 | | | | | |
| 412AB | CARPORT FH | SF | 400 | | | | | |
| 413AB | CARPORT FH | SF | 400 | | | | | |
| 40 | CHLORINATOR FAC | SF | 143 | | | | | |
| 71 | WTR SUP/TRT BLD | SF | 240 | | | | | |
| 74 | WTR SUP/TRT BLD | SF | 240 | | | | | |
| 143 | RIDING STABLE | SF | 384 | | | | | |
| 171 | PUMP STAT POT | SF | 240 | | | | | |
| 192 | STORAGE GP INST | SF | 272 | | | | | |
| 275 | BREAK/LUNCH RM | SF | 1,830 | | | | | |
| 360 | SEP TOIL/SHOWER | SF | 72 | | | | | |
| 379 | SEP TOIL/SHOWER | SF | 72 | | | | | |
| 504 | STORAGE GP INST | SF | 1,500 | | | | | |
| 522 | STORAGE GP INST | SF | 272 | | | | | |
| 524 | STORAGE GP INST | SF | 120 | | | | | |
| 525 | STORAGE GP INST | SF | 1,008 | | | | | |
| 539 | STORAGE GP INST | SF | 240 | | | | | |
| 1073 | SUB/SWIT STA BD | SF | 384 | | | | | |
| 1084 | BREAK/LUNCH RM | SF | 1,800 | | | | | |
| 10142 | HEAT PLT BLDG | SF | 2,151 | | | | | |
| 10320 | GEN INST BLDG | SF | 10,098 | | | | | |
| 10610 | STORAGE GP INST | SF | 2,323 | | | | | |
| 11067 | OPEN STR DEPOT | SF | 8,208 | | | | | |
| 00A25 | MNT STORAGE DOL | SF | 576 | | | | | |
| 0A273 | STORAGE GP INST | SF | 1,850 | | | | | |
| 0A292 | CO HQ BLDG | SF | 4,184 | | | | | |
| 0A350 | STORAGE GP INST | SF | 192 | | | | | |
| 0A354 | STORAGE GP INST | SF | 675 | | | | | |
| 0A368 | ENG/HOUSING MNT | SF | 684 | | | | | |
| 0A518 | STORAGE GP INST | SF | 240 | | | | | |
| 0A671 | RECREATION CTR | SF | 1,081 | | | | | |
| 0C261 | BREAK/LUNCH RM | SF | 1,494 | | | | | |
| 0C429 | HEAT PLT BLDG | SF | 432 | | | | | |
| 10170 | Compress AIR PT | ea | 1 | | | | | |
| OPA14 | Compress PAD | SY | 1,786 | | | | | |
| | | | 62,968 | | | | | |
| | KEY = Degree of Difficulty | | | Easy | Medium | Hard | | |

**Table 4. Demolition structure types and projected difficulty per location area at Hawthorne Army Depot**

The base bid targets represent an assortment of mostly wooden, but also CMU/brick, concrete, and metal structures. Most are small (<3,000 SF) and will be simple to demolish. The largest buildings (10620, 11067, OA292) are also wood and range from 11K SF to 4.2K SF in size. These will be the most time consuming structures to demolish. All of the work can be accomplished using an 80K# class excavator with various attachments and skid steers. Little hand work will be required. None of these demolition tasks should prove unusual or difficult.

**Manpower and Equipment:** Effort required to salvage and recycle usable materials and demolish and restore the site is summarized in Table 5. The table also includes major equipment usage per location and TCLP sampling needs. Demolition will be accomplished by 2 operators plus 2 laborers. This work crew will systematically demolish facilities per the work schedule discussed in section 2.3. Heavy equipment needs will include a 80K# class demolition excavator, skid steers, and various trucks.

**Table 5. Manpower estimate and major equipment needed for salvage, demolition, and site restoration**

| Bldg. No | Program Manager | Admin | Safety Engineer | Super | Operators | Laborer | Exc/UP 80K# class | Exc/B&T 10K# class | Loader 3 CY | Skid Steer | Attach (Hammer) | Shear | Truck | Water Truck | TCLP Sampling |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | HR | HR | HR | HR | HR | HR | HR | HR | HR | HR | HR | HR | HR | HR | EA |
| Bldg. 408 | 1 | 10 | 6 | 54 | 50 | 50 | 3 | 0 | 0 | 3 | 0 | 0 | 16 | 19 | 1 |
| Bldg. 409 | 1 | 10 | 6 | 54 | 50 | 50 | 3 | 0 | 0 | 3 | 0 | 0 | 16 | 19 | 1 |
| Bldg. 410 | 1 | 11 | 7 | 63 | 58 | 58 | 4 | 0 | 0 | 4 | 0 | 0 | 16 | 22 | 1 |
| Bldg. 411 | 1 | 10 | 6 | 54 | 50 | 50 | 3 | 0 | 0 | 3 | 0 | 0 | 16 | 19 | 1 |
| Bldg. 412 | 1 | 11 | 7 | 63 | 58 | 58 | 4 | 0 | 0 | 4 | 0 | 0 | 16 | 22 | 1 |
| Bldg. 413 | 1 | 10 | 6 | 54 | 50 | 50 | 3 | 0 | 0 | 3 | 0 | 0 | 16 | 19 | 1 |
| Bldg. 408AB | 0.25 | 1 | 1 | 7 | 6 | 6 | 0.5 | 0 | 0 | 0.5 | 0 | 0 | 16 | 2 | 1 |
| Bldg. 409AB | 0.25 | 1 | 1 | 7 | 6 | 6 | 0.5 | 0 | 0 | 0.5 | 0 | 0 | 16 | 2 | 1 |
| Bldg. 410AB | 0.25 | 1 | 1 | 7 | 6 | 6 | 0.5 | 0 | 0 | 0.5 | 0 | 0 | 16 | 2 | 1 |
| Bldg. 411AB | 0.25 | 1 | 1 | 7 | 6 | 6 | 0.5 | 0 | 0 | 0.5 | 0 | 0 | 16 | 2 | 1 |
| Bldg. 412AB | 0.25 | 1 | 1 | 7 | 6 | 6 | 0.5 | 0 | 0 | 0.5 | 0 | 0 | 16 | 2 | 1 |
| Bldg. 413AB | 0.25 | 2 | 1 | 10 | 9 | 9 | 1 | 0 | 0 | 1 | 0 | 0 | 16 | 3 | 1 |
| Bldg. 40 | 0.25 | 1 | 0.5 | 4 | 3 | 3 | 0.5 | 0 | 0 | 0.5 | 0 | 0 | 8 | 1 | 1 |
| Bldg. 71 | 0.25 | 1 | 1 | 6 | 6 | 6 | 0.5 | 0 | 0 | 0.5 | 0 | 0 | 8 | 2 | 1 |
| Bldg. 74 | 0.25 | 1 | 0.5 | 4 | 4 | 4 | 0.5 | 0 | 0 | 0.5 | 0 | 0 | 8 | 1 | 1 |
| Bldg. 143 | 0.25 | 2 | 1 | 12 | 11 | 11 | 0 | 0 | 0 | 1 | 0 | 0 | 8 | 4 | 1 |
| Bldg. 171 | 0.25 | 1 | 1 | 6 | 6 | 6 | 0 | 0 | 0 | 0.5 | 0 | 0 | 8 | 2 | 1 |
| Bldg. 192 | 0.25 | 1 | 1 | 7 | 6 | 6 | 0.5 | 0 | 0 | 0.5 | 0 | 0 | 8 | 2 | 1 |
| Bldg. 275 | 0.5 | 5 | 3 | 30 | 28 | 28 | 2 | 0 | 0 | 2 | 0 | 0 | 8 | 10 | 1 |
| Bldg. 360 | 0.25 | 1 | 0.5 | 4 | 3 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 8 | 1 | 1 |
| Bldg. 379 | 0.25 | 1 | 0.5 | 4 | 3 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 8 | 1 | 1 |
| Bldg. 504 | 0.25 | 4 | 3 | 25 | 23 | 23 | 1 | 0 | 0 | 1 | 0 | 0 | 8 | 9 | 1 |
| Bldg. 522 | 0.25 | 1 | 1 | 7 | 6 | 6 | 0.5 | 0 | 0 | 0.5 | 0 | 0 | 8 | 2 | 1 |
| Bldg. 524 | 0.25 | 1 | 0.5 | 3 | 3 | 3 | 0.5 | 0 | 0 | 0.5 | 0 | 0 | 8 | 1 | 1 |
| Bldg. 525 | 0.25 | 4 | 3 | 25 | 23 | 23 | 1 | 0 | 0 | 1 | 0 | 0 | 8 | 9 | 1 |
| Bldg. 539 | 0.25 | 1 | 1 | 6 | 6 | 6 | 0.5 | 0 | 0 | 0.5 | 0 | 0 | 8 | 2 | 1 |
| Bldg. 1073 | 0.25 | 2 | 1 | 10 | 9 | 9 | 1 | 0 | 0 | 1 | 0 | 0 | 8 | 3 | 1 |
| Bldg. 1084 | 0.5 | 5 | 3 | 30 | 28 | 28 | 2 | 0 | 0 | 2 | 0 | 0 | 8 | 10 | 1 |
| Bldg. 10142 | 1 | 13 | 8 | 74 | 68 | 68 | 4 | 0 | 0 | 4 | 0 | 0 | 8 | 25 | 1 |
| Bldg. 10320 | 1 | 26 | 16 | 146 | 136 | 136 | 8 | 0 | 0 | 8 | 0 | 0 | 16 | 51 | 1 |
| Bldg. 10610 | 0.5 | 7 | 4 | 38 | 36 | 36 | 2 | 0 | 0 | 2 | 0 | 0 | 8 | 13 | 1 |
| Bldg. 11067 | 1 | 21 | 13 | 119 | 110 | 110 | 7 | 0 | 0 | 7 | 0 | 0 | 8 | 41 | 1 |
| Bldg. 00A25 | 0.25 | 3 | 2 | 14 | 13 | 13 | 1 | 0 | 0 | 1 | 0 | 0 | 8 | 5 | 1 |
| Bldg. 0A273 | 0.5 | 8 | 5 | 46 | 43 | 43 | 3 | 0 | 0 | 3 | 0 | 0 | 8 | 16 | 1 |
| Bldg. 0A292 | 1 | 16 | 10 | 91 | 84 | 84 | 5 | 0 | 0 | 5 | 0 | 0 | 16 | 31 | 1 |
| Bldg. 0A350 | 0.25 | 1 | 1 | 5 | 4 | 4 | 0.5 | 0 | 0 | 0.5 | 0 | 0 | 8 | 1 | 1 |
| Bldg. 0A354 | 0.25 | 2 | 1 | 11 | 10 | 10 | 1 | 0 | 0 | 1 | 0 | 0 | 8 | 4 | 1 |
| Bldg. 0A368 | 0.25 | 2 | 1 | 11 | 11 | 11 | 1 | 0 | 0 | 1 | 0 | 0 | 8 | 4 | 1 |
| Bldg. 0A518 | 0.25 | 1 | 1 | 6 | 6 | 6 | 0.5 | 0 | 0 | 0.5 | 0 | 0 | 8 | 2 | 1 |
| Bldg. 0A671 | 0.25 | 3 | 2 | 18 | 17 | 17 | 1 | 0 | 0 | 1 | 0 | 0 | 8 | 6 | 1 |
| Bldg. 0C261 | 0.25 | 4 | 3 | 25 | 23 | 23 | 1 | 0 | 0 | 1 | 0 | 0 | 8 | 9 | 1 |
| Bldg. 0C429 | 0.25 | 2 | 1 | 9 | 9 | 9 | 1 | 0 | 0 | 1 | 0 | 0 | 8 | 3 | 1 |
| Bldg. 10170 | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 | 0.5 | 0 | 0 | 0.5 | 0 | 0 | 8 | 0.5 | 1 |
| Bldg. OPA14 | 1 | 17 | 11 | 96 | 89 | 89 | 6 | 0 | 0 | 6 | 0 | 0 | 16 | 33 | 1 |

## 2.2 Project Execution

***Regulations and Permitting:*** The Nevada Department of Environmental Protection will have jurisdiction over asbestos abatement on this task order Hawthorne Army Depot. All Phase Superintendents and workers will have their NV accreditations in order to work on this project. All Phase will coordinate removal and disposal of all regulated materials with the DPW Environmental and Natural Resources Division. All Phase will submit a Notice of Intent (NOI) to the proper authority for a Construction Storm Water Permit and comply with all applicable requirements. If necessary, we will engage a Qualified Stormwater Designer (Ms. Charlotte Hedlund, PG, QSD of *H2E Consulting*) to ensure that all SWPPP and National Pollutant Discharge Elimination System (NPDES) permit requirements are in compliance. A copy of the signed permit will be furnished to DPW-ENRD. We will coordinate our SWPPP and Storm Water Best Management Practices with DPW-ENRD.

In accord with USACE FRP general requirements and EM385-1-1, an engineering survey will be performed by Roger C. Emerton (PE #MF1299). Mr. Emerton will stamp the Demolition Work Plan to satisfy this requirement. The Work Plan will incorporate information from the pre-proposal conference, site visits, pre-demolition environmental surveys, and other documents as appropriate, in order to address the specific needs of this task order. Initial Work Plans will be developed within the time allotted by the RFP schedule. All Phase project personnel will attend an on-board review at HNC if needed, and be prepared to address, resolve, and incorporate all comments at this meeting. A Final Work Plan will be provided, generally within 5 working days or as per the project schedule. All Phase will highlight all revisions made in response to comments so that such changes can easily be tracked throughout the project. We will insert a "Changes List" at the front of the document for each re-submittal.

***Coordination:*** During the course of the project, All Phase will keep the KO / COTR informed via weekly and monthly progress meetings and reports summarizing progress against schedule, significant events, waste volume and disposition, etc. We will use the Quality Control System (QCS) module of USACE's Resident Management System to record, maintain, and submit required information throughout the task order period. All Phase will also interact with base personnel during weekly quality inspections. Following is a discussion of specific coordination items.

Traffic and Work Hours: Haul routes will be identified/approved by DPW after award and prior to mobilization.

Staging: We will confirm the precise locations for staging with base personnel.

Utilities: All Phase will be responsible for all utility disconnects and coordinate all utility cutting and capping with DPW, 10 days in advance of milestone dates posted in the demolition schedule. These milestones will be documented within the Work Plan schedule as part of the NTP, and will be validated with the Installation at the project Kick-Off Meeting.

We note that none of the utilities are privatized and there will be no disconnection fees. The base will provide water and electricity to All Phase at no cost. Location and elevation of utility lines and caps will be documented on the as-built-drawings and submitted to the COR at project close out. There is no requirement for GPS location of utility caps for this project.

Controlled Materials: ACM and other controlled materials will be handled in accordance with all federal, state, and local regulations. All work will be coordinated with the Environmental Management Division Asbestos Coordinator and in accordance with the Hawthorne Army Depot Asbestos Management Plan. Prior to transport of any controlled materials, EMD will be presented a manifest for approval.

Ordnance Explosive Safety Support: An explosives safety submission (ESS) is not required.

Reporting: All Phase will submit a status report via e-mail every week to the Government Project Manager by close of business on the first working day of each week. We will also submit a monthly Progress Report not later than the tenth day of the month.

Close-out: All Phase will submit an electronic closeout package (final report) no later than 20 working days after completion of project (following the Technical Exhibit 3 (DID) FRP-12-001

format). This report will contain a detailed description of work performed, lessons learned, and a summary of quantity and type of debris materials recycled, salvaged, reused, and disposed.

***Execution:*** Upon award, All Phase will immediately start coordinating all submittals and arranging storage areas on base for abatement equipment & materials, fuel tank(s) with a spill pan, equipment lay down areas, and asbestos container locations. We will submit all 10-day notifications according to the progress work schedule. There is no Dig Permit required for Hawthorne. There is a Hot Work Permit required through Hawthorne Fire Department. We will implement proper storm water & erosion control protective measures and maintain a clean job site. All interior equipment and machinery will be removed. Exterior pole mounted lights and other equipment that hinders demolition or constitutes a safety hazard will also be removed.

Our QC Manager will perform a walk through survey of the buildings (with an AHERA-certified, state- accredited asbestos inspector, if necessary) prior to demolition to assure the identified ACM has been removed and during demolition to inspect for previously unidentified ACM. If unexpected suspect ACM is encountered during demolition, work will cease and immediate notification will be given to USACE, and local COE representative for further direction. Once targeted facilities and structures have been fully deactivated and all hazardous materials removed, the structures will be collapsed using a demolition excavator equipped with bucket and thumb and hammer breaker and a skid steer loader.

All Phase will coordinate with base shops for utilizing water with Reduced Pressure Backflow Devices for dust suppression from fire hydrants available in the demolition area (we note this is a major concern of base personnel). Since hydrants may not be readily available at all locations, we will have trucks ready to transport water as needed. All concrete will be removed to a minimum depth of 4 ft. Slabs more than 4-ft below grade will be perforated and the depression backfilled with crushed concrete to enable good drainage. We will remove all ancillary items associated with facilities to be demolished to a distance of 15 feet on either side of the subject building or as called out in the Site Visit notes or otherwise instructed by the KO. Such items belonging to a private utility will be removed by that utility prior to the start of demolition. Any excavated areas left open shall be cordoned off, and demarcated.

All Phase will regulate traffic for trucks exiting the sites, if required. We will orient all drivers on the procedures for proper Trip Ticket record keeping. Off-site vehicle tracking of dirt, soils, and sediments and the generation of dust shall be minimized or eliminated to the maximum extent practical. The stone construction entrance and exit are the BMPs for minimizing off-site tracking of soils. Under conditions where soils have high moisture content, it may be necessary to build a wash area to remove solids from vehicles leaving the project site.

## 2.3 Preliminary Schedule

On the ensuing pages, we attach our Hawthorne Army Depot base bid work schedule in the form of a 2-page 8.5” x 11” Gantt Chart. The schedule is broken down into four main work phases: (1) Start-up + Mobilization; (2) Hazmat Abatement + Salvage + Demolition, (3) Site Restoration + Demobilization; and (4) Project Close-out. The schedule assumes an award date of 1-Oct-2018. The timeline stretches to 12-Dec-2019, a period of 240 work days – 5 days fewer than the maximum allowed.

As described previously, All Phase will execute the project using an abatement crew of 1 Supervisor and 7 laborers and a demolition crew of Supervisor + 2 operators + 2 laborers. There is no stated order of priority in the PWS. Following a 101-day project startup phase, the 42 base bid structures targeted will be systematically abated and demolished in the order shown in the schedule, beginning on 27-Feb-2019. The total Abatement / Demo work phase will consume 54 work days. Site restoration will commence after all buildings have been demolished starting on 14-May-2019 (20 work days allotted). Demobilization will begin on 11-Jun-2019 and the final report will be delivered to USACE by 24-Jul-2017. After review and re-submittal, the project will close-out on 12-Seo-2019.

Scheduling requirements for Option 1 (5 flammable material storage facilities plus Bldg 00A42 (13,143 SF total) and Option 2 (3 magazine + 1 decon facilities – 3,232 SF) allow for 10+5 and 5+5 additional work days, respectively (for Abatement/Demo and Site Restoration work phases). We therefore estimate that the overall time needed for project completion including Options 1 and 2 will increase by 25 days, yielding a final close-out date of 18-Oct-2019. We show our Base Bid + Option schedule in the appendix to this proposal (section 8).

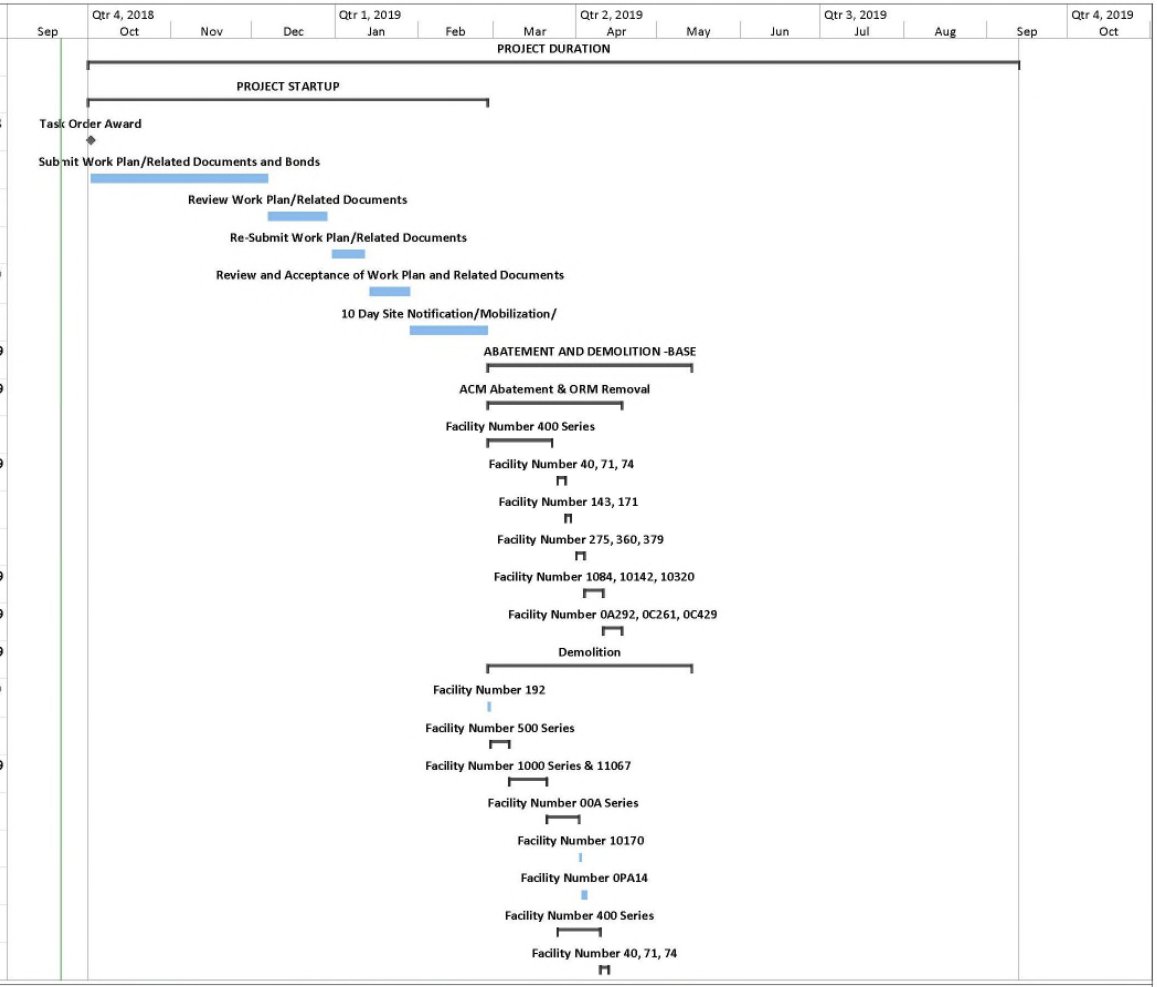
By closely reviewing the master schedule on a weekly basis, All Phase will anticipate impacts caused by owner changes, unforeseen site conditions, weather, etc. We have the ability to create fragnets to predict the direct impact certain events may have on the schedule, whether these are positive or negative. If we foresee a potential slippage in the schedule, we can remedy the situation by increasing the length of our workdays, adding workdays, or adding extra work shifts if permitted by USACE and the project installation. By relying on the total quality management process of our QC Plan and tightly monitoring our schedule, we will be proactive in avoiding or minimizing project delays as opposed to reacting once the delay has already occurred.

**Unforeseen Conditions and Change Orders** - Unforeseen conditions may arise at FRP demolition-sites owing to undiscovered presence of hazardous materials, contaminated soils, safety issues with proposed demolition strategy, issues with recycling/waste disposal, approval of stormwater and erosion measures, presence of wildlife, etc. To mitigate these risks, All Phase maintains close working relationships with qualified experts in the areas of SWPPP, wildlife, industrial hygiene, and handling of UXO (see Table 3). Our project team will coordinate closely with these experts whenever needed and regularly update the COR on any findings that pertain to unforeseen work conditions. We will factor permitting, wildlife and archeological concerns, etc. into our pre-demo surveys, inspections, and schedules as thoroughly as possible.

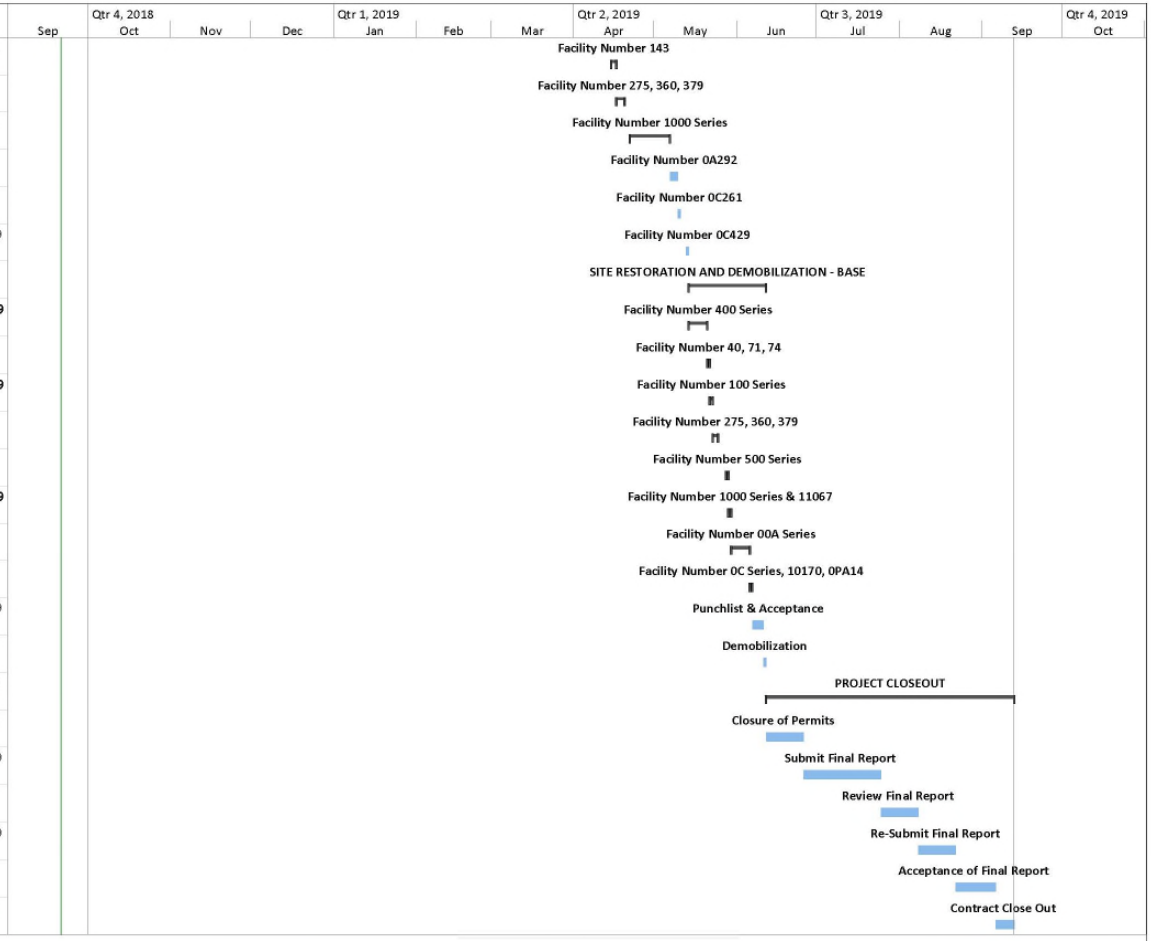
If our senior management team has agreed that a Change Order is appropriate, the Project Manager will manage the information needed for submitting a change order request. President Carlos Martins will be involved in the process to ensure the company's most accurate price estimate for the Change Order. Based on our extensive experience with FRP task orders, All Phase often declines to proceed with a formal submittal for Change Orders that can be self-performed at a cost of less than $15K. Exercising this option is a good business decision when it avoids significant work stoppages, schedule delays, and/or extra costs.

## Preliminary Schedule – Hawthorne Army Depot FY18 – Base Bid

| ID | Task Name | Duration | Start | Finish |
|---|---|---|---|---|
| 1 | **PROJECT DURATION** | **240 days** | **Mon 10/1/18** | **Thu 9/12/19** |
| 2 | **PROJECT STARTUP** | **101 days** | **Mon 10/1/18** | **Tue 2/26/19** |
| 3 | Task Order Award | 1 day | Mon 10/1/18 | Mon 10/1/18 |
| 4 | Submit Work Plan/Related Documents and Bonds | 45 days | Tue 10/2/18 | Thu 12/6/18 |
| 5 | Review Work Plan/Related Documents | 15 days | Fri 12/7/18 | Fri 12/28/18 |
| 6 | Re-Submit Work Plan/Related Documents | 10 days | Mon 12/31/18 | Fri 1/11/19 |
| 7 | Review and Acceptance of Work Plan and Related Documents | 10 days | Mon 1/14/19 | Mon 1/28/19 |
| 8 | 10 Day Site Notification/Mobilization/ | 20 days | Tue 1/29/19 | Tue 2/26/19 |
| 9 | **ABATEMENT AND DEMOLITION -BASE** | **54 days** | **Wed 2/27/19** | **Mon 5/13/19** |
| 10 | **ACM Abatement & ORM Removal** | **36 days** | **Wed 2/27/19** | **Wed 4/17/19** |
| 11 | **Facility Number 400 Series** | **18 days** | **Wed 2/27/19** | **Fri 3/22/19** |
| 18 | **Facility Number 40, 71, 74** | **3 days** | **Mon 3/25/19** | **Wed 3/27/19** |
| 22 | **Facility Number 143, 171** | **2 days** | **Thu 3/28/19** | **Fri 3/29/19** |
| 25 | **Facility Number 275, 360, 379** | **3 days** | **Mon 4/1/19** | **Wed 4/3/19** |
| 29 | **Facility Number 1084, 10142, 10320** | **5 days** | **Thu 4/4/19** | **Wed 4/10/19** |
| 33 | **Facility Number 0A292, 0C261, 0C429** | **5 days** | **Thu 4/11/19** | **Wed 4/17/19** |
| 37 | **Demolition** | **54 days** | **Wed 2/27/19** | **Mon 5/13/19** |
| 38 | Facility Number 192 | 1 day | Wed 2/27/19 | Wed 2/27/19 |
| 39 | **Facility Number 500 Series** | **5 days** | **Thu 2/28/19** | **Wed 3/6/19** |
| 45 | **Facility Number 1000 Series & 11067** | **10 days** | **Thu 3/7/19** | **Wed 3/20/19** |
| 49 | **Facility Number 00A Series** | **8 days** | **Thu 3/21/19** | **Mon 4/1/19** |
| 57 | Facility Number 10170 | 1 day | Tue 4/2/19 | Tue 4/2/19 |
| 58 | Facility Number 0PA14 | 2 days | Wed 4/3/19 | Thu 4/4/19 |
| 59 | **Facility Number 400 Series** | **12 days** | **Mon 3/25/19** | **Tue 4/9/19** |
| 72 | **Facility Number 40, 71, 74** | **3 days** | **Wed 4/10/19** | **Fri 4/12/19** |



| ID | Task Name | Duration | Start | Finish |
|---|---|---|---|---|
| 76 | **Facility Number 143** | **2 days** | **Mon 4/15/19** | **Tue 4/16/19** |
| 79 | **Facility Number 275, 360, 379** | **3 days** | **Wed 4/17/19** | **Fri 4/19/19** |
| 83 | **Facility Number 1000 Series** | **11 days** | **Mon 4/22/19** | **Mon 5/6/19** |
| 87 | Facility Number 0A292 | 3 days | Tue 5/7/19 | Thu 5/9/19 |
| 88 | Facility Number 0C261 | 1 day | Fri 5/10/19 | Fri 5/10/19 |
| 89 | Facility Number 0C429 | 1 day | Mon 5/13/19 | Mon 5/13/19 |
| 90 | **SITE RESTORATION AND DEMOBILIZATION - BASE** | **20 days** | **Tue 5/14/19** | **Tue 6/11/19** |
| 91 | **Facility Number 400 Series** | **5 days** | **Tue 5/14/19** | **Mon 5/20/19** |
| 104 | **Facility Number 40, 71, 74** | **1 day** | **Tue 5/21/19** | **Tue 5/21/19** |
| 108 | **Facility Number 100 Series** | **1 day** | **Wed 5/22/19** | **Wed 5/22/19** |
| 112 | **Facility Number 275, 360, 379** | **2 days** | **Thu 5/23/19** | **Fri 5/24/19** |
| 116 | **Facility Number 500 Series** | **1 day** | **Tue 5/28/19** | **Tue 5/28/19** |
| 122 | **Facility Number 1000 Series & 11067** | **1 day** | **Wed 5/29/19** | **Wed 5/29/19** |
| 129 | **Facility Number 00A Series** | **5 days** | **Thu 5/30/19** | **Wed 6/5/19** |
| 138 | **Facility Number 0C Series, 10170, 0PA14** | **1 day** | **Thu 6/6/19** | **Thu 6/6/19** |
| 143 | Punchlist & Acceptance | 2 days | Fri 6/7/19 | Mon 6/10/19 |
| 144 | Demobilization | 1 day | Tue 6/11/19 | Tue 6/11/19 |
| 145 | **PROJECT CLOSEOUT** | **65 days** | **Wed 6/12/19** | **Thu 9/12/19** |
| 146 | Closure of Permits | 10 days | Wed 6/12/19 | Tue 6/25/19 |
| 147 | Submit Final Report | 20 days | Wed 6/26/19 | Wed 7/24/19 |
| 148 | Review Final Report | 10 days | Thu 7/25/19 | Wed 8/7/19 |
| 149 | Re-Submit Final Report | 10 days | Thu 8/8/19 | Wed 8/21/19 |
| 150 | Acceptance of Final Report | 10 days | Thu 8/22/19 | Thu 9/5/19 |
| 151 | Contract Close Out | 5 days | Fri 9/6/19 | Thu 9/12/19 |



# 3. DEBRIS HANDLING, WASTE DIVERSION, RECYCLING

## 3.1 Debris Handling

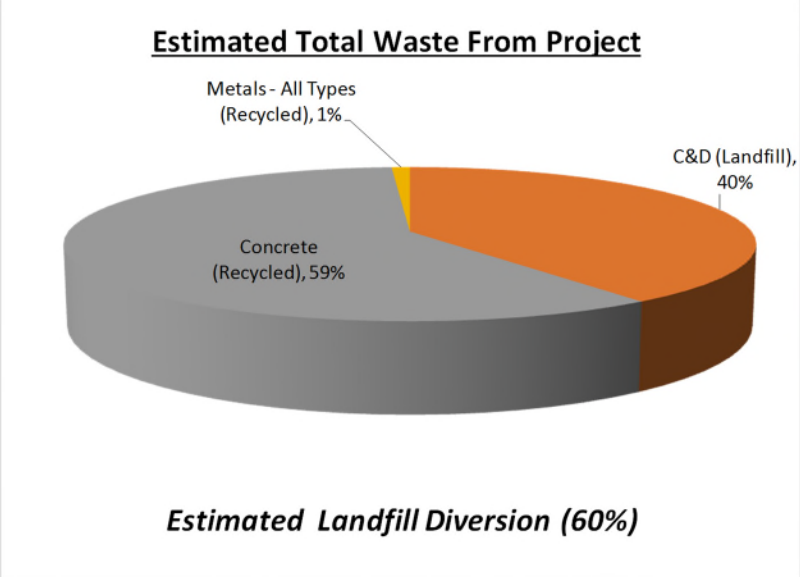
We will comply with the requirement to provide a waste management and diversion plan as required by the PWS. All concrete, brick, and masonry will be separated from the C&D debris. Disposal will be a last resort only when recycling is not economically practical. Per the ProjNet response (7597861), base landfills are no longer available on Hawthorne. Therefore, all abatement and demolition materials will be exported off base to the Waste Management landfills at Aragonite, UT (C&D only) and/or Grassy Mountain, UT (C&D + ACM).

Construction and Demolition (C&D) debris will not contain hazardous waste/materials but may contain non-friable asbestos. All friable asbestos will be bagged. We will report all debris that is either recycled or disposed of using USACE Form 2720 (Debris Recovery Form). Copies of the Form 2720 and all supporting weight tickets will be provided to DPW-ENRD.

## 3.2 Waste Diversion and Recycling

All Phase's intent is to maximize the economic recycling of materials. This maximizes our return on scrap value and minimizes the waste stream of materials that will go to landfill. All Phase is fastidious in its implementation of the 3R's:

- REDUCE: Make every effort to minimize the amount of waste generated
- REUSE: Segregate items that can potentially be reused
- RECYCLE: Segregate recyclable items and place them in appropriate containers




We will either crush and reuse concrete on-site or export it to *Hawthorne Wholesale Gravel* for recycling. Other items that we typically attempt to recycle are windows, doors, appliances, equipment, fencing, and asphalt. All steel, copper, and aluminum will be separated by classification, sized, and placed in containers for delivery to *Hawthorne Recycling* in Hawthorne, NV. All refrigerants will be recovered by *Rapid Recovery*. We will submit proof of recycling in monthly and final reports.

We estimate that **60%** of the demolition waste material by weight can be recycled as tabulated in Table 6. This should meet the minimum diversion goal for this task order. We project a **$4,800 salvage credit** for scrapped metal of all types to the Government.

**Table 6. Demolition waste recycling worksheet**

**Waste Management Report (Estimated)**

| | | | |
|---|---|---|---|
| Contract Number: | | Gov't Inspector: | tbd |
| Contractor: | All Phase Services, Inc. | Project # Title: | Demolition at Hawthorne Army Depot, NV |
| Contractor POC: | Sal Rabah | Date: | |
| Phone No: | 561-756-6647 | | |
| **I. Sanitary Landfill Waste** | | **II. Inert Landfill Disposal** | |
| Quantity (tons): | n/a | Quantity (tons): | |
| Landfill Site: | | Landfill Site: | |
| Tip fee/ton ($/ton): | | * Total cost of disposal ($ | |
| * Total cost of disposal ($): | | * Total cost/ton ($/ton): | |
| * Total cost/ton ($/ton): | | | |

**III. Alternatives to Landfilling (Recycling Strongly Encouraged)** Total tonnage of all material

| Type Of Material | Original Estimated (pounds) | Actual Quantity (pounds) | % diversion from total | Destination | * Handling and Transportation Cost | * Expected Revenue and Tip Fee Earnings ($) | * Net Cost ($) | * Cost if Landfilled ($) | * Comparison Cost (+) / Savings (-) |
|---|---|---|---|---|---|---|---|---|---|
| Asphalt | | | | Recycle | | | | | |
| C&D | 5,970,000 | | | Landfill | | | | | |
| Concrete | 8,560,000 | | | Crusher/Recycle | | | | | |
| Metals - All Types | 48,000 | | | Recycle | | | | | ($4,800.00) |

# 4. SITE SECURITY AND SAFETY APPROACH

## 4.1 Site Security

All Phase Services has reviewed the security requirements at Hawthorne Army Depot. All our personnel will be U.S. Citizens. We will comply with all applicable installation access and security policies and pre-screen all work candidates using the E-Verify Program website. We will ensure that all candidates have two forms of valid government-issued identification, and this information will be logged into E-Verify. We will furnish an initial list of verified or eligible candidates to the COR within three working days of initial contract award. We will complete Hawthorne Form 271 R2 and coordinate long-term badging and equipment delivery access with the Installation Security POC NLT 10 days prior to requiring access.

All Phase will ensure that all employees requiring access to Hawthorne Army Depot, including subcontractors, complete Antiterrorism Level I Awareness and OPSEC Training within 30 calendar days after contract start date and within 30 calendar days of employees' reporting for duty. Training certificates of completion will be delivered to the COR within 5 calendar days after completion of training. Contractor employees will participate in other "Suspicious Activity Reporting Training" as required. We will comply with all standards and procedures of the National Crime Information Center Interstate Identification Index and Terrorist Screening Database.

Gate access and traffic routing will be as described in section 2.2. For this project, properly placarded 6-ft chain link fencing with secured gates will be required for buildings at/near Hawthorne Army Depot Industrial Area due to their proximity to pedestrian traffic. Properly placarded construction fencing is acceptable at all other target structures. Barricades will also be placed at all entrances to the site. Appropriate signage will be installed to assure that site access

is limited. Signage will be installed at each of the buildings during remediation to identify the process occurring inside and to limit access.

## 4.2 Safety Approach

The Site Safety and Health Officer (SSHO) will have overall responsibility for implementation of the All Phase Safety Program. The SSHO (dual-hatted as QCM) will be on-site during all field work activities. The CIH role, if needed, will be filled by **Daniel Chute, CIH, CSP**, and President of *Atrium Environmental Health and Safety Services* (a small business). All Phase has pre-qualified *Atrium* to provide CIH expertise and any other special safety and environmental assessment/ management that may be required for the Hawthorne Army Depot FRP task order.

**Accident Prevention Plan and Activity Hazard Analysis:** All Phase will develop a site-specific health and safety plan embracing accident prevention and identifying potential job site hazards. At the initial site mobilization and prior to starting any work in a given area, the Project Manager, Abatement and Demolition Superintendents, and SSHO (and IHT if needed) will make an initial walk through, and identify all potential physical hazards prior to mobilizing our work force. Where necessary, hazards will be mitigated through barrier tape, signs, lighting, or physical barriers. In particular, All Phase will develop as part of our APP, specific requirements for any "lift plans" needed to remove vessels, towers, equipment, trusses, or other items that require use of a crane or other lifting device. A specific hazard analysis for each location/type of lift will be provided. Our preliminary activity hazard analysis based on our general methods, procedures, and equipment is presented in the Table 7.

**Table 7. Preliminary activity hazard analysis for Hawthorne Army Depot FY18 Demolition Task Order**

| Hazard or Risk | Mitigation Methods |
|---|---|
| **Falls from elevated work areas** | All elevated work will adhere to a 100% tie off policy. All leading edges will be barricaded. All workers will be trained in proper tie off procedures and usage of boom lifts. |
| **Falling debris** | Ensure all areas being demolished are cordoned off with proper danger signs to restrict access to others. Elevated items will be dismantled using controlled lifts and lower structures will be demolished using shears and pulverizers. In all cases, a regulated area will be established that prohibits any persons from entering any potential fall zone. Workers will maintain clear space around their work area; If you must enter another worker's area, alert him prior to entering. Hard hats will be worn; steel toe boots meeting ANSI Standard Z41 will be worn. |
| **Machine tip over** | Cranes, excavators and boom lifts will be utilized. Do not operate equipment on grades that exceed manufacturer's recommendations. All machines shall be operated on compacted ground. Crane mats will be used where applicable. Never overload or exceed the capacity of any crane or boom lift. Crane picks shall be pre-engineered. Operators shall wear seat belts when operating equipment. |
| **Equipment hazards** | All ground personnel will stay out of the swing radius; eye contact with operators will be made before approaching equipment. Equipment will not be approached on blind sides. All ground personnel will stay clear of all suspended loads. All equipment will have guards, canopies or grills to protect from flying objects. Spill and absorbent materials will be readily available; drip pans, polyethylene sheeting or other means will be used for secondary containment. |
| **Electrocution** | Prior to the commencement of work in an area or building, all conduits and equipment shall be identified and tested. Utilities that must remain live during work shall be marked and protected as required. Utilities that are to be disconnected shall be "air-gapped" prior to demolition and dismantling. Equipment will be equipped with GFCI. All equipment will stay a minimum of 15 feet from energized electrical lines (50kV). This distance will increase .4 inches for each 1kV above 50 kV. |
| **Fire** | Removal of combustible materials shall be performed prior to any hot work in any area. Charged fire hoses and fire extinguishers shall be available at all active work areas. No lines shall be torch cut without first cold cutting the end and inspecting it. ABC type fire |

| Hazard or Risk | Mitigation Methods |
|---|---|
| | extinguishers shall be readily available. No smoking in work area. |
| **Slips, trips and falls** | Housekeeping will be performed on a daily basis. Do not allow debris to be scattered on the work site. No running or walking on debris piles. Clean up any liquid spills immediately. Guard rails on platforms 6' and higher; safety harness when working on roof tops or fixed ladders. |
| **Burns from torch work** | Torch cutters and helpers will wear full protective clothing during torch work including face shields. |
| **Eye injuries** | Safety glasses are the standard minimum eye protection for all work. Upgrade to full face shield for torch cutting or concrete chipping or sawing. |
| **Hearing injuries** | Hearing protection will be worn with a noise reduction rating capable of maintaining personal exposure below 85 dB(A) (ear muffs or plugs). SSHO will determine the need for hearing protection. All equipment will be equipped with manufacturer's required mufflers. Ear plugs will be required by those working in close proximity to machines or using other equipment that creates a noise hazard. |
| **Asbestos Exposure** | Adequate Personal Protective Equipment (PPE) including Tyvex body suits and respirators. Wet methods of removal. Notifications/Warning signs shall be posted at all accesses to job Sites. Good housekeeping and hygiene practices. Medical surveillance. Monitoring of air quality within the project location and personal exposure. |
| **Being run over by trucks or equipment** | Trucks and heavy equipment will be utilized regularly. The maximum speed will be 5 mph. All workers will wear reflective vests for greater visibility. Never work or walk behind an active machine. Spotters will be used when backing up vehicles, loading and unloading backhoe from vehicle and when moving equipment.All equipment will be equipped with backup alarms. Drivers will keep all workers on foot in sight at all times, if you lose sight of someone, Stop! |
| **Overexertion** | Site personnel will be instructed on proper lifting techniques. Mechanical devices shall be used to reduce manual handling of materials. Team lifting should be utilized if mechanical devices are not available. Instruct personnel on proper body mechanics. Do not twist at the waist, do not bend, twist, and lift at the same time. Individual lifting is limited to 40 lbs. Loads over 40 lbs require help from a machine. |
| **Heat Exhaustion** | Drink water; Establish work-rest cycles (short and frequent are more beneficial than long and seldom); Identify a shaded, cool rest area; Rotate personnel, alternate job functions. |
| **Frost Bite** | Site personnel will be instructed to wear an inner wicking layer, a middle insulating layer and an outer wind- and water-resistant layer for both upper and lower body. Stay hydrated. Stop and warm your feet or hands if they start to feel numb; this is an early warning of frostbite. |
| **Premature structure collapse** | Work plans for the various structures will have detailed step by step procedures and sequencing for the dismantlement. All work plans shall be adhered to and work will be continually inspected by the on-site competent person to continually assess the stability of the structure. |
| **Pinch/Cut/Smash** | Cut resistant Kevlar work gloves will be worn when dealing with sharp objects. All hand and power tools will be maintained in safe condition. Guards will be kept in place while using hand and power tools. |

**General Site Safety Approach:** First Aid kits will be located at all projects sites. All superintendents and foremen will be provided with cell phones with all emergency phone numbers pre-programmed. At the end of every day we will lock all containers, entrances to decontamination units, fuel storage tanks, equipment, and vehicles. We will turn off all water and electrical connections overnight. We will use safety training videos weekly that are produced by the National Demolition Association. All employees will be required to sign off on their understanding of the content of the safety training. Prior to commencing any abatement, we will submit a 10-working day asbestos notification to the Nevada Department of Environmental Protection. We will make sure all abatement workers' medical records, refresher training, EPA Training certificates, fitness tests, and certificate of worker acknowledgements are up to date. All demolition areas will be cordoned off with properly placarded chain link or construction fencing. Barricades will also be placed at all entrances to the site. Hard hats, safety shoes, and safety glasses must be worn by all within demarcated work areas. Fire extinguishers will be readily available at all building sites during abatement and demolition. A spill kit will also be

available wherever equipment containing hazardous fluids will be operating. Tag out/Lock out procedures will be used and enforced whenever necessary.

**Safety Training:** All Phase employees are given an orientation program on Health and Safety Hazards associated with their particular aspect of employment. All employees are also given specific training as to hazardous materials that may be encountered, applicable regulations, and protective clothing and equipment that may be required. This training may be administered by the SSHO or outside experts. Employees are briefed on the acceptable methods of handling such materials. Selected personnel will be trained and qualified in the movement of hazardous materials. There will be a continuous training program, instituted by the SSHO to ensure all personnel are constantly aware of existing safety and health hazards and any and all new hazards and/or methods of handling. The Job-Site Superintendent will also conduct a 5-minute "tool box" safety meeting each week during which hazards specific to their operation will be discussed.

**Equipment Safety:** We ensure that all operating equipment and tools have guards that meet the requirements stipulated by Army safety regulations. The CQC Officer will designate two individuals to maintain an "Inspection and Maintenance Schedule" for such equipment and ensure prompt action or repair of all violations. We have found that even when OSHA safeguards are in place, hazards can still exist because of the use of unusual equipment combinations or site conditions. As a result, we encourage proactive assessment of site-specific conditions and activities to determine the best procedures and over-and-above safeguards necessary to ensure safe operation.

**Safety Inspections:** The Job-Site Superintendent will make a daily informal safety inspection of work areas and equipment. Any violations will be corrected immediately, or reported to the Program Manager and COR for necessary action. Compliance in the use of personal protective clothing and equipment is included in the daily inspection.

The SSHO will conduct a formal monthly Safety and Health Survey. This will include:

- Inspecting, locating, and correcting all unsafe conditions
- Ensuring that all signs, traffic markings, equipment, machinery, are marked and painted to identify use and hazard. Colors and marking will conform to Army and OSHA regulations.

The SSHO will ensure that a Safety Engineering Study is made prior to changing or modifying any operating process or installing new machinery. The purpose is to protect all employees who may be affected and to protect the environment against potential hazards.

**Monitoring:** Monitoring is an essential part of correct demolition practice and protection of workers and the public. Personnel monitoring via air sampling will be routinely conducted during all asbestos abatement through final clearance monitoring. Respiratory protection will be via Powered Air Purifying Respirator (PAPR) until a NEA has been established. If torch cutting of lead painted material or concrete crushing is scheduled, air samples will be taken for lead and silica. Workplace noise will be monitored with a dosimeter.

**Accident Reporting and Record Keeping:** On the job site, our Job-Site Superintendent will be responsible for recording and reporting all accident exposure and experience, including sub-contractors, incidental to the work. At a minimum, these records will include exposure work-hours and a log of occupational injuries and illnesses in accordance with OSHA and Army

requirements. All injuries and diagnosed occupational illnesses that result in a lost work day or fatality will be reported to the designated authority. On the job site, we will keep records of any employee exposed to toxic materials and/or harmful physical agents. We will also notify the COR and the employee of any excessive exposure and the hazard control measures that will be taken. In the event of an accident, the following procedures will be followed:

- The employee (or co-worker) will immediately notify the All Phase Job-Site Superintendent or Program Manager who will in turn notify the COR and KO
- Employee or co-worker will be transported to nearest physician/medical facility
- The Job-Site Superintendent will complete DD form 689 (Individual Sick Slip) at the time of reporting (this will be sent to our physician for processing).
- If the employee is unable to return to work, the Job-Site Superintendent will complete the appropriate accident form (Report of Accident) in triplicate (the original and first copy will be forwarded to the Project Office)
- Accident, injury, death, or property damage will be reported in writing to the COR within 24 hours. Details will include: (1) names of person/persons involved, (2) statements of those involved, and (3) statements of witnesses.

## 5. SITE RESTORATION

Site restoration for the base bid is scheduled to take place in May-Jun 2019. We estimate that 10,717 CY of backfill will be needed to restore the finished surface as specified in the PWS. We will coordinate with the Hawthorne DPW to access fill material needed for this project. Fill and topsoil will be imported from *Hawthorne Wholesale Gravel* in Hawthorne, NV. Clean 2” minus concrete will be acceptable as fill.

Soils will be blended and graded to match the surrounding area with positive drainage and no ponding of water. Soil erosion blankets will be used on steep grades to meet SWPP requirements at all times. Per PWS Rev. 03, all work sites will be restored to Hydro Seeded Grass. (We note, however, that ProjNet 7597900, 7602988, and 7603012 imply that the PWS would be changed to crushed concrete or gravel). We estimate 72,338 SF of disturbed ground requiring 894 CY of topsoil. We will continually water the area until the grass has grown enough for a first cut.

## 6. KEY PERSONNEL

As required by the Technical Proposal Guidelines (Attachment C), the Key Personnel proposed for the FY18 Demolition Task Order at Hawthorne Army Depot are shown in Table 8.

**Table 8. Key Personnel to be Assigned to Hawthorne Army Depot FY18 Demolition Task Order**

| Name | Title | Proposed Role |
|---|---|---|
| **Sal Rabah** | Program Manager | Program Manager |
| **James Martin II** | Project Manager | Project Manager |
| **Jorge Perez** | Superintendent | Jobsite Superintendent |
| **Dennis Nunez** | Safety Officer | Site Safety and Health Officer and CQC Manager |

Sal Rabah will serve as Program Manager and single point-of-contact and liaison between the Government's KO and All Phase Services. Jim Martin will be the Project Manager. Our proposed Superintendent will be Jorge Perez. The SSHO will be Dennis Nunez who will be dual-hatted as CQC Manager.

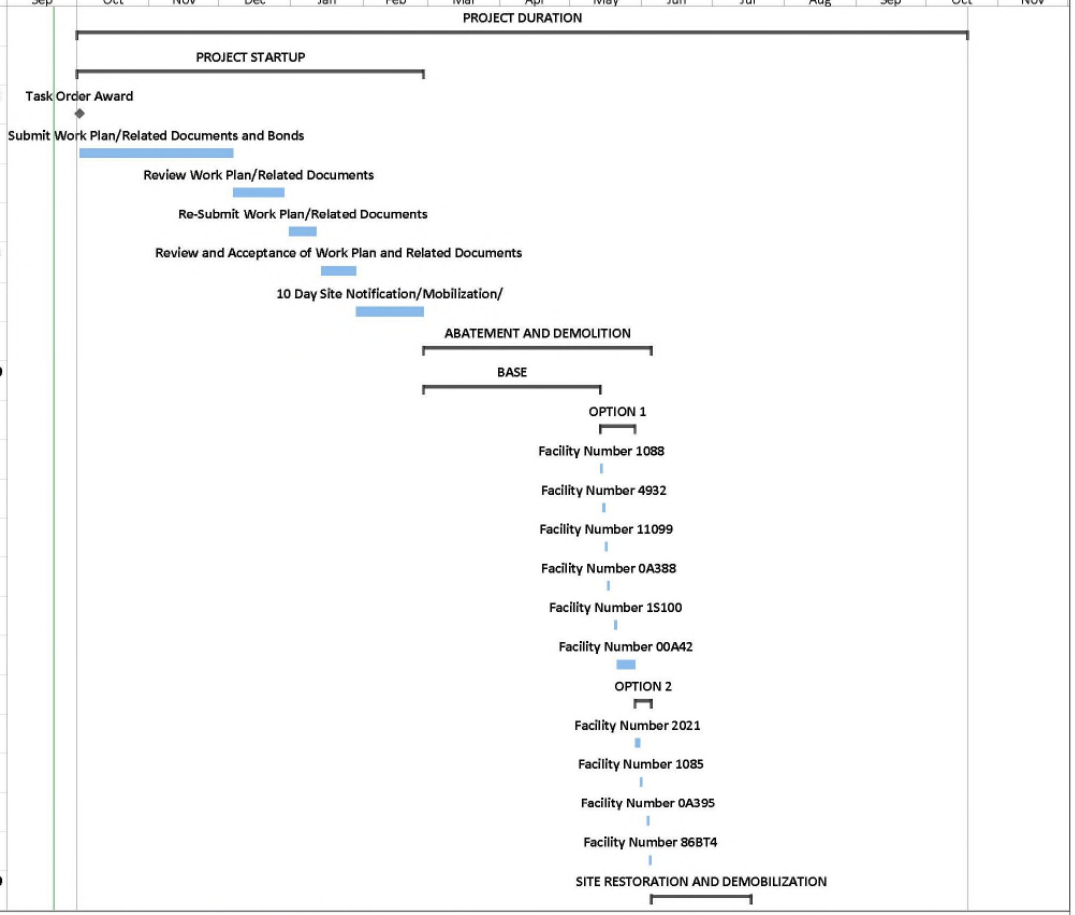
## 7. SITE SPECIFIC ISSUES ASSOCIATED WITH THIS PROJECT

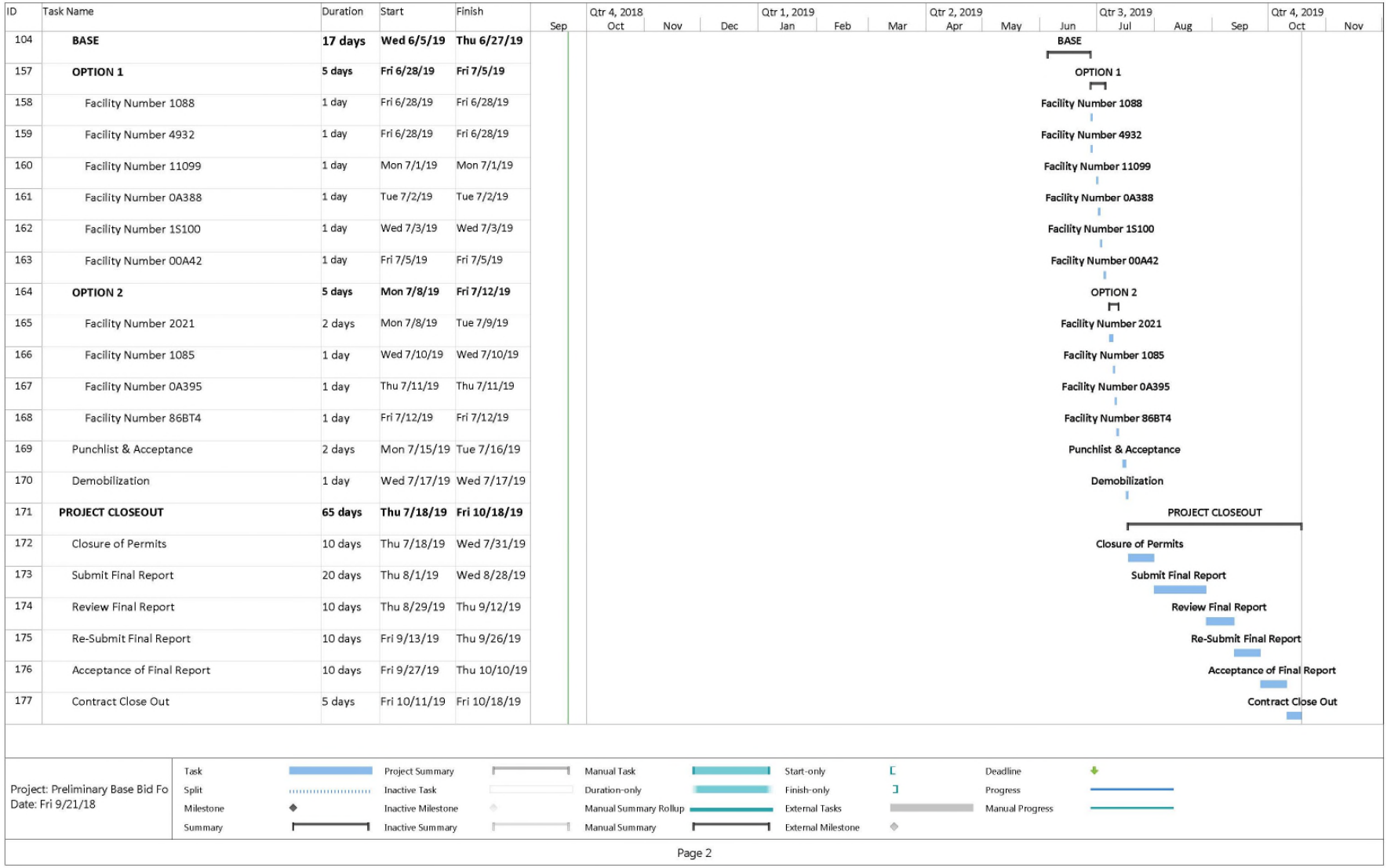
We note or recapitulate the following site-specific issues to be addressed in this task order:

1. Landfills are NOT available on Hawthorne for either C&D and ACM
2. None of the utilities are privatized and there will be no disconnection fees.
3. From past bids, we assume (1) there is no dig permit required for Hawthorne AD; (2) there is a hot work Permit required through the Hawthorne Fire Department – Bldg. 39.
4. Fire hydrants in the demolition area will be available for our use. Effective dust suppression is a primary concern of base personnel.
5. Clean fill is available on base
6. All trees shall be preserved unless removal is required due to integration with existing structures or foundations. Trees in danger of damage during demolition shall be protected or temporarily relocated and replaced prior to final site restoration.

# 8. APPENDIX – PRELIMINARY SCHEDULE FOR BASE BID + OPTIONS 1 and 2

| ID | Task Name | Duration | Start | Finish |
|---|---|---|---|---|
| 1 | **PROJECT DURATION** | **265 days** | **Mon 10/1/18** | **Fri 10/18/19** |
| 2 | **PROJECT STARTUP** | **101 days** | **Mon 10/1/18** | **Tue 2/26/19** |
| 3 | Task Order Award | 1 day | Mon 10/1/18 | Mon 10/1/18 |
| 4 | Submit Work Plan/Related Documents and Bonds | 45 days | Tue 10/2/18 | Thu 12/6/18 |
| 5 | Review Work Plan/Related Documents | 15 days | Fri 12/7/18 | Fri 12/28/18 |
| 6 | Re-Submit Work Plan/Related Documents | 10 days | Mon 12/31/18 | Fri 1/11/19 |
| 7 | Review and Acceptance of Work Plan and Related Documents | 10 days | Mon 1/14/19 | Mon 1/28/19 |
| 8 | 10 Day Site Notification/Mobilization/ | 20 days | Tue 1/29/19 | Tue 2/26/19 |
| 9 | **ABATEMENT AND DEMOLITION** | **69 days** | **Wed 2/27/19** | **Tue 6/4/19** |
| 10 | **BASE** | **54 days** | **Wed 2/27/19** | **Mon 5/13/19** |
| 91 | **OPTION 1** | **10 days** | **Tue 5/14/19** | **Tue 5/28/19** |
| 92 | Facility Number 1088 | 1 day | Tue 5/14/19 | Tue 5/14/19 |
| 93 | Facility Number 4932 | 1 day | Wed 5/15/19 | Wed 5/15/19 |
| 94 | Facility Number 11099 | 1 day | Thu 5/16/19 | Thu 5/16/19 |
| 95 | Facility Number 0A388 | 1 day | Fri 5/17/19 | Fri 5/17/19 |
| 96 | Facility Number 1S100 | 1 day | Mon 5/20/19 | Mon 5/20/19 |
| 97 | Facility Number 00A42 | 5 days | Tue 5/21/19 | Tue 5/28/19 |
| 98 | **OPTION 2** | **5 days** | **Wed 5/29/19** | **Tue 6/4/19** |
| 99 | Facility Number 2021 | 2 days | Wed 5/29/19 | Thu 5/30/19 |
| 100 | Facility Number 1085 | 1 day | Fri 5/31/19 | Fri 5/31/19 |
| 101 | Facility Number 0A395 | 1 day | Mon 6/3/19 | Mon 6/3/19 |
| 102 | Facility Number 86BT4 | 1 day | Tue 6/4/19 | Tue 6/4/19 |
| 103 | **SITE RESTORATION AND DEMOBILIZATION** | **30 days** | **Wed 6/5/19** | **Wed 7/17/19** |





| ID | Task Name | Duration | Start | Finish |
|---|---|---|---|---|
| 104 | **BASE** | **17 days** | **Wed 6/5/19** | **Thu 6/27/19** |
| 157 | **OPTION 1** | **5 days** | **Fri 6/28/19** | **Fri 7/5/19** |
| 158 | Facility Number 1088 | 1 day | Fri 6/28/19 | Fri 6/28/19 |
| 159 | Facility Number 4932 | 1 day | Fri 6/28/19 | Fri 6/28/19 |
| 160 | Facility Number 11099 | 1 day | Mon 7/1/19 | Mon 7/1/19 |
| 161 | Facility Number 0A388 | 1 day | Tue 7/2/19 | Tue 7/2/19 |
| 162 | Facility Number 1S100 | 1 day | Wed 7/3/19 | Wed 7/3/19 |
| 163 | Facility Number 00A42 | 1 day | Fri 7/5/19 | Fri 7/5/19 |
| 164 | **OPTION 2** | **5 days** | **Mon 7/8/19** | **Fri 7/12/19** |
| 165 | Facility Number 2021 | 2 days | Mon 7/8/19 | Tue 7/9/19 |
| 166 | Facility Number 1085 | 1 day | Wed 7/10/19 | Wed 7/10/19 |
| 167 | Facility Number 0A395 | 1 day | Thu 7/11/19 | Thu 7/11/19 |
| 168 | Facility Number 86BT4 | 1 day | Fri 7/12/19 | Fri 7/12/19 |
| 169 | Punchlist & Acceptance | 2 days | Mon 7/15/19 | Tue 7/16/19 |
| 170 | Demobilization | 1 day | Wed 7/17/19 | Wed 7/17/19 |
| 171 | **PROJECT CLOSEOUT** | **65 days** | **Thu 7/18/19** | **Fri 10/18/19** |
| 172 | Closure of Permits | 10 days | Thu 7/18/19 | Wed 7/31/19 |
| 173 | Submit Final Report | 20 days | Thu 8/1/19 | Wed 8/28/19 |
| 174 | Review Final Report | 10 days | Thu 8/29/19 | Thu 9/12/19 |
| 175 | Re-Submit Final Report | 10 days | Fri 9/13/19 | Thu 9/26/19 |
| 176 | Acceptance of Final Report | 10 days | Fri 9/27/19 | Thu 10/10/19 |
| 177 | Contract Close Out | 5 days | Fri 10/11/19 | Fri 10/18/19 |