**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:   
U.S. Army Engineering & Support Center (CEHNC-CT)  
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**Cover Letter**

To:  
U.S. Army Engineering & Support Center (CEHNC-CT)

Dear Sir/Madam:

All Phase Services, Inc. is pleased to submit this proposal in response to the PANHES-22-P-0000 004073 - South Eastern Region MATOC, for Abatement and Demolition Services at   
Milan AAP, Milan, TN. 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 26-August-2022. 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. We acknowledge drawings, maps, Site Survey Reports, and other documents provided by the government, and take no exceptions.

Carlos Martins, President of All Phase Services, Inc. will be the point of contact for this proposal with full authority to negotiate and sign the contract resulting from this procurement on All Phase’s behalf, with contact information provided, below. Eric Newman, Pre Construction Manager of All Phase, will be the alternate POC.

Respectfully,

/S/

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*Required Clause Regarding Site Investigation and Conditions Affecting the Work*:

All Phase 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) All Phase 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 All Phase to take the actions described and acknowledged in this paragraph will not relieve All Phase 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 All Phase based on the information made available by the Government. Nor does the Government assume responsibility for any understanding reached or representation made concerning conditions which can affect the work by any of its officers or agents before the execution of this contract, unless that understanding or representation is expressly stated in this contract.

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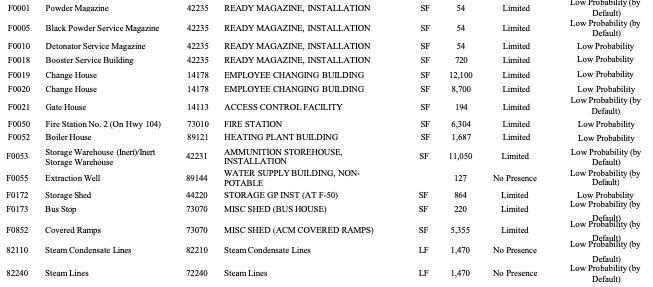
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# Technical Approach

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. Sequencing of this project is key: in order to ensure safety, we will deploy a surveillance crew for UXO. All workers will be accompanied by qualified UXO technicians. Munitions and munitions debris may be located on the ground surface. Sometimes a munition does not look obvious. We remind all personnel, daily, who go onto a suspected site, to remember, “If You Didn’t Drop It, Don’t Pick It Up!”

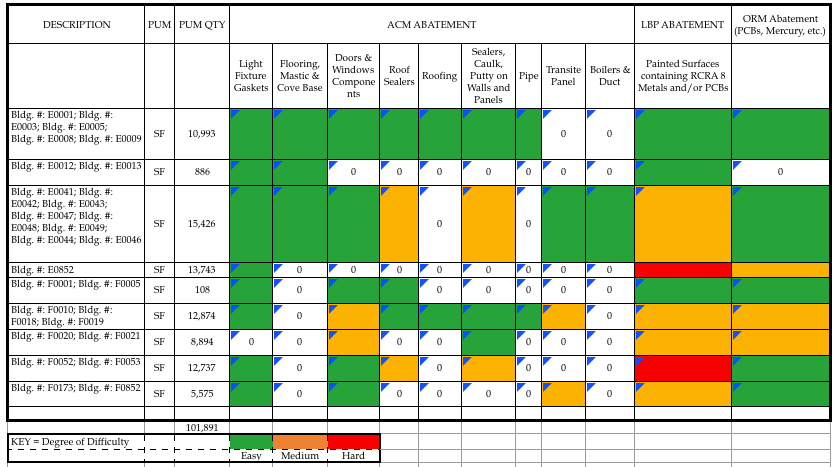
The munitions response process consists of sequential steps. The first two steps are intended to develop a preliminary conceptual site model (CSM). The preliminary CSM is used to identify data gaps and design the site investigation. The site investigation is used to developed a complete CSM. The site investigation may be done in an iterative manner to build the CSM. The completed CSM is the basis for the feasibility study. If additional information is learned, the CSM may be updated during any step in the process and subsequent steps may be modified as needed. US Army Corps of Engineers Huntsville Engineering and Support Center recently changed to a CERCLA process. See ER 200-3-1, May 2004: Section 102.1.2. Non NPL Properties: For FUDS properties not included on the National Priorities List (NPL), the DERP statute [10 USC 2701 (a)(2)] requires that response actions addressing DoD hazardous substances, pollutants, and contaminants be conducted in accordance with CERCLA (42 USC 9620). RCRA and CERCLA processes produce equivalent remedies and the programs parallel each other.

As All Phase further undertakes the site assessment, we will test soil samples to measure PCB levels, which will dictate remediation. Decision points based on the presence of potential hazards such as munitions or toxins will determine alternate courses of action. For example, if levels of PCBs are above recommended indicators, All Phase will adjust our process to use common remediation technologies for PCB-contaminated soil or sediments, such as excavating the top layer of soil and sending it off to a licensed incineration processors, or for disposal in an approved landfill. All Phase will obtain the necessary permits to conduct the activities included in the Task Order. 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. 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, an UXO surveillance crew will be required lead paint, PCBs, asbestos containing material ACM in several 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.

## Table 1: Buildings Being Demolished

## Table 2. Hazardous Material Abatement Projected Difficulty Per Location

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 the table in the demolition section.

## Table 3. 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 4.

## Table 4. Subcontractors, Consultants, Vendors, and Waste Handlers

|  |  |  |
| --- | --- | --- |
| **Expertise** | **Company** | **Location** |
| **State SWPPP – Qualified Stormwater Designer** | H2E Consulting | San Francisco, CA |
| **State of California Certified Biologist** | Jacobs Engineering Group, Inc. | Pasadena, CA |
| **Safety equipment** | Needham | Framingham, MA |
| **Refrigerant recovery** | Rapid Recovery | Nationwide |
| **Landfill**  C&D | Republic Services | Mayfield, KY |
| **Landfill**  friable + non-friable asbestos | Landfill @ Gold Medal Road | Milan, TN |
| **Concrete and Asphalt Recycling** | Rutherford Recycling Ctr, A-1 Waste LLC | Rutherford |
| **Universal Wastes** | Veolia ES Technical Solutions | Nationwide |
| **Metals Salvage** | Grimes Recycling Center | Lexington, TN |
| **Topsoil / Backfill** | King Bradley Dozer Services | Jackson, TN |

# 1. Project Planning

We will conduct 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. All Phase will perform hazardous waste determination for the painted concrete using the RCRA TCLP waste characterization analysis and will 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 materials to determine leaching characteristics of the RCRA 8 metals. See Appendix A, pages 9-10, KO SIGNED Official FY22 Milan AAP PANHES 22 P 0000 004073 FRP RFP Letter.pdf All Phase will 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).

work performed by All Phase will be designed and implemented to conform to the requirements in the FRP Region MATOC, the government’s PWS, all applicable Federal, State, and Local regulations, and all accepted Work Plans and submittals. 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) will be on-site.

All Phase will 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 obtainedAll Phase’s performance with respect to Work Plans will be rated in the Quality Assurance process. All Phase will 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.

All Phase will proceed a site-specific Accident Prevention Plan (APP), developed in accordance with U.S. Army Corps of Engineers Health and Safety Requirements, manual EM 385-1-1. The APP will include a complete site-specific Activity Hazard Analysis (AHA) for each activity of the work, in reference to FRP Region MATOC Sections 1.11 and 5.6, as well as Attachment 8, Accident Prevention Plan Checklist. In particular, All Phase will 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 heavy lifting equipment. Concurrent demolition of multiple facilities will 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) accepts work plan and APP.

# 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. All Phase will be responsible for all utility disconnections. The Abatement and Demolition All Phase will notify the appropriate installation POC 10 workdays prior to performing work at each facility. All Phase will be required to obtain a Dig Permit through the Operating All Phase prior to any land disturbance. Permit copies must be available for review at the job site. We will 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.” All Phase is responsible for providing an acceptable hot work program in its APP and work plan. We anticipate a separate AHA for this work will be required. When a project requires the removal of pole or pad-mounted transformers, the installer will certify that they do not contain PCBs. If they do, the installer is responsible for sampling and draining/closeout of the transformers prior to removal by All Phase.

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. All Phase will 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 will be rendered as MDAS and certified as such. On production-specific equipment, All Phase will decontaminate all to an MDAS condition, certify it as such and be responsible for transportation to the chosen disposal location for disposal. Immediately following the demolition of each facility, All Phase will conduct sampling efforts IAW Approved 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.

All Phase will prepare and submit a PCB management plan in order to lay out how all PCB's encountered (PCBs-in-paint, PCBs in building materials, PCB spills) will be handled, transported and disposed of for review and approval by the EPA Region IV. We understand the Government may have a suitable sub-plan for use on this project as well, based upon previous projects at Milan.

An assessment of UXO will be conducted before all else. Important questions our team will seek to answer include: What are the boundaries of UXO contamination in the target area? What are UXO and munitions density distributions? Are buried or discarded military munitions a concern? Are the munitions detectable? What are the effects of site characteristics on detection tools? Is a Time Critical Removal Action (TCRA) needed? What kind of specialized resources are needed and available? Based upon this initial assessment, All Phase will proceed with demolition and clean-up, as appropriate. Our UXO Construction Support Plan will be provided following guidelines in IAW EM 385-1.97, DDESB TP 18 and EM 385-1-1. All Phase will 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) The 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 will follow IAW DDESB TP-18 Chapter 4. The requirements of this plan, typically to be provided by the UXO Construction Support subcontractor, will mesh with our Accident Prevention Plan as well as present any OE/UXO-specific APP/safety considerations, as per Appendix F, Item 4 - MLAAP H-Line.

## 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. 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. Full enclosure method for friable materials (e.g., pipe insulation, floor tile, and mastic, joint compound, tank insulation, boiler and duct insulation) 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.

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. The method for Category I non-friable materials including flooring and roofing 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. 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. 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.

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.

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.

# 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 baseline data which may be required for the execution of any works, and generally coordinate 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. The Environmental Contamination Assessment (ECA) that was performed for this site included sampling of paints for lead and PCBs. Thus, when the paint chip sampling done, and any positive indications for either lead or PCBs-in-paint, we understand there was not sufficient to determine disposal of debris. As such it is incumbent upon All Phase 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.

***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. 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. All Phase project personnel will attend an onboard 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. The investigation plan is documented and includes: a field sampling plan; Quality assurance project plan (QAPP) •Geophysical investigation plan; Hazard analysis; An Explosives Safety Submission (ESS), if required by the appropriate Service, may need to be conducted for the investigation process. All services require an ESS the remediation phase; there is further information on this later in the training. *Reference*: *Army Corps of Engineers, ER-200-3-1 (FUDS ER). This regulation provides specific policy and guidance for management and execution of the Formerly Used Defense Sites (FUDS) program*.

***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. The following reports will be made: (3.8.4.1) Weekly Status Report. All Phase will 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. All Phase will 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. All Phase will 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) All Phase Manpower Reporting will be submitted at: https://www.beta.sam.gov All Phase will take notes and prepare reports for all meetings, to include recurring weekly/monthly meetings and teleconferences. Within five working days after date of meeting, Our PM will prepare meeting notes in type d form and furnish it to the Government PM for concurrence and distribution to all attendees.

***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 implement proper storm water & erosion control protective measures and maintain a clean job site. 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. Off-site vehicle tracking of dirt, soils, and sediments and the generation of dust will be minimized or eliminated to the maximum extent practical.

***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. As part of close-out, All Phase will provide a final report in accordance with Attachment 10, Demolition and Recycling Final Report. The final report will include a detailed description of work performed and lessons learned. The summary detail will include the quantity and type of debris materials recycled, salvaged, reused, and disposed of and will 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 will be provided to the designated Installation Environmental POC. Per 3.5.8 Salvage Credit, we acknowledge that a change in market value of salvage and recyclable materials, over the course of the contract, will not be considered a change of conditions and will not be a reason to request a change order modification.

## 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. 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.

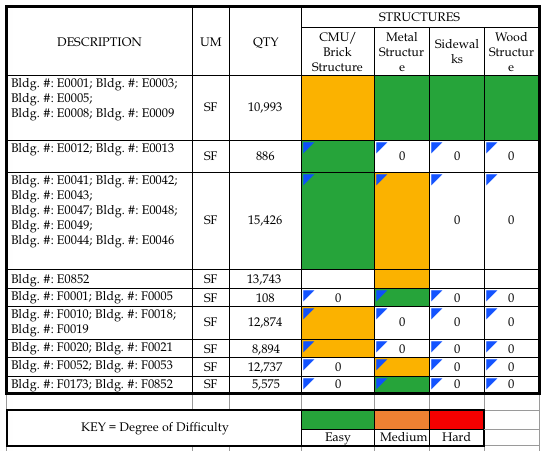
## Change Orders

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 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). No later than the kick-off meeting All Phase will coordinate SWPPP/E&SCP permit requirements with the State and Installation, to ensure all Federal, State, and Local requirements are addressed. 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. 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. 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 to 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. We distinguish the main demolition structure “types” and indicate how difficult we anticipate the required effort, as shown in Table 4. After task order award, we understand we are not allowed to enter the installation without a written notice to proceed from the Contracting Officer. We will follow the Appendix A Notice to Proceed (NTP) requirements. We will also provide documentation as to insurance required, per FAR 52.228-5, Insurance--Work On A Government Installation (JAN 1997). All Phase acknowledges that we are not authorized to mobilize to the site without acceptance of the contractors’ accident prevention plan and contracting officer written NTP.

## Table 5. Demolition Structure Types and Projected Difficulty Per Location



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 6. For All Phase to demolish or abandon utility lines, equipment and ancillary infrastructure, we will follow our procedures for ACM Abatement and ORM Removal and Disposal, in accordance with Federal, State, and Local regulations. All Phase will comply with all Federal, State, and local requirements for manifesting, transporting, and disposal. ACM waste generated by this task order will be transported and legally disposed of at a U.S. EPA-approved asbestos waste disposal facility. We will submit waste manifests for Government’s record within 45 days documenting compliance. 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 will be performed prior to demolition. ORM waste generated will be transported and legally recycled or disposed of at an acceptable and appropriate waste disposal facility. We will 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 overhead conveyance systems, unused utilities, walkways and sidewalks, utility poles, equipment pads, loading docks, etc.

Exterior pole-mounted lights and other equipment within the boundaries of demolition of the facility perimeter, removal will be reviewed and accepted by the Government prior to work. All items and objects, materials, and equipment, that are on, in, or within the facilities at the time of mobilization are the property of All Phase and will be removed. 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. Backfill will 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. The facility footprint will be covered with a four-inch layer of topsoil which will be graded to match the surrounding environment and provide for positive site drainage.

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 6. 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. 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. All Phase will backfill and seed any areas excavated during the performance of this work. Borrow for fill material is available at MLAAP.

## Waste Diversion and Recycling

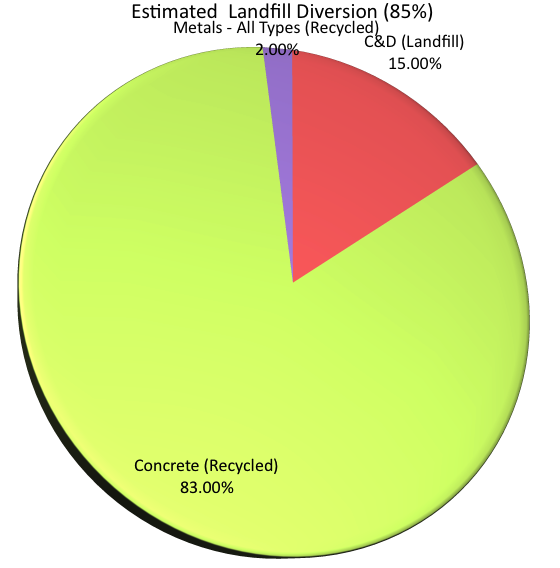
All Phase’s intent is to maximize the economic recycling of materials. This maximizes our return on scrap value and minimizes the waste stream of materials that will go to landfill.We will either crush and reuse concrete on-site or export it to a local vendor for recycling. Other items that we typically 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 85% of the demolition waste material by weight can be recycled as tabulated in Table 7. This should meet the minimum diversion goal for this task order. We project a $12,000.00 salvage credit to the government for all types of scrapped metal.

Upon acceptance of the recycling/re-use analysis presented in the Waste Management and Diversion Plan All Phase will recycle materials and submit proof of recycling/diversion in the monthly and final reports. Use of the material processed for engineering fill, aggregate, or re-constituted concrete or asphaltic pavement constitutes recycling. All Phase will 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.

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. All Phase will 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 All Phase for acceptance by the Government and the regulatory agencies. After operations are complete, if there are excess soils, All Phase will 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 will assume surplus soils will be stockpiled at the Installation.

## Table 7. Demolition Waste Recycling and Salvage

All Phase will coordinate with the Installation for final location of crushed material. Asphalt and concrete/brick materials are to be stockpiled separately. All Phase will 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 will be stockpiled at the project site. Asphalt materials may be used intended purposes such as roadbed materials.

# 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. All Phase will 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. All Phase will restore existing perimeter fence with like materials and design to restrict access to the area upon completion of demolition activities. All Phase will 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).

## 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. All Phase 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 8.

## Table 8. 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 will 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 will be pre-engineered. Operators will 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 will be identified and tested. Utilities that must remain live during work will be marked and protected as required. Utilities that are to be disconnected will 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 will be performed prior to any hot work in any area. Charged fire hoses and fire extinguishers will be available at all active work areas. No lines will be torch cut without first cold cutting the end and inspecting it. ABC type fire extinguishers will 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 will 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 will 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 will 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. |

At the end of every day we will lock all containers, entrances to decontamination units, fuel storage tanks, equipment, and vehicles. 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. Hard hats, safety shoes, and safety glasses must be worn by all within demarcated work areas. ***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 regarding 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 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

Having scoped this project based on our extensive experience with similar efforts, All Phase is assigning the following Key Personnel, shown in the following table. All Phase PM will be available on a daily (pre-scheduled) basis to meet with USACE and Installation representatives. The Site Superintendent will be available to attend the weekly (pre-scheduled) progress meeting with USACE and installation representatives. The Site Safety and Health Officer will be available to attend the weekly (pre-scheduled) progress meeting with USACE and installation representatives. Other essential personnel will be available to handle any on-site situation requiring their expertise and will be able to respond to actions and occurrences of events while abatement, demolition, and site restoration activities are occurring.

## Table 9. Key Personnel to be Assigned

|  |  |
| --- | --- |
| **Project Manager** | Harris, Tina L |
| **Program Manager** | Newman, Eric |
| **Superintendent** | Perez, Jorge |
| **Quality Control Manager** | Soto, Alberto (dual-hat) |
| **Safety Officer** | Soto, Alberto (dual-hat) |
| **Clerk** | Osorio, Clementina D |

# 9. Site Specific Issues

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

* If landfills are NOT available for either C&D and ACM, All Phase will have to make adjustments.
* None of the utilities are privatized and there will be no disconnection fees.
* Fire hydrants in the demolition area will be available for our use. Effective dust suppression is a primary concern of base personnel.
* Borrow material is available onsite. We will use all suitable soil from the project area and obtains soil from the installation borrow areas prior to purchasing and importing suitable native topsoil.

All trees shall be preserved unless removal is required due to integration with existing structures or foundations. Trees in danger of damage during demolition shall be protected or temporarily relocated and replaced prior to final site restoration. Following the removal of a facility, All Phase will 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 will meet the specifications for backfill of soils. All Phase will 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. All Phase is responsible for management of all permitted controls until the permits are closed out and the site is accepted by the landholder.

# Appendix - Preliminary Project Schedule – Base Bid