**Technical Response to  
PANHES-22-P-0000 003887 - Southeastern Region MATOC,   
for Abatement and Demolition services at   
Rio Puerto Nuevo, San Juan   
Puerto Rico Housing Demolition**

Submitted on: 30-August-2022 12:00 CST

Submitted to: US Army Corps of Engineers, Engineering aImagend Support Center,   
Huntsville (CEHNC)

Submitted by:

**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: www.allphaseenv.com**

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To:  
US Army Corps of Engineers, Engineering and Support Center,   
Huntsville

Dear Sir/Madam:

All Phase Services, Inc. is pleased to submit this proposal in response to PANHES-22-P-0000 003887 - Southeastern Region MATOC, for abatement and demolition services at Rio Puerto Nuevo, San Juan, Puerto Rico Housing Demolition. 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 27-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. We acknowledge the requirements in the base contract, that, for each task order, Liquidated Damages in the amount of $1,793.75 per calendar day may be assessed in accordance with FAR 52.211-11 / 11.501(d).

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*:

All Phase will 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 will 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 will to take the actions described and acknowledged in this paragraph will not relieve All Phase will 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 will 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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# Technical Approach

This project involves All Phase Services, Inc. (“All Phase”) coordinating personnel, equipment, and other resources to get this demolition process completed. All Phase understands the location of the abatement, demolition and site restoration requirements are small parcel properties acquired by Jacksonville District, along the southern shore of the Rio Piedras canal; structures are located North and West of the Colegio San Gabriel, along 25th NE Street (see Base Requirement, following). In our experience, this results in inevitable complexities throughout the project, so we know it is crucial to have a well-orchestrated plan in place to coordinate the different aspects. 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.

| **Base Requirement - Demolition of Structure(s)** | | | |
| --- | --- | --- | --- |
| **Demolition Sequence** | **Building #/Description** | **Sq ft** | **Site Restoration** |
| 1 | 300 - 267 25th NE Street | 1705 | Fill, then 4” layer of topsoil, graded to match the surrounding environment, with positive site drainage |
| 2 | 301 - 269 25th NE Street | 1774 | same as above |
| 3 | 302 - 271 25th NE Street | 766 | same as above |
| 4 | 303 - 273 25th NE Street | 1849 | same as above |
| 5 | 304 - 275 25th NE Street | 1042 | same as above |
| 6 | 305 - 277 25th NE Street | 1164 | same as above |
| 7 | 306 - 279 25th NE Street | 809 | same as above |
| 8 | 307 - 281 25th NE Street | 909 | same as above |
| 9 | 308 - 301 25th NE Street | 1426 | same as above |
| 10 | 309 - 303 25th NE Street | 1742 | same as above |
| 11 | 310 - 305 25th NE Street | 696 | same as above |
| 12 | 311 - 307 25th NE Street | 1388 | same as above |
| 13 | 312 - 309 25th NE Street | 808 | same as above |
| 14 | 313 - 311 25th NE Street | 2049 | same as above |
| 15 | 314 - 313 25th NE Street | 1645 | same as above |
| 16 | 315 - 315 25th NE Street | 995 | same as above |
| 17 | 316 - 317 25th NE Street | 1029 | same as above |
| 18 | 317 - 319 25th NE Street | 2338 | same as above |
| 19 | 3210E-1 - 335 25th NE Street | 1657 | same as above |

Sequencing will will maximize the effort in support of this project to ensure support security of the site, Pre-Demo Survey, subsequent abatement and demolition of structures are accomplished in the least amount of time after award. Demolition of slabs and processing of materials should occur after all structures have been demolished to a point where no re-habitation can occur. All Phase has carefully considered the requirements of the PWS 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 asbestos containing material ACM in many of the bid structures from various sources, including flooring/roofing/windows, TS, joint compound, transite, insulation, paneling, gaskets, electrical wire, caulks, and sealants. Table 1. 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 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

|  |  |  |
| --- | --- | --- |
| **Expertise** | **Company** | **Location** |
| **State SWPPP – Qualified Stormwater Designer** | H2E Consulting | San Francisco, CA |
| **State of California Certified Biologist** | Jacobs Engineering Group, Inc. | Pasadena, CA |
| **CIH** | [INSERT] | [INSERT] |
| **Safety equipment** | Needham | Framingham, MA |
| **Refrigerant recovery** | Rapid Recovery | Nationwide |
| **Landfill**  C&D | [INSERT] | [INSERT] |
| **Landfill**  friable + non-friable asbestos | [INSERT] | [INSERT] |
| **Concrete and Asphalt Recycling** | Waste Management | Simi Valley, CA |
| **Universal Wastes** | Veolia ES Technical Solutions | Nationwide |
| **Metals Salvage** | [INSERT] | [INSERT] |
| **Topsoil / Backfill** | [INSERT] | [INSERT] |

# 1. Project Planning

All Phase will utilize available information provided as the basis of the demolition for the proposed project and will include contractor site visit for investigation — with permission of the government. Until a Notice to Proceed (NTP) has been received, All Phase will conduct all project planning off-site, based on materials and information provided by the government. All Phase will be responsible for obtaining additional information required to execute the demolition. This will include retrieving from the government as-builts, site measurements, surveys, tests, and other material necessary to provide All Phase will with an adequate basis for demolition. We understand that, at present, the potential for HAZMAT conditions for this project exist. All Phase will develop Safety Plans for all known hazards. Asbestos and lead based paint will be required to be abated before demolition by the design build contractor. All Phase will field verify any as-built, site surveys, geotechnical information, or other information that will have been provided by the Government. The design documents will require the acceptance of the Government prior to initiation. Meeting review minutes and design review comment responses are the responsibility of the Architect/Engineer/All Phase, and turned over to the government for review and filing. Meetings on construction status will be as frequently as needed.

Prior to full mobilization, All Phase will request site access to perform certain pre-demolition activities that may assist with the development of work plans, accident prevention plans, and project schedules.

Within 10 business days of award, All Phase will have personnel physically present at the site, provide 24/7 security at the site, erect/install 6-foot chain link security fencing around the site(s), and begin the Pre-Demolition Survey assessment of all structures. For Task 2 – Pre-Demo Survey , and within 30 work days of award, All Phase will have accomplished the Pre-Demolition Survey, Laboratory Analysis, and have provided an initial Report of Findings. Following acceptance of the Work Plans and related documents, the Contracting Officer will issue a Notice to Proceed (NTP) directing All Phase will to execute the contract, or any portion thereof, in accordance with the awarded PWS, accepted submittals, and all Federal, State, and local regulations.

The Work Plan will include the various sub-plans necessary to support/prosecute the work, e.g., Pre-Demolition Assessment Plan, Asbestos Abatement Plan (includes ACM and ORM), Site Specific Demolition Plan, Diversion/Re-Use Plan, Accident Prevention Plan, etc., as well as the plans listed below. All Phase will include a detailed project schedule providing abatement and demolition timelines by building, restoration of sites by individual site or groups of sites, and a projected completion date, to include the overall project critical path, in the Work Plan. The Work Plan will clearly identify the Key Personnel planned to be associated with the Task Order, all qualifications, accompanying resume, and any necessary certifications to support the assigned duties. The Work Plan will identify available markets and landfill resources in the general area in order to develop the Diversion/Recycle Plan to achieve the maximum cost-effective re-use/disposal of this facility. These plans and documents will 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.

# 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).

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. 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. 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.

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 wrapped or bagged and then sealed within the work area, then carried, labeled and placed in the appropriate ACM waste container.

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. 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 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.

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. 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.

The Equipment Room 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. 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. 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”.

*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. 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. The negative air filtration units will remain in place and operate for the remainder of the cleanup operation until clearance samples are collected. 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. All workers performing encapsulation will wear disposable protective clothing and respirators for asbestos because the area is treated as contaminated.

*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.

*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.

*PCB Abatement*: The steps to safe polychlorinated biphenyls (PCBs) abatement activities apply when air and/or building materials have been tested and PCBs have been found present, or when a contractor undertakes a PCB-abatement activity.  If our abatement plan details how to dispose of the PCB caulk and any contaminated building materials together, we may dispose of all the materials as a PCB bulk product waste even if the PCB caulk becomes separated from the adjacent contaminated building materials during remediation. All PCB ballasts and bulbs will be removed by the All Phase and be properly disposed of off-base. All Phase will submit a monthly report to the base Solid Waste Manager, identifying the weight, quantity, and disposal cost of: 1) Municipal Solid Waste; and 2) Construction & Demolition debris disposed on or off-base.

# 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. Mobilization/Demobilization and Site Setup includes Travel and transport of labor, equipment, and materials to work site, in-processing, site orientation, and any site or task specific training; Installation of storm water protection system, installation of temporary safety security fencing, and any other features required by permit. Location of gates within the security fence will be determined and documented by All Phase will, once establish on-site. Overhead utilities which are disconnected and capped will be coiled and attached to the first pole more than five feet from the facility perimeter.

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 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. The All Phase Storm Water Pollution Prevention Plan (SWPPP)/Erosion and Sediment Control Plan (E&SCP) will contain copies of the necessary permits to conduct the activities included in this Task Order. As part of planning, and no later than the kick-off meeting, we will coordinate SWPPP/E&SCP permit requirements with the State and Installation, with adequate time for the Installation and Owner to comment.

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.

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

***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.

## Reporting

* + Weekly Status Report. All Phase will submit a weekly status report via RMS and email a copy to the Project Delivery Team by close of business on the first working day of each week.
  + Monthly Progress Reports. All Phase will submit a monthly Progress Report via RMS by close of business on the eighth day of the month.
  + Exposure Hour Report. All Phase will submit complete a monthly summary report of accident experience, exposure, Restricted Duty (RD), and Lost Work Days (LWD). via RMS by close of business on the seventh day of the month.
  + Service Contract Reporting (SCR). All Phase will submit all the information required in the format specified at the following web address: https://www.beta.sam.gov
  + Meeting Minutes. 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 typed form and furnish it to the Government PM.

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.

***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. 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.

## 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.

Demolition includes removal of interior equipment and machinery whether attached to the structure or free-standing. All Phase will demolish xterior pole-mounted lights and other equipment within the boundaries of demolition of the facility perimeter, and any pole or other item that hinders the facility removal process or contributes a safety hazard. The removal of these will be reviewed and accepted by the Owner prior to work. Except where specified or reserved by the Government, all items and objects, materials, and equipment, that are on, in, or within the boundaries of demolition of the facility at the time of mobilization are the property of All Phase will and will be removed. All foundations and other underground features to a minimum depth of four feet below surrounding grade will be removed as part of the demolition requirements. Although we don’t expect any, facilities with basements or swimming pools will have the walls removed to a depth of four feet below surrounding grade, the bottom and remaining sides perforated in numerous locations, and backfilled to match surrounding grade. All Phase 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, but are not limited to, overhead conveyance systems, unused utilities, walkways and sidewalks, utility poles, fencing, equipment pads, loading docks, etc.

Satisfactory backfill material will 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. 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. Gradation of stone or cementitious materials used as backfill materials will be two-inch minus aggregate size. 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.

## Task Order-Specific Approach

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

## 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

We understand that the minimum diversion goal for this Task Order is 60% by weight. All Phase will manage wastes and debris in accordance with the accepted Waste Management and Diversion Plan. All Phase will recycle materials and submit proof of recycling/diversion in the monthly and final reports. We acknowledge that 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. Suitable materials that meet Federal, State, and local standards for re-cycle/re-use may go directly to an identified re-cycling facility, direct sale to the public, direct conveyance to non-profit organizations, or by auction, or any combination. In accordance with all Federal, State, and local regulations, all concrete/asphaltic materials suitable for crushing, reuse, or recycling may be crushed, re-cycled, or stockpiled at a designated site on the Installation on a temporary basis. All concrete/asphalt materials not used for site restoration must be removed from the Installation by the end of the project schedule. All Phase will be responsible for any/all air quality permits required for crushing activities.

## 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. 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 placarded chain link fencing with secured gates/orange construction fencing is required as a temporary protective barrier. Unless specified or required otherwise chain link fence will be a minimum of six (6) feet in height.

Optionally, All Phase will execute Task 5 – Option 1 – and maintain 24/7 physical security and perimeter fencing at the site for a period of 30-days. This option may be exercised multiple times, to cover a 30, 60, or possibly 90-day period after completion of demolition.

## 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. A site-specific health and safety plan Accident Prevention Plan (APP) will be 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 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 a crane or other lifting device which may cause hazards to personnel or structures. A specific hazard analysis for each location/type of lift will 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. All Phase will 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) will be present on-site at all time while field activities are occurring. The SSHO will comply with all applicable safety criteria and will use their discretion to determine which activities require the SSHO to be present, and where the SSHO will be for day-to-day operations. 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 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. |

***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.

***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.

***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; and, 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.

***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

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 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 to ensure that there is no ponding and to provide positive drainage. All Phase will 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 All Phase will such as, but not limited to, roadways, parking areas, mechanical equipment, etc., will be All Phase will’s responsibility to repair back to original condition at no cost to the government. Final Site Restoration for these structures will be Grass. It may be possible that Site Restoration requirements may be modified due to future USACE Construction. However, the SWPPP must still be obtained, and subsequently closed for this project, thus some Site Restoration may be required to close the SWPPP.

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 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.

| Table 8. Key Personnel to be Assigned | | |
| --- | --- | --- |
| Project Manager (PM) | [insert] | As Required |
| Program Manager | [insert] | .. |
| Site Superintendent (SS) | [insert] | On-site |
| Quality Control Manager (QCM) | [insert] | On-site |
| Safety Officer (SSHO) | [insert] (dual hat) | On-site |
| Waster Manager | [insert] | .. |
| Clerk | [insert] | .. |

The All Phase PM will be available on a daily (pre-scheduled) basis to meet with USACE and Installation representatives. Our Site Superintendent will be available to attend the weekly (pre-scheduled) progress meeting with USACE and installation representatives. Our Site Safety and Health Officer will be available to attend the weekly (pre-scheduled) progress meeting with USACE and installation representatives. We will provide additional essential and readily available personnel: Storm Water Pollution Prevention Professional (Qualified Stormwater Designer, or equivalent depending on state or local requirement); Certified Industrial Hygienist (CIH); and, a Waste Manager.

All Phase will comply with all Installation entrance and security requirements. All Phase will be responsible for assuring that all employees meet the access requirements of the Installation prior to the execution of work action on the Installation. All Phase will adhere to the installation operations security (OPSEC) requirements in accordance with Antiterrorism/Operations Security Review PAT/OPSEC Requirements.

# Appendix - Preliminary Project Schedule – Base Bid

