**Technical Response to  
PANHES-22-P-0000 004073 - South Eastern Region MATOC,   
for abatement and demolition services at   
Milan AAP, Milan, TN**

Submitted on: 29-August-2022 12:00 local time

Submitted to: \_\_\_\_\_\_\_

**All Phase Services, Inc.**

**POC Name: Carlos Martins / President  
Email: carlos@allphase.org  
34 SW 5th Avenue | Delray Beach FL 33444 US  
Phone: 561-620-8222 or 561-756-6647 | Fax: 866-260-2024 | Web: http://allphase.org**

NOTICE

This proposal includes data that will not be disclosed outside the Government and will not be duplicated, used, or disclosed--in whole or in part--for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this offeror as a result of--or in connection with—the submission of this data, the Government will have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets MARKED WITH THE FOLLOWING LEGEND:

Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this documen**T.**

**Cover Letter**

DD-MM-YYYY

To:  
[INSERT CONTACTS]

Dear Sir/Madam:

All Phase Services, Inc. is pleased to submit this proposal in response to the \_\_\_\_\_\_. Our proposal conforms to the instructions and requirements of the solicitation and addresses the Task Order PWS. We acknowledge receipt of associated maps and Site Survey Report, and Q&As, as well as the RFP, including all amendments up to received \_\_\_\_\_\_\_. 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 $\_\_\_\_\_\_\_\_\_\_\_; we show price breakouts for both demolition and abatement in our cost summary sheets. A cost summary sheet is also included for Options ($\_\_\_\_\_\_\_\_\_). We will meet the minimum \_\_\_% landfill diversion goal for this task order.

Eric Newman, Pre-Construction Manager 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, with contact information provided, below. Sal Rabah, President of All Phase, will be the alternate POC.

Respectfully,

/S/

Eric Newman, Pre-Construction Manager – Primary POC  
O: 561.272.0944 | C: 941.302.6562  
Email: Eric.newman@allphase.org

Sal Rabah, President – Alternate POC  
All Phase Services, Inc.  
34 SW 5th Avenue  
Delray Beach, FL 33444  
561-620-8222 | Fax 866-260-2024  
Email: [sal@allphase.org](mailto:sal@allphase.org)

*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.

**Contents**

Technical Approach 1

Exhibit: Buildings Being Demolished 2

Table 1. Hazardous material abatement projected difficulty per location 2

Table 2. Hazardous material abatement manpower projection 2

Table 3. Subcontractors, consultants, vendors, and waste handlers to assist 2

1. Project Planning 2

2. Abatement Approach and Disposal 9

Abatement and Disposal of Asbestos Containing Material 10

3. Project Execution 14

Preliminary Schedule 18

Schedule Adjustment for Optional Tasks 18

Change Orders 18

4. Demolition Approach 19

Task Order-Specific Approach 19

Table 4. Demolition Structure Types and Projected Difficulty Per Location 20

Table 5. Manpower and Major Equipment Needed 20

5. Debris Handling, Waste Diversion, Recycling 20

Debris Handling 21

Waste Diversion and Recycling 21

Table 6. Demolition Waste Recycling and Salvage Worksheet 21

6. Site Security and Safety Approach 21

Site Security 22

Safety Approach 22

7. Site Restoration 26

8. Key Personnel 26

Table 8. Key Personnel to be Assigned 27

9. Site Specific Issues 27

Appendix - Preliminary Project Schedule – Base Bid 28

**Tables**

Table 1. Hazardous Material Abatement Projected Difficulty Per Location

Table 2. Hazardous Material Abatement Manpower Projection

Table 3. Subcontractors, Consultants, Vendors, and Waste Handlers To Assist

Table 4. Demolition Structure Types and Projected Difficulty Per Location

Table 5. Manpower and Major Equipment Needed

Table 6. Demolition Waste Recycling and Salvage Worksheet

Table 7. Preliminary Activity Hazard Analysis

Table 8. Key Personnel To Be Assigned

# Technical Approach

This project involves All Phase Services, Inc. (“All Phase”) coordinating personnel, equipment, and other resources for abatement and demolition services at FY22 Milan AAP Milan, TN. In our experience, inevitable complexities throughout the project are mitigated by having a well-orchestrated plan in place to coordinate the different aspects of a demolition, particularly at a site that has unexploded ordinance (UXO), lead paint, and PCBs. We will plan and complete the removal of buildings and structures located at H-Line, as well as other supporting infrastructure.

Our project planning approach is based on a traditional “waterfall” approach: we set clear milestones between each task, with set due dates, deliverables, and client expectations organized on a clear timeline, as shown in the GANTT provided as an appendix. The All Phase project planning approach is based on the concept that the demolition process should flow like an actual waterfall, i.e., each stage and phase will be completed in its entirety before moving on to the next one. For instance, all the requirements for clearing the building must be completed first before beginning the first demolition phase.

All Phase has carefully considered the government’s requirements and all other work scope documents, and understand the abatement task in terms of hazardous material sources and difficulty per location (Table 1). From site visit and Pre-Demolition Survey Reports, we expect to encounter UXO, lead paint, PCBs, asbestos containing material ACM in \_\_\_\_ 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.

MORE ON UXO, etc.

## Exhibit: Buildings Being Demolished

See pages 15-16 (Southeast Region MATOC TABLE I MILAN AAP\_LINE E\_SUMMARY OF MEC PA SAMPLING AND PROBABILITY RESULTS) found in KO SIGNED Official FY22 Milan AAP PANHES 22 P 0000 004073 FRP RFP Letter.pdf

## Table 1. Hazardous material abatement projected difficulty per location

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

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

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. Subcontractors, consultants, vendors, and waste handlers to assist

# 1. Project Planning

UXO

Lead paint

PCBs

Prior to full mobilization, All Phase may request site access to perform certain pre-demolition activities that may assist with the development of work plans, accident prevention plans, and project schedules. We will follow the parameters FRP for allowing requests for partial Notices to Proceed (NTPs). See Appendix A, pages 9-10, *KO SIGNED Official FY22 Milan AAP PANHES 22 P 0000 004073 FRP RFP Letter.pdf*

2.0 OBJECTIVE

The objective of this Performance Work Statement (PWS) is to plan and complete the removal of buildings and structures located at H-Line, as well as other supporting infrastructure. See paragraph 3.7 for a list of facilities and features to be demolished. The project shall include, but is not limited to, pre-demolition facility assessments, abatement/removal of asbestos containing materials (ACM) and other regulated materials (ORM), disconnection and capping of utilities, removal of pole mounted and pad mounted transformers, demolition of facilities, diversion and/or disposal of all demolition debris and materials, and restoration of the site(s) to a specified condition and providing for positive site drainage.

3.0 DETAILED DESCRIPTION OF SERVICES

3.1 General Requirements. All work performed by the Contractor shall be designed and implemented to conform to the requirements in the FRP Region MATOC, this PWS, all applicable Federal, State, and Local regulations, and all accepted Work Plans and submittals. If there is a conflict between Federal, State, and local regulations and the PWS, the Contractor shall immediately informthe Contracting Officer. The Contractor shall present a complete description of the planning and demolition process as applied to the subject facilities. All demolition work designed/planned by the Contractor shall be reviewed/accepted by a certified Professional Engineer (PE). The PE shall stamp the Demolition Work Plan to satisfy this requirement. It is a requirement of this action that during all field work activities, the Site Safety and Health Officer (SSHO) and Quality Control Manager (QCM) shall be on-site.

3.2 Priority of Work. If no priority sequence of work is provided by the Government, then the Contractor shall clearly state the progression and sequence of work in the Proposal and the sequence of work shall be reflected in the schedule. Every effort shall be made to ensure abatement, demolition, and site restoration are accomplished to facilitate the completion of the h igher priority structures before the lower priority structures.

3.3 Liquidated Damages (LDs) Requirements. Per requirements in the base contract, for each task order Liquidated Damages (LDs) are applicable under the requirements of the PWS. The following terms and conditions shall apply in terms of LDs with regard to this Task order.

3.3.1 If the Contractor fails to complete the work within the time specified in the contract, the Contractor shall pay LDs to the Government as determined in accordance with “d” below, for each working day of delay until the work is completed or accepted.

3.3.2 If the Government terminates the Contractor's right to proceed for cause, LDs will continue to accrue until the work is completed. These LDs are in addition to excess costs of repurchase under the Termination clause.

3.3.3 LDs are not intended to be punitive in nature. LDs will be used only in the event delay days are clearly a result of Contractor's lack of performance resulting in schedule slippage.

3.3.4 LDs will be calculated as the awarded Firm Fixed Price Proposal cost multiplied by 5.6%; divided by the number of total working days listed in the Schedule below for the following items “10 Day Site Notification/Mobilization,” “Abatement and Demolition,” and “Site Restoration and Demobilization.”

LDs per day = (5.6% x Award Amount) (10 Day Site Notification/Mobilization + Abatement and Demolition + Site Restoration and Demobilization)

\*KO shall determine harm or economic impact of performance delays on an individual task order basis, considering factors such as impact to other installation projects or deadlines, in addition to extended oversight costs.

3.4 Preparation of Work Plans and Related Documents. Work Plans are a significant quality element of the work. The Contractor’s performance with respect to Work Plans will be rated in the Quality Assurance process. Work Plans are to addres s the specific needs of the task order. The inclusion of standardized processes in the technical descriptions is acceptable. Generic documents that do not address the site-specific needs are unacceptable. The Contractor shall highlight all revisions within the Work Plansubsequenttotheinitialsubmittal. A“ChangesList”thatstatestherequiredchangeandthepageonwhichitislocatedshallbe placed at the front of the document for each re-submittal of the Work Plan.

Upon award of this task order, the Contractor shall prepare and submit for acceptance a set of Work Plans and Related Documents within the allotted time. The Contractor shall take full advantage of the Work Plan preparation period to further refine/identify available markets and landfill resources in the general area in order to develop the Diversion/Recycle Plan such that the maximum cost-effective re-use/disposal of this facility is obtained. These plans and documents shall be prepared in accordance with all applicable Federal, State, and Local regulations, the instructions and guidance in the basic MATOC, and this task order PWS. The Contractor shall incorporate information and data from the pre-proposal site visit, official responses to submitted questions (via ProjNet), and other documents as available.

3.4.1 Site Specific Work Plan. The Contractor shall submit a work plan in accordance with the requirements in the FRP Region MATOC, Attachment 7 - Work Plans Sub-Plans, and Appendices, and the specific requirements of this PWS. The Work Plan shall include the various sub-plans necessary to support/prosecute the work, e.g., Asbestos Abatement Plan (includes ACM and ORM), Site SpecificDemolitionPlan,Diversion/Re-UsePlan,AccidentPreventionPlanetc.,aswellastheplanslistedbelow. TheContractor shall include a detailed project schedule providing abatement and demolition timelines by building, restoration of sites by individual siteorgroupsofsites,andaprojectedcompletiondate,toincludetheoverallprojectcriticalpath,intheWorkPlan. TheWorkPlan shall clearly identify the Key Personnel planned to be associated with the Task Order, their qualifications, accompanying resume, and any necessary certifications to support the assigned duties. The contractor has an obligation to determine the applicable laws and regulations associated with material storage, stockpile, reuse and/or disposal for the Installation . As an example, the contractor shall determine the proposed handling, storage, and final proposed disposition of materials with coatings such as painted concrete and the suitability of these materials as fill, site restoration material, or otherwise.

3.4.2 Accident Prevention Plan (APP). A site-specific health and safety plan shall be developed in accordance with U.S. Army Corps of Engineers Health and Safety Requirements, manual EM 385-1-1. The APP shall include a complete site-specific Activity Hazard Analysis (AHA) for each activity of the work. Refer to FRP Region MATOC Sections 1.11 and 5.6, as well as Attachment 8, Accident Prevention Plan Checklist, for requirements and instructions. In particular, the Contractor shall develop as part of the APP, specific requirements for any “lift plan(s)” needed to remove vessels, equipment, trusses, or other items that require use of a crane or otherliftingdevicewhichmaycausehazardstopersonnelorstructures. Aspecifichazardanalysisforeachlocation/typeofliftshall be provided. Areas adjacent to the areas of demolition may be occupied. Work is to be conducted in such a manner as to minimize migration of dust and odors from the work area and into adjacent occupied spaces which can cause disruption of normal operations. The Contractor shall provide protection to ensure safety of passage of people around the demolition area and from occupied portions of adjacent buildings and structures. The Site-Safety Health Officer (SSHO) and the Quality Control Manager (QCM) shall be present on-site at all time while field activities are occurring. The SSHO shall comply with all applicable safety criteria and shall use their discretion to determine which activities require the SSHO to be present, and where the SSHO will be for day -to-day operations.

Concurrent demolition of multiple facilities shall only be allowed if the Demolition Competent Person determines concurrent demolitions do not present an unacceptable risk, the PE allows for concurrent demolition in the signed work plan, and the Government DesignatedAgent(GDA)acceptsworkplanandAPP. During abatement all applicable “environmental monitoring” protocols as prescribed per EM 385-1-1 are required. Note this may be in addition to any personal air sampling required by OSHA or other regulatory requirements. The APP and all Activity Hazard Analysis’ (AHAs) shall be reviewed and accepted by the Government Safety Office prior to the notice to proceed. The installation or additional stakeholders may require reviews of the Contractor’s AHAs which shall be accommodated by the Contractor.

3.4.3 Contractor’s Quality ControlPlan (CQC). PrepareaCQCPlanperrequirementsandguidanceinFRPRegion MATOC, Attachment 7 - Work Plans Sub-Plans, and Appendices.

3.4.4 Storm Water Pollution Prevention Plan (SWPPP)/Erosion and Sediment Control Plan (E&SCP). The contractor shallobtainthenecessarypermitstoconducttheactivitiesincludedinthisTaskOrder. TheContractorshallsubmitforacceptance,a SWPPP/E&SCP in accordance with Federal, State, and Local requirements. No later than the kick-off meeting the Contractor shall coordinate SWPPP/E&SCP permit requirements with the State and Installation, to ensure all Federal, State, and Local requirements are addressed. The SWPPP/E&SCP will be reviewed by the Installation and Owner for comment.

MLAAP is on the National Priorities List for hazardous waste sites within the United States due historical releases of pollutants and contaminants to soil and groundwater. The Contractor shall coordinate with the Installation and comply with the applicable installation Land Use Controls while performing work.

3.4.5 Soil Sampling and Analysis Workplan. The Contractor shall provide a Soil Sampling and Analysis Workplan for sampling soils underneath buildings for approval by the Government and regulatory stakeholders (Tennessee Department of Environment and Conservation and EPA). The plan will be prepared in accordance with and will meet the intents of the “Soil Sampling Strategy for MLAAP Line H Building Demolition, Milan Army Ammunition Plant, October 20, 2021”. Data collected including sample results and work done in accordance with the plan will be provided to the Government in a report.

3.4.6 UXOConstructionSupportPlan. TheContractorshallprepareaplantopresentallrequirementsforconductofthe UXO Construction Support effort IAW EM 385-1.97, DDESB TP 18 and EM 385-1-1.

The contractor shall provide stand-by (on-site) UXO/MEC (Unexploded Ordnance/Munitions of Explosive Concern) safety support as required for construction activities determined to have a low probability of encountering MEC IAW EM385 -1-97 paragraph I.1.A.02.02.a.(1)

UXO/MEC Team Composition- UXO/MEC construction safety team at a minimum will consist of two UXO qualified personnel (UXOQP) including one UXO Technician 3 and UXO Technician 2 IAW EM385 -1-97 paragraph I.1.A.02.02.b.(1)

Qualifications for UXOQP’s must be IAW DDESB TP-18 Chapter 4

The requirements of this plan, typically to be provided by the UXO Construction Support subcontractor, shall mesh with the prime contractor's Accident Prevention Plan as well as present any OE/UXO-specific APP/safety considerations.

See Appendix F, Item 4 - MLAAP H-Line Report FINAL Sept2020.

3.4.7 PCB Management Plan. The Contractor shall prepare and submit a PCB management plan in order to lay out how all PCB's encountered (PCB's -in-paint, PCB’s in building materials, PCB spills) will be handled, transported and disposed of for review and approval by the EPARegionIV. The Government may have a suitable sub-plan for use on this project as well, based upon previous projects at Milan

3.4.8 Permits and Notifications. Research, prepare and submit all permits and notifications as required by Federal, State, local, and installation regulations and requirements. Examples of Installation permits include, but are not limited to, the following:

3.4.8.1 Dig Permit. The Contractor will be required to obtain a Dig Permit through the Operating Contractor prior to any land disturbance. Permit copies must be available for review at the job site.

3.4.8.2 Hot Work Permit. Obtain a Hot Work permit for any activity such as maintenance, repairs, alterations, construction, demolition, or other activity that is capable of initiating fires or explosions. A fire watch must be provided for a minimum of 30 minutes after completion of Hot Work.” Contractor is responsible for providing an acceptable hot work program in its APP and work plan. A separate AHA for this work will be required

3.5 SiteWorkActivities. Following acceptance of the Work Plans and related documents, the Contracting Officer shall issue a Notice to Proceed (NTP) directing the Contractor to execute the contract, or any portion thereof, in accordance with the awarded PWS, accepted submittals, and all Federal, State, and local regulations. The task order shall include, but is not limited to, the following requirements:

3.5.1 Pre-Demolition Assessment (ACM/ORM/LBP Survey). – Any information provided by the Government relevant to Pre- Demolition Assessments prior to bid is for informational purposes only. The intent is to identify materials which may require special handlingandordisposalpriortoorduringdemolitionactivities. TheContractorisresponsibleformeetingallFederal,State,and Local requirements associated with Pre-Demolition Assessments, Surveys, and or similar documentation necessary for obtaining permits for performing the work required by this PWS.

3.5.2 Pre-Demolition Assessment. The Environmental Contamination Assessment (ECA) that was performed for this site includedsamplingofpaintsforleadandPCBsforthepurposeofdeterminingremediationneedspriortobuildingtransfer. Hence, the paint chip sampling done, and any positive indications for either lead or PCBs-in-paint, was not sufficient to determine disposal of debris. As such it is incumbent upon the Contractor to determine ACM, ORM, and PCBs-in-paint presence and quantities for proper waste characterization, management, manifesting, and disposal IAW all Federal, State, and local regulations.

3.5.3 Mobilization/Demobilization and Site Setup. This activity includes the following:

3.5.3.1 Travel and transport of labor, equipment, and materials to work site, in-processing, site orientation, and any site or task specific training.

3.5.3.2 Installation of storm water protection system, installation of temporary safety fencing, and any other features required by permit.

3.5.3.3 The Installation Operating Contractor shall be responsible for all utility disconnections. The Abatement and Demolition Contractor shall notify the appropriate installation POC 10 workdays prior to performing work at each facility.

3.5.3.4 When a project requires the removal of pole- or pad-mounted transformers, the Installation must certify that they do not contain PCBs. If they do, the Installation is responsible for sampling and draining/closeout of the transformers prior to removal by the Contractor.

3.5.3.5 Demolish or abandon utility lines, equipment and ancillary infrastructure in accordance with the requirements. 3.5.4 ACM Abatement and ORM Removal and Disposal. This activity includes the following:

3.5.4.1 Abatement, removal, and disposal of ACM and ORM.

3.5.4.2 The Contractor shall abate, remove, and dispose of ACM and ORM in accordance with Federal, State, and Local regulations. The Contractor shall comply with all Federal, State, and local requirements for manifesting, transporting, and disposal of ACMandORM. AllmanifestsforACMandORMsentoffsitewillutilizetheInstallationEPAIDnumberandsignedbythe Installation Environmental Manager. Installation environmental manager will be provided opportunity to review waste profiles and shipment of wastes.

3.5.4.3 ACM waste generated by this task order shall be transported and legally disposed of at a U.S. EPA-approved asbestos waste disposal facility. Submit waste manifests for Government’s record within 45 days documenting compliance with the requirements of this Section.

3.5.4.4 The removal and disposal of ORM, which are, at a minimum, PCB-containing light ballasts, mercury-containing light tubes, mercury-containing thermostats and self-actuated fire alarms shall be performed prior to demolition.

3.5.4.5 ORM waste generated by this task order shall be transported and legally recycled or disposed of at an acceptable and appropriate waste disposal facility. SubmitwastemanifestsforGovernment'srecordwithin45daysdocumentingcompliancewiththe requirements of this Section.

3.5.5 Demolition. This activity includes, but is not limited to the following, and/or as described in Appendix C, Proponent Specific Requirements Appendix D, Detailed Site Notes from Scoping Site Visit:

3.5.5.1 Interior equipment and machinery whether attached to the structure or free-standing.

3.5.5.2 All E- and F-Line aboveground utilities, walkways, and roadways shall be removed, to include overhead electrical

distribution system inside the security fence and aboveground steam lines both inside the security fence and extending outside the fence to the steam distribution connection point. Aboveground appurtenances (i.e., fire hydrants, post indicator valves, water main valve boxes, manhole covers and lids, etc.) that have been disconnected from the Installation -wide utility distribution loop shall also be removed and disposed. As part of this effort, also remove the underground, abandoned, fire water loop.

3.5.5.2 Exterior pole-mounted lights and other equipment within the boundaries of demolition of the facility perimeter, and any poleorotheritemthathindersthefacilityremovalprocessorcontributesasafetyhazard. The removal of these will be reviewed and accepted by the Owner prior to work.

3.5.5.3 Except where specified or reserved by the Government, all items and objects, materials, and equipment, that are on, in, or within the facilities at the time of mobilization are the property of the Contractor and shall be removed.

3.5.5.4 Any pavement to be removed must be saw-cut to separate from the pavement to remain. Shoulders must be established at the cut area to maintain integrity of remaining pavement.

3.5.5.5 Satisfactory backfill material shall comply with all Federal, State, and Local regulations, but if allowable may be processed cementitious debris or similar backfill material as accepted by the Contracting Officer and accepted by the Installation Environmental POC.

3.5.5.6 Backfill shall be placed in lifts not to exceed eight (8) inches in loose thickness and compacted to the density as specified in the Region MATOC Attachment 12 – Specification Guide 02221 - Ex-Back-Site.

3.5.5.7 The facility footprint shall be covered with a four-inch layer of topsoil which shall be graded to match the surrounding environment and provide for positive site drainage.

3.5.5.8 The Contractor shall demolish and remove all ancillary items associated with each facility within the limits defined in the Demolition Design documents provided or as otherwise indicated in the PWS. Items may include, but are not limited to, overhead conveyance systems, unused utilities, walkways and sidewalks, utility poles, equipment pads, loading docks, etc.

3.5.5.9 The Contractor shall install temporary protective barriers (fencing) in accordance with EM 385 -1-1, 04.A.04, Fencing and Warning Signs, and remove them when the GDA permits. For this task order properly installed and placarded orange construction fencing is an option for providing a temporary protective barrier.

3.5.5.10 Contractor shall restore existing perimeter fence with like materials and design to restrict access to the area upon completion of demolition activities. Contractor shall provide proposed fencing layout to Milan AAP Security Office prior to installation. See Appendix F, Item 5 - FE6 Chain-Link Security Fence (STD 87-90-03)

3.5.6 Debris Disposal/Diversion. This activity includes the following:

3.5.6.1 The minimum diversion goal for this Task Order is 60% by weight.

3.5.6.2 The Contractor shall manage wastes and debris in accordance with the accepted Waste Management and Diversion Plan.

3.5.6.3 Demolition Material Disposal/Recycle/Diversion. The Contractor shall be responsible for removal, segregation, decontamination, loading and transportation of all debris for disposal at facilities approved to accept the particular material. With respect to any contamination found, the method of remediation/ decontamination will be proposed by the Contractor for acceptance by the Government and the regulatory agencies.

Contractor shall perform hazardous waste determination for the painted concrete using the RCRA TCLP waste characterization analysis and shall ensure that no PCB content of paint on concrete exceeds the regulatory thresholds For concrete debris that passes the TCLP test, to include unpainted debris, an SPLP analysis will also be performed of the m aterials to determine leaching characteristics of the RCRA 8 metals. Debris that passes both the TCLP and SPLP analyses, may then be rec ycled and reused on site.

Asphalt and concrete/brick materials are to be stockpiled separately. Contractor shall dispose of concrete/brick material not meeting RCRA & TSCA standards IAW Federal, State, and local disposal regulations. All crushed concrete materials that have been tested and are RCRA non-hazardous shall be stockpiled at the project site. Asphalt materials may be used intended purposes such as roadbed materials.

After operations are complete, if there are excess soils, Contractor shall stockpile and sample to characterize soils for explosives. Soils under the remedial action levels may be reused onsite. Soils above remedial action levels will be covered to prevent water infiltration. Upon review of characterization information, Environmental Manager will determine final disposition of surplus soils. For bidding purposes, contractors shall assume surplus soils will be stockpiled at the Installation. Contractor shall coordinate with the Installation for final location of crushed material.

The contractor shall dispose of demolition debris generated by this work action at an accepted transfer station or commercial landfill. Any materials that are to be disposed off-site or recycled/reused shall be rendered as MDAS and certified as such. On production-specific equipment, the Contractor shall decontaminate all to an MDAS condition, certify it as such and be responsible for transportation to the chosen disposal location for disposal.

If any groundwater is encountered and requires dewatering, containerize groundwater and dispose at the Installation Industrial Wastewater Treatment Plant.

After operations are complete, if there is a surplus of soil it may be spread onsite or left stockpiled for use by the installation. Testing will verify the soil does not contain hazardous constituents.

The contractor shall backfill and seed any areas excavated during the performance of this work. Borrow for fill material is a vailable at MLAAP.

Immediately following the demolition of each facility, Contractor shall conduct sampling efforts IAW Approved Soil Sampling Strategy for MLAAP Line H Building Demolition. See Appendix F, Item 2 - Soil Sampling Strategy for MLAAP Line H Building Demolition. Government understands a reconciliation between the Soil Sampling Strategy and Approved Soil Sampling Strategy requirements may be required after award.

3.5.6.4 Upon acceptance of the recycling/re-use analysis presented in the Waste Management and Diversion Plan the Contractor shall recycle materials and submit proof of recycling/diversion in the monthly and final reports.

3.5.6.4 Use of the material processed for engineering fill, aggregate, or re-constituted concrete or asphaltic pavement constitutes recycling.

3.5.6.5 The Contractor shall dispose of debris generated during the execution of this work not intended for diversion/re-use/recycling at a commercial disposal facility/landfill that is permitted to accept the type material being disposed.

3.5.6.6 In accordance with all Federal, State, and local regulations, all concrete/asphaltic materials suitable for reuse and recycling may be crushed on site. Contractor shall coordinate crushing activities with installation to determine terms and conditions of the Installation Air Quality Permit.

3.5.6.7 Contractor shall perform hazardous waste determination for all waste using the RCRA TCLP waste characterization analysis and shall ensure that no PCB’s content of paint on concrete exceeds regulatory thresholds.

For concrete debris that passes the TCLP test, to include unpainted debris, an SPLP analysis will also be performed of the materials to determine leaching characteristics of the RCRA 8 metals. Debris that passes both the TCLP and SPLP analyses, may then b e recycled and reused on site.

Asphalt and concrete/brick materials are to be stockpiled separately. Contractor shall dispose of concrete/brick material no t meeting RCRA & TSCA standards IAW Federal, State, and local disposal regulations. All crushed concrete materials that have been tested and are RCRA non-hazardous shall be stockpiled at the project site. Asphalt materials may be used intended purposes such as roadbed materials.

After operations are complete, if there are excess soils, Contractor shall stockpile and sample to characterize soils for explosives. Soils under the remedial action levels may be reused onsite. Soils aboveremedialactionlevelswillbecoveredtopreventwater infiltration. Upon review of characterization information, Environmental Manager will determine final disposition of surplus soils. For biddingpurposes,contractorsshallassumesurplussoilswillbestockpiledattheInstallation. Contractorshallcoordinatewiththe Installation for final location of crushed material.

3.5.6.9 After operations are complete, if there are excess soils, Contractor shall stockpile and sample to characterize soils for potential re-use or disposal. Upon review of characterization information, Environmental Manager will determine final disposition of surplus soils. For bidding purposes, contractors shall assume surplus soils will be stockpiled at the Installation.

3.5.6.9 Immediately following the demolition of each facility, Contractor shall conduct sampling efforts IAW Approved Soil Sampling Strategy for MLAAP Line H Building Demolition. See Appendix F, Item 2 - Draft Soil Sampling Strategy for MLAAP Line H Building Demolition. Government understands a reconciliation between the Draft Soil Sampling Strategy and Approved Soil Sampling Strategy requirements may be required after award.

3.5.6.10 Borrow material is available onsite. Contractor shall use all suitable soil from the project area and obtains soil from the installation borrow areas prior to purchasing and importing suitable native topsoil. Borrow Area is approximately 2.5 miles from Line H, see Appendix F, Item 3 – H-Line to Borrow Area.

3.5.7 Site Restoration and Final Cleanup. Following the removal of a facility, the Contractor shall clean and restore the area as indicated. Minimum specifications for backfill and site restoration can be found in the Region MATOC Attachment 12 – Specification Guide 02221 - Ex-Back-Site. Compaction shall meet the specifications for backfill of soils. The Contractor shall blend and grade the backfill soils into the surrounding grade (not exhibit slopes greater than 1 Vertical:12 Horizontal) to ensure that there is no ponding and to provide positive drainage. The Contractor is responsible for management of all permitted controls until the permits are closed out and the site is accepted by the landholder. Any damage caused by the contractor such as, but not limited to roadways or parking areas due to transporting debris, mechanical equipment, etc. shall be the contractor’s responsibility to repair back to original condition.

Site restoration shall be grass for all disturbed areas.

3.5.8 Salvage Credit. A change in market value of salvage and recyclable materials, over the course of the contract, shall not be considered a change of conditions and will not be a reason to request a change order modification.

# 2. Abatement Approach and Disposal

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 the subcontractor noted in Table 3. All Freon will be recovered by the vendor noted in Table 3 (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.

## 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 state 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 the government site.

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, noted in Table 3 (a small business). We will request 8-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 a US 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.

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.

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.

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 will 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 as much of the contaminants in the work area as possible, 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 will 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 will, if feasible, be based on personal OSHA monitoring conducted. The assessment will 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 will 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 will conduct final visuals for all non-friable ACM. The on-site IHT will 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.

# 3. Project Execution

At All Phase, we recognize that on-site management requires a chain of different tasks and responsibilities which are followed with great precision in order for the demolition project to be delivered according to the PMP. This on-site PM expands, updates, and modifies the PMP in conjunction with the All Phase team as necessary to reflect further information, the government’s detailed specifications or changed circumstances. When appropriate, the PM will make proposals for the acceleration of all or part of any demolition work package or task elements to achieve the target dates of the project.

On-site, the PM will effectively manage operatives, plant, equipment, services and office facilities, and may approve, on the advice of the All Phase team on the site, changes to tasking to improve safety and efficiency. The PM will establish all base line data which may be required for the execution of any works, and generally co-ordinate any further setting out carried out by the workforce. The on-site PM will establish and effectively manage task execution and final acceptance procedures, and monitor their implementation. The PM will instruct any subcontractors regarding required documentation to be handed over in order to ensure timely completion of the demolition. The PM is full-time on site as the deconstruction manager. Everything at this stage focuses on the successful delivery of the demolition of the buildings in conjunction with our targets for quality, schedule, cost, and safety.

***Regulations and Permitting***: All Phase will follow the jurisdiction of the state Department of Environmental Protection over asbestos abatement on this task order, unless otherwise directed. All Phase Superintendents and workers will have their state accreditations in order to work on this project. All Phase will coordinate removal and disposal of all regulated materials with the state Department of Environmental Protection. If needed, 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 (see Table 3) 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 the government. We will coordinate our SWPPP and Storm Water Best Management Practices with the government.

In accord with generally accepted engineer requirements and any engineering survey to be performed by a Professional Engineer (see Table 3), who will stamp the Demolition Work Plan to satisfy this requirement. The Work Plan will incorporate information from the pre-proposal conference (if applicable), 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 on site, 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 CO / 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 after award but prior to mobilization.

***Staging***: We will confirm the precise locations for staging with the CO/COR.

***Utilities***: All Phase will be responsible for all utility disconnects and coordinate all utility cutting and capping, 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 government site manager at the project Kick-Off Meeting.

We note that none of the utilities are privatized and there will be no disconnection fees. The government 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 any existing Asbestos Management Plans. Prior to transport of any controlled materials, EMD will be presented a manifest for approval.

***Handling of PCBs***: All Phase ensure worker training to promote proper handling and disposal of PCBs-contaminated materials, limiting the potential for these materials to pollute surface waters. Best management practices that protect human health by reducing dust exposures also help meet the objectives of reducing ground deposition of PCBs to ultimately protect water quality. When fewer surface PCBs are left behind during dry weather, it reduces concentrations in rainfall and runoff. Additionally, several unrelated Best Management Practices (BMPs), routinely implemented on construction projects, also reduce the mobilization of PCBs including BMPs for erosion control, sediment control, and waste management practices.

***Ordnance Explosive Safety Support***: An explosives safety submission (ESS) may be required, as there is a “High Probability” of UXO buildings.

***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 submit a monthly Progress Report not later than the tenth day of the month.

3.8.4.1 Weekly Status Report. The Contractor shall submit a weekly status report via RMS and email a copy to the Government Team by close of business on the first working day of each week.

3.8.4.2 Monthly Progress Reports. The Contractor shall submit a monthly Progress Report via RMS by close of business on the eighth day of the month.

3.8.4.3 Exposure Hour Report. The Contractor shall submit complete a monthly summary report of accident experience, exposure, Restricted Duty (RD), and Lost Workdays (LWD). via RMS by close of business on the seventh day of the month.

3.8.4.5 ContractorManpowerReporting. TheContractorshallsubmitalltheinformationrequiredintheformatspecifiedatthe following web address: https://www.beta.sam.gov

3.8.5.6 Meeting Notes. The Contractor shall take notes and prepare reports for all meetings, to include recurring weekly/monthly meetings and teleconferences. Within five working days after date of meeting, Contractor shall prepare meeting notes in type d form and furnish it to the Government PM for concurrence and distribution to all attendees.

***Close-out***: All Phase will submit an electronic closeout package (final report) no later than 20 working days after completion of project (following the 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.

3.8.7 Final Report. The Contractor shall provide a final report in accordance with Attachment 10, Demolition and Recycling Final Report. The final report shall include a detailed description of work performed and lessons learned. The summary detail shall include the quantity and type of debris materials recycled, salvaged, reused, and disposed of and shall be presented in chart form showing original material quantity estimated, quantity recycled, percentage recycled, and approximate cost or cost savings versus a commercial landfill/disposal facility alternative. A copy of this diversion information shall be provided to the designated Installation Environmental POC.

***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. 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 Quality Control Manager (QCM) 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 the government 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 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 will be minimized or eliminated to the maximum extent practical. The 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.

## Preliminary Schedule

In the attached appendix, we attach our work schedule in the form of a 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 \_\_\_\_\_\_\_\_. The timeline terminates at \_\_\_\_\_\_\_, a period of \_\_\_\_\_ work days — a full five (5) days fewer than the maximum allowed.

As described previously, All Phase will execute the project using an abatement crew consisting of a Supervisor overseeing laborers. The demolition crew will consist of a Supervisor plus operators and laborers. There is no stated order of priority in the PWS. Following the project startup phase, the base bid structures targeted will be systematically abated and demolished in the order shown in the schedule, beginning on \_\_\_\_\_\_. The total Abatement / Demo work phase will consume \_\_\_\_ work days. Site restoration will commence after all buildings have been demolished starting on , with \_\_\_ work days allocated. Demobilization will begin on \_\_\_\_ and the final report will be delivered to the government by \_\_\_\_\_\_. After review and re-submittal, the project will close-out on \_\_\_\_\_\_\_.

## Schedule Adjustment for Optional Tasks

Scheduling requirements for Option 1 (DESCRIPTION) and Option 2 (DESCRIPTION) require additional work days of \_\_\_\_\_\_ and \_\_\_\_\_\_, 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 \_\_\_\_ days, for a final close-out date of \_\_\_\_\_. We show our Base Bid + Options schedule in the appendix to this proposal.

## Change Orders

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.

# 4. Demolition Approach

In order for the demolition of the buildings go smoothly, we will draft a Project Management Plan (PMP) for the government’s review. This is carefully laid out, as our demolition experts will conduct a structural analysis of the building to provide the answers needed to ensure the PMP is comprehensive. For example, demolishing a building with a party wall may require extra precautions to preserve the integrity of the surrounding buildings.

## Task Order-Specific Approach

We distinguish \_\_\_\_ main demolition structure “types” and indicate how difficult we anticipate the required effort will be (Table 4).

1. Notice to Proceed – After task order award, contractor is not allowed to enter the installation without a written notice to proceed from the Contracting Officer. See Appendix A for NTP requirements.

2. If supplied by the Government, the Contractor shall acknowledge drawings, maps, Site Survey Report, and any other GOV-supplied documentation, in the signed cover letter and indicate in the technical proposal whether any assumptions were made regarding their content.

3. Insurance is required per FAR 52.228-5, INSURANCE--WORK ON A GOVERNMENT INSTALLATION (JAN 1997)

4. FAR 52.236-3 -- Site Investigation and Conditions Affecting the Work. As prescribed in 36.503, insert the following clause:

Site Investigation and Conditions Affecting the Work (Apr 1984)

(a) 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.

See 3.8.5 Contract Submittals (pages 18-19 of KO SIGNED Official FY22 Milan AAP PANHES 22 P 0000 004073 FRP RFP Letter.pdf )

THE CONTRACTOR IS NOT AUTHORIZED TO MOBILIZE TO THE SITE WITHOUT ACCEPTANCE OF THE CONTRACTORS’ ACCIDENT PREVENTION PLAN AND CONTRACTING OFFICER WRITTEN NOTICE TO PROCEED (NTP)

## Table 4. Demolition Structure Types and Projected Difficulty Per Location

[DESCRIPTION OF BUILDINGS]

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 operators plus laborers. This work crew will systematically demolish facilities per the work schedule discussed in a later section. Heavy equipment needs will include a 80K# class demolition excavator, skid steers, and various trucks.

## Table 5. Manpower and Major Equipment Needed

# 5. Debris Handling, Waste Diversion, Recycling

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

## 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. All abatement and demolition materials will be exported off site to an appropriate waste management landfill (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 the appropriate Debris Recovery Form. Copies of this form and all supporting weight tickets will be provided to the government.

## 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.

We will either crush and reuse concrete on-site or export it to a local vendor 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 the appropriate vendor. All refrigerants will be recovered by our recovery vendor. We will submit proof of recycling in monthly and final reports.

We estimate that \_\_\_% 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 $\_\_\_\_\_ salvage credit to the government for all types of scrapped metal.

## Table 6. Demolition Waste Recycling and Salvage Worksheet

# 6. Site Security and Safety Approach

Providing and maintaining appropriate levels of site security benefits both the government and contractors, as it will protect the site, reduce the potential for problems (such as theft) and restrict entry to only authorized personnel. Upon award, the All Phase PM will conduce an initial site security assessment to verify the conditions as laid out in the RFP.

## Site Security

All Phase has reviewed the security requirements for working at the demolition site. 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.

All Phase will ensure that all employees requiring access to the work site, 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 five 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.

All Phase will follow gate access and traffic routing as required by the government. For this project, properly placarded 6-ft chain link fencing with secured gates may be required for buildings with 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.

## 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 Quality Control Manager, QCM) will be on-site during all field work activities. The CIH role, if needed, will be filled by the subcontractor noted in Table 3 (a small business). All Phase has pre-qualified our subcontractors to provide CIH expertise and any other special safety and environmental assessment/management that may be required for the 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 | |
| --- | --- |
| **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 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, to 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 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 specific agency 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.

# 7. Site Restoration

Site restoration for the base bid is scheduled to take place in \_\_\_\_\_. We estimate that \_\_\_ CY of backfill will be needed to restore the finished surface as specified in the PWS. We will coordinate with the government to access fill material needed for this project. Fill and topsoil will be imported from a local vendor. 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 government requirements at all times.

# 8. Key Personnel

For this task order, the On-Site and Key Personnel Guidance Table below indicates the minimum personnel who shall be on-site daily for this project. These personnel shall be Prime Contractor Employees, and at least one of the PrimeContractor Employee’s must have been employed with the Prime for at least one year, in the proposed position of responsibility. The qualificationsandrolesandresponsibilitiesoftheKeypersonnelareoutlinedintheBaseMATOC. Dual hatting is allowed as noted in the On-Site and Key Personnel Guidance Table below. The Prime Contractor must be present to sign for deliveries or removals from the Installation jobsite. Dual hatting shall not negatively interfere with the required duties of either positions.

Having scoped this project based on our extensive experience with similar efforts, All Phase is assigning the following Key Personnel, shown in Table 8. \_\_\_\_\_\_\_\_ will serve as Program Manager and single point-of-contact and liaison between the Government's CO and our company. \_\_\_\_\_ will be the Project Manager. Our proposed Superintendent will be \_\_\_\_\_\_. The SSHO will be \_\_\_ who will “dual-hat” as CQC Manager.

Additional Project Manager Requirements. The Contractor PM shall be available on a daily (pre-scheduled) basis to meet with USACE and Installation representatives.

3.6.1.2 Additional Site Superintendent Requirements. The Site Superintendent will be available to attend the weekly (pre- scheduled) progress meeting with USACE and installation representatives.

3.6.1.3 Additional Site Safety and Health Officer Requirements. The Site Safety and Health Officer will be available to attend the weekly (pre-scheduled) progress meeting with USACE and installation representatives.

3.6.1.4 Essential and Readily Available personnel. While the following persons are not required to be on site on a full-time basis, they shall be readily available to the FRP Contractor to handle any on-site situation requiring their expertise and shall be able to respond to actions and occurrences of events while abatement, demolition, and site restoration activities are occurring.

Site Quality Control Manager - This person shall be designated in the proposal and work plan.

Certified Industrial Hygienist (CIH) - This person shall be designated in the proposal and work plan.

Waste Manager - This person shall be designated in the proposal and work plan.

## Table 8. Key Personnel to be Assigned

# 9. Site Specific Issues

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

# Appendix - Preliminary Project Schedule – Base Bid

