**Technical Response to  
PANHES-22-P-0000 002868 - Southeast Region MATOC,   
for Abatement and Demolition services at Benning ATCT, GA   
Fort Benning, GA**

**Submitted on**: 27-August-2022 12:00 local time

**Submitted to**: U.S. Army Corps of Engineers  
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Submitted by:

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

re: Southeast Region U.S. Facilities Reduction Program (FRP)   
Multiple Award Task Order Contract (MATOC)

Dear Sir/Madam:

All Phase Services, Inc. is pleased to submit this proposal in response to the RFP for PANHES-22-P-0000 002868 - Southeast Region MATOC, for Abatement and Demolition services at Benning ATCT, GA. 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 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.

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

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 the All Phase to take the actions described and acknowledged in this paragraph will not relieve the 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 the 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.

**Contents**

Technical Approach 1

Table 1. Hazardous material abatement projected difficulty per location 2

Table 2. Hazardous material abatement manpower projection 2

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

1. Project Planning 3

2. Abatement Approach and Disposal 5

Abatement and Disposal of Asbestos Containing Material 5

3. Project Execution 8

Change Orders 10

4. Demolition Approach 11

Task Order-Specific Approach 11

Table 4. Demolition Structure Types and Projected Difficulty Per Location 11

Table 5. Manpower and Major Equipment Needed 12

5. Debris Handling, Waste Diversion, Recycling 12

Waste Diversion and Recycling 13

Table 6. Expected materials for diversion / rates and materials to be disposed at landfill 14

6. Site Security and Safety Approach 14

Site Security 14

Safety Approach 15

7. Site Restoration 18

8. Key Personnel 19

9. Site Specific Issues 20

Appendix - Preliminary Project Schedule – Base Bid 21

# Technical Approach

This project involves All Phase Services, Inc. (“All Phase”) coordinating personnel, equipment, and other resources to get the demolition process of the Air Traffic Control Tower located on the airfield of Fort Benning, Georgia, completed. In our experience, All Phase mitigates risk by preparing detailed work plans using tried-and-true process, executed by experienced personnel. To avoid inevitable complexities throughout the project, we know it is crucial to have a well-orchestrated plan in place to coordinate different parallel tasks. 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.

All Phase will plan and complete the removal of the Air Traffic Control Tower. We will prepare a pre-demolition facility assessment, address the abatement/removal of asbestos containing materials (ACM) and other regulated materials (ORM), coordinate the disconnection and capping of utilities, removal of pole mounted and pad mounted transformers (and manage any PCBs if present), complete the demolition of the tower. Finally, All Phase will complete diversion and/or disposal of all demolition debris and materials, and restoration of the site to a specified condition and providing for positive site drainage.

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** | | | |
| --- | --- | --- | --- |
| Bldg. 302 - Air Traffic Control Tower | 3,200 sq ft | c. 1960s construction date | Site restoration to include fill, grass, and drainage control |

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 several of the bid structures from various sources including flooring/roofing/windows, TS, joint compound, transite, insulation, paneling, gaskets, electrical wire, caulks, and sealants. ACM removal associated with joint compound, TSI, window glazing, transite, caulk, roofing, and ACM paneling is projected to be moderately difficult. All ACM noted in the RFP will be abated by All Phase prior to demolition. Unanticipated ACM encountered during contract work activities will be cause for immediate work cessation and notification of USACE for further direction. The survey materials provided show ORM in 10 of the base bid buildings. All Phase will prepare any final drawings or building maps showing locations of ACM and ORM needed to meet regulatory requirements.

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

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 | Pine Hollow Landfill | Phoenix City, AL |
| **Landfill**  friable + non-friable asbestos | Pine Grove Municipal Solid Waste Landfill | Columbus, GA |
| **Concrete and Asphalt Recycling** | Waste Management | Simi Valley, CA |
| **Universal Wastes** | Veolia ES Technical Solutions | Nationwide |
| **Metals Salvage** | Schnitzer Steel | Columbus, GA |
| **Topsoil / Backfill** | American Sand & Gravel | Cataula, GA |

# 1. Project Planning

All Phase creates a customized project plan, which is why the first step we conduct is a thorough site assessment. This includes a survey of the structures, as well as the surrounding area and anything that could be affected during demolition. Knowing what materials were used in the building of the structure and how it was built is important, as both will have an impact on the demolition strategy. It’s also crucial to learn about potential hazardous materials that could be onsite, including anything flammable or explosive — and obtaining all of the necessary permits.

Upon award of this task order, the All Phase will prepare and submit for acceptance a set of Work Plans and related documents, within the allotted time, incorporating the findings of any Pre-Demolition Assessment performed. The Work Plan will identify available markets and landfill resources in the general area in order to develop the Diversion/Re-cycle Plan to obtain 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. All Phase will incorporate information and data from the pre-proposal site visit, official responses to submitted questions (via ProjNet), and other documents as available.

All Phase’s performance with respect to Work Plans will be rated in the Quality Assurance process. Work Plans are to address the specific needs of the task order. The inclusion of standardized processes in the technical descriptions is acceptable. Generic documents that do not address the site specific needs are unacceptable. All Phase will highlight all revisions within the Work Plan subsequent to the initial submittal. A “Changes List” that states the required change and the page on which it is located will be placed at the front of the document for each re-submittal of the Work Plan. 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 Accident Prevention Plan (APP), Quality Control Plan (QCP), and a Storm Water Pollution Prevention Plan (SWPPP)/Erosion and Sediment Control Plan (E&SCP).

All Phase will provide a site-specific Accident Prevention Plan (APP), 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. Refer to FRP Region MATOC Sections 1.11 and 5.6, as well as Technical Exhibit 3 (Particularly APPENDIX I of DID FRP-11-001) and Technical Exhibit 4 (DID MFRP002) for requirements and instructions. In particular, the 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. All Phase will use a high reach and shears for the demolition work. A specific hazard analysis for each location/type of lift will be provided. Areas adjacent to the areas of demolition may be occupied. The Site-Safety Health Officer and the Quality Control Manager will be present on-site at all time while field activities are occurring per the Installation Preventive Medicine Industrial Hygienist.

All Phase will prepare a Quality Control Plan (QCP) per requirements and guidance in FRP Region MATOC. The QCP pecial attention should be given to Sections 1.9 and 5.7 of the Region MATOC, as well as Technical Exhibit 3 (Particularly APPENDIX C of DID FRP-11-001). In addition, All Phase will produce a Storm Water Pollution Prevention Plan (SWPPP) and obtain the necessary permits. All Phase will submit for acceptance, a SWPPP in accordance with Federal, State, and Local requirements. The SWPPP permit meeting all Federal, State, and Local requirements will be presented for the record. All Phase will research, prepare and submit all permits and notifications as required by Federal, State, local, and installation regulations and requirements.

Following acceptance of the Work Plans and related documents, All Phase will be directed by the government to execute the contract in accordance with the PWS after issuance of a Notice to Proceed (NTP). All Phase can then proceed to to Mobilization/Demobilization and Site Setup. We will transport labor, equipment, and materials to work site, in-processing, and site orientation. We will then proceed with installation of storm water protection system, installation of temporary safety fencing, and any other features required by permit. All Phase will be responsible for all utility disconnections in accordance with utility Owner requirements. All Phase will notify the appropriate installation POC and the utility Owner prior to severing each utility. All Phase will be responsible for obtaining any permits, filing and paying fees, and disconnection charges. Utility disconnections will be performed to the standards and requirements of the Installation and the utility Owner. These milestones will be documented within the Work Plan schedule and will be validated with the Installation/Garrison at the time of the Kick-Off Meeting for Field Activities. Prior to execution, the All Phase will obtain consensus from all stakeholders and provide a utility Cut & Cap Plan to the Installation, Utility Owners, and Permitting Agencies. Any issues in obtaining stakeholder consensus will be coordinated with the Installation/Garrison POC.

# 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. ACM Abatement and ORM Removal and Disposal includes the following: All Phase will abate, remove, and dispose of ACM and ORM in accordance with Federal, State, and Local regulations. All Phase will comply with the Installation environmental requirements for manifesting, transportation, and disposal of ACM and ORM.

ACM waste generated by this task order will be transported and legally disposed of at a U.S. EPA-approved asbestos waste disposal facility. All Phase will submit waste manifests for Government's record within 45 days documenting compliance with the requirements of this Section. 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 by this task order will be transported and legally disposed of at an acceptable and appropriate waste disposal facility. All Phase will submit waste manifests for Government's record within 45 days documenting compliance with the requirements of the PWS.

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. As we have learned in the past, All Phase realizes that PCB caulk may need to be separated during removal from adjacent contaminated building materials due to the presence of other hazardous materials or may accidentally be separated during the removal process.

## 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.

*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. 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.

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

*Decontamination Unit*: The decontamination station is designed to allow passage to and from the work area during removal operations with no leakage of asbestos fibers outside the contained work area. The 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. Workers place disposable clothing such as coveralls, boots, and hoods in bins before leaving this area for the wash room.

*Description of Protective Equipment*: Disposal clothing will consist of full body polypropylene coveralls with attached head and foot covers for all workers in the work area for the duration of the work. The respiratory protection will be MSHA/NIOSH approved half-face negative air respirators with type A cartridges during the set-up of the work areas and PAPR full face respirators with type A cartridges during bulk removal and final cleaning or until a Negative Exposure Assessment (NEA) is established.

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

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

*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. 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 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).

# 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. All Phase will obtain an Excavation Permit through the Operating All Phase prior to any land disturbance. Permit copies must be available for review at the job site. Excavated soils will comply with installation excavation permit. In the event soil or groundwater is encountered that exhibits discoloration or unusual odors the All Phase will immediately cease work and remove personnel from the area in which the suspect soil or groundwater was encountered and immediately notify the COR for further direction. All Phase 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.

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. 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 on-board review on site, if needed, and be prepared to address, resolve, and incorporate all comments at this meeting.

***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. If a non-pole mounted transformer (i.e., pad mounted transformer) is a part of the ancillary portion of this task order, then the utility owner must certify that it does not contain PCB. If it does contain PCB, the utility owner will be responsible for sampling and draining/closeout of the transformer prior to removal by the All Phase. Any above ground transformers and light poles not removed by the privatized utility as part of retirement will be the responsibility of the All Phase to remove and properly dispose.

***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.

***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. All Phase will submit monthly to the Fort Benning Solid Waste Manager, the weight, quantity, and diversion cost of: 1) Municipal Solid Waste; and 2) Construction & Demolition debris diverted (used as daily cover, reused, or recycled): compost, mulch, recycle, reuse, and donation.

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. All Phase will submit a monthly Progress Report via RMS by close of business on the eighth day of the month. All Phase will submit 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. All Phase will submit all the information required for Manpower Reporting in the format specified at the following web address: https://www.beta.sam.gov All Phase will provide a final report in accordance PWS requirements, and a Demolition and Recycling Final Report. 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. Within five working days after date of meeting, All Phase will prepare meeting notes in typed form and furnish it to the Government PM for concurrence and distribution to all attendees.

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 \_\_\_\_\_\_\_.

## 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 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. 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 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 will ensure interior equipment and machinery whether attached to the structure or free-standing is removed. Exterior pole-mounted lights (those light poles not removed by the privatized utility) and other equipment within the facilities demolition polygon, as designated, and/or any pole or other item that hinders the facility removal process or contributes a safety hazard.

Except where specified or reserved by the Government, all items and objects, materials, and equipment, that are on, in, or within the facilities demolition polygon at the time of mobilization are the property of the All Phase and will be removed. All foundations and other underground features will be removed in their entirety. Exceptions may be allowed at the discretion of and with written acceptance from the contracting officer for deep foundations such as piles or piers.

All Phase will demolish and remove all ancillary items associated with each facility within the facilities limits of demolition or as otherwise indicated in the PWS. Items may include overhead conveyance systems, unused utilities, walkways and sidewalks, utility poles, fencing, equipment pads, and utility corridors. All Phase will install temporary protective barriers and remove them when the FRP QA permits. Properly placarded chain link fencing with secured gates is required as a temporary protective barrier for this task order. Unless specified or required otherwise chain link fence will be a minimum of six (6) feet in height.

## Task Order-Specific Approach

We distinguish several 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

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. All Phase will also use a high reach and shears for the demolition work.

***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 set 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. Upon acceptance of the recycling/re-use analysis presented in the Waste Management and Diversion Plan the All Phase will recycle materials and submit proof of recycling/diversion in the monthly and final reports. Note that the 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. 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 Phase will be responsible for any/all air quality permits required for crushing activities.

All concrete/asphalt materials not used for site restoration must be removed from the Installation by the end of the project schedule. After operations are complete, surplus of soil will be tested to verify the soil does not contain hazardous constituents. If the surplus soil needs to be removed from the Installation, said soil will be tested prior to hauling off-plant. All Phase will manage wastes and debris in accordance with the accepted Waste Management Diversion Plan.

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 92% of the demolition waste material by weight can be recycled or diverted, as shown in Table 6. This should meet the minimum diversion goal for this task order. We project a $21,000.00 salvage credit to the government for all types of scrapped metal.

## Table 6. Expected materials for diversion / rates and materials to be disposed at landfill

# 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. Painted concrete may not be recycled in the State of Georgia.

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 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. |

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 for handling hazardous materials that may be encountered, applicable regulations, and protective clothing and equipment that may be required. 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.

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. The SSHO will ensure that a Safety Engineering Study is made prior to changing or modifying any operating process or installing new machinery.

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.

# 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.

The facility footprint shall be covered with a four-inch layer of topsoil which shall be graded to match the surrounding environment and provide for positive site drainage. Soil erosion blankets will be used on steep grades to meet government requirements at all times. Following the removal of a facility, the 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 (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. Any damage caused by the All Phase, including damage to roadways or parking areas, will be repaired by the All Phase back to its original condition at no cost to the Government. A change in market value of salvage and recyclable materials, over the course of the task order, will not be the basis for a change order or modification of the task order.

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 approved by the Contracting Officer and accepted by the Installation Environmental POC. All fill will be tested clean before being brought on the site. Fill materials will test below the allowable limits for RCRA metals as well as pesticides. We understand that painted concrete may not be recycled in the State of Georgia. Clean 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 Section 3.10 by Standard Proctor Test. Sites that used crushed concrete for fill, must have 2-feet (24") of soil, before grass or hydro seed. Grass at the site restoration will be included for this project to assist with water drainage.

# 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. Eric Newman will serve as Program Manager and single point-of-contact and liaison between the Government's CO and our company. Tina Harris will be the Project Manager. Our proposed Superintendent will be Guy Murphy. The SSHO will be Kyle Murphy, who will “dual-hat” as CQC Manager. These personnel are All Phase employees, and have been employed with us for at least one year, in the proposed position of responsibility. The qualifications and roles and responsibilities of the Key personnel are outlined in the Base MATOC. 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.

We 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 our employees, and our subcontractor employees, requiring access Army installations, facilities and controlled access areas will complete AT Level I awareness training within 30 calendar days after contract start date or effective date of incorporation of this requirement into the contract, whichever is applicable and annually thereafter. All Phase will submit certificates of completion for each affected contractor employee and subcontractor employee, to the Contracting Officer’s Representative (COR) or to the Contracting Officer (KO), if a COR is not assigned, within 05 calendar days after completion of training by all employees and subcontractor personnel. This training will be completed within 30 calendar days of contract award and within 05 calendar days of new employees commencing performance with the results reported to the COR NLT 30 calendar days after contract award.

All Phase and all associated sub-contractors employees will provide all information required for background checks to directed by DOD, HQDA and/or local policy. In addition to the changes otherwise authorized by the changes clause of this contract, should the Force Protection Condition (FPCON) at any individual facility or installation change, the Government may require changes in contractor security matters or processes. All Phase and all associated sub-contractors employees will comply with adjudication standards and procedures using the National Crime Information Center Interstate Identification Index (NCIC-III) and Terrorist Screening Database (TSDB) (Army Directive 2014-05/AR 190-13), applicable installation, facility and area commander installation/facility access and local security policies and procedures (provided by government representative).

| Table 8. Key Personnel to be Assigned | | |
| --- | --- | --- |
| Project Manager (PM) | Harris, Tina L | .. |
| Program Manager | Newman, Eric | .. |
| Site Superintendent (SS) | Murphy, Guy | On-site |
| Quality Control Manager (QCM) | Murphy, Kyle J (dual hat) | On-site |
| Safety Officer (SSHO) | Murphy, Kyle J (dual hat) | On-site |
| Clerk | Osorio, Clementina D | .. |

# 9. Site Specific Issues

All construction will be accomplished in accordance with Fort Benning safety regulations, Federal or State asbestos regulations, OSHA regulations and local codes. All Phase will secure the demolition site with temporary security fencing during demolition through back-fill completion. Any road closures will be coordinated through Fort Benning Security Forces. All Phase will fully cooperate with any other contractors and Government employees who may require access to any or all parts of the demolition site to accomplish their work.

All foundations and other underground features shall be removed as part of the demolition requirements. We understand the structure is 3,600 SF in size; consists of 8 stories that are 20' x 20' each plus the roof (so technically 9 stories overall). There are 80-feet tall plus antennas, as well.

All non-salvageable demo material must be disposed of in an approved off-base landfill. 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.

# Appendix - Preliminary Project Schedule – Base Bid

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