

ATTACHMENT NUMBER 03

STATEMENT OF WORK

DAAM02-96-R-0016

**ROCKY MOUNTAIN ARSENAL
PROGRAM MANAGEMENT CONTRACT
STATEMENT OF WORK**

1.0 Introduction of Program Management Contractor Requirement

Rocky Mountain Arsenal (RMA) is an inactive Army installation that is transitioning to a National Wildlife Refuge (NWR). The United States Army's (Army) mission at RMA is to complete the Record of Decision (ROD) selected remedy and prepare the RMA for transfer to the Secretary of the Interior. RMA will then be added to the national wildlife refuge system in accordance with the Rocky Mountain Arsenal National Wildlife Refuge Act of 1992. To accomplish this mission, the Army requires the assistance of an integrating contractor to perform the work described in this Statement of Work (SOW).

The ROD for the On-Post Operable Unit at RMA was signed on June 11, 1996. The ROD provides the framework, the purpose and the overall rationale for all the remedial actions which must be accomplished at the site. The ROD states:

The purpose of the on-post remedial action is to prevent current or future excessive exposure to contaminated soil or structures, to reduce contaminant migration into the groundwater, and to treat contaminated groundwater at the boundary to meet remediation goals... The selected remedy described in this ROD will permanently address the threats to human health and the environment by using a combination of containment (as a principal element) and treatment technologies to reduce the toxicity, mobility, or volume of contaminants in groundwater, structures, or soil; comply with applicable or relevant and appropriate requirements (ARARs); and be cost effective... The ROD for the On-Post Operable Unit will be the final response action at RMA.

The Federal Facilities Agreement (FFA) and the ROD require that a schedule for the selected remedy be developed within six months of ROD signing. This schedule is known as the Remediation Design Implementation Schedule (RDIS). [The RDIS was formerly referred to as the Technical Program Plan (TPP) in the Phase I SOW.] The RDIS for the ROD implementation is written by the Army, Shell Oil Company, and United States Fish and Wildlife Service (USFWS) and appended to the ROD by 9 December 1996.

The ultimate disposition of RMA as a National Wildlife Refuge managed by USFWS provides additional principles for implementation of the remedy. The USFWS's goals for management of the refuge are to enhance and sustain fish and wildlife habitat, the existing species, and to provide the public with meaningful opportunities to experience nature. The USFWS vision for the development of the Refuge is presented in the Comprehensive Management Plan for Rocky Mountain Arsenal National Wildlife Refuge, March 1996.

1.1 Contractor Responsibilities:

1.1.1 The Program Management Contractor (Contractor) shall be the integrating contractor with full responsibility for implementation of the ROD selected remedy. The major SOW activities of the Contractor shall include engineering design, procurement of subcontractors for construction, demolition, and remediation efforts and oversight and management of subcontracted activities. As the integrating contractor, the Contractor shall be responsible for site wide logistical support planning. Site-wide, Arsenal-wide and On-post Operable Unit are synonymous and defined to mean all areas on-post at Rocky Mountain Arsenal.

1.1.2 On the effective date of the contract the Contractor, as an independent contractor and not as an agent of the government, shall commence administrative management activities. The Contractor shall supply the necessary personnel, facilities, equipment, expertise and materials (except for those furnished by the government) to accomplish the requirements of this contract.

1.1.3 The Contractor shall be responsible for the management and integration of the remediation activities required to obtain EPA and/or State certification that a remedy project has been completed.

1.1.4 The Contractor must integrate safety performance and environmental compliance as core values into all activities, including those of all subcontractors. Work shall be accomplished in a manner which protects the environment and the safety and health of workers and the public and is in compliance with applicable laws and regulatory requirements. The Contractor shall identify hazards, manage risks and identify and implement good management practices site wide. The Contractor shall strive to continue to make improvements in environmental, safety and health performance.

1.1.5 Contractor services shall be accomplished on site at RMA unless exceptions are granted in writing by the contracting officer. Exceptions to this could include central computing services, services during the mobilization period, certain engineering services or short-term tasks requiring expertise not available full time at the job site. Exceptions shall be subject to government approval provided the proposed method of accomplishing the task is the most beneficial to the government.

1.2 Army Responsibilities:

1.2.1 Oversight of the selected remedy will be accomplished by an overall management team called the Remediation Venture Office (RVO). The RVO is comprised of the U.S. Army Program Manager RMA Remediation (PMRMAR), Shell Oil Company, and the US Fish and Wildlife Service. Each of the members has a vested interest in completing the ROD selected remedy in a safe, timely and cost efficient manner. Major issues and policy will be decided upon by the RVO. Ultimate decision authority resides with the Program Manager Rocky Mountain Arsenal Remediation.

1.2.2. Contract administration will be conducted at the operational level by the Government's Contracting Officer (KO). The Army's Contracting Officer's Representative(s) (COR) will be responsible for oversight and coordination of Contractor day-to-day activities. Only the KO and the COR, as detailed in the COR letter of appointment shall have the authority to direct performance of the contractor.

1.2.3. The RVO will have primary responsibility for regulator interactions. The Contractor shall support the RVO in preparing required submissions to the regulators and responding to comments.

1.2.4. The RVO will have the primary responsibility for public outreach and education actions. The Contractor will provide support to the RVO in preparing for and participating in public meetings.

2.0 Performance Requirements

The primary objective of this contract is to conduct the safe, timely, and cost effective environmental remediation of the Rocky Mountain Arsenal in accordance with requirements of the ROD. While serving as overall project manager, the Contractor will not self-perform actual remediation or infrastructure support activities without specific written approval by the KO.

2.1. The Contractor shall be responsible for performing the requirements set forth in the following paragraphs. The government reserves the right to have any of the work, contemplated by this contract, performed by any RVO member or another contractor if such an arrangement is deemed to be in the best interest of the government.

2.1.1 The Contractor shall partner/team with the RVO to accomplish the remedy set forth in the ROD. The Contractor shall implement an interface structure between itself and the RVO which optimizes communication, coordination and decision-making ability while minimizing layering and redundancy. The functional organizational chart for the RVO is provided as Appendix 1. The Contractor and RVO interface structure shall maximize effective communication to produce a partnering/teaming arrangement that is flexible and responsive to changing conditions, can adapt to unforeseen situations quickly and effectively, and can generate, communicate and initiate cost saving program efficiencies with a minimum of review and approval steps.

2.1.2 The Contractor shall prepare a Management Plan that describes its organizational structure. The plan must identify key personnel, and the role, responsibilities, and authority they will have for this contract. The plan must discuss the roles and responsibilities of the contractor's staff. The Contractor shall continually assess its performance with respect to work loading and make "right-size" adjustments to its own workforce and that of its subcontractors to maximize efficiency and effectiveness. The Contractor must obtain approval from the KO before any of its key personnel are released from the project. Key personnel are those responsible for (1) project management, (2) safety and health, (3) construction management, (4) engineering management,

(5) environmental compliance, (6) procurement, (7) quality, and (8) project controls. Overall staffing levels for the Contractor shall be identified in the annual update to the Management Plan and will be negotiable with the RVO with final approval by the KO.

2.1.3 The Contractor shall maximize safety and environmental considerations in all remedy designs. Final design selection must ensure worker and environmental safety during construction and use. The Contractor shall manage all design executions and field operations to meet or exceed requirements of applicable safety and environmental standards and ROD requirements.

2.1.4 Subcontracts for conducting remedial activities will be required throughout the execution of the contract. Maximum use of competition, including opportunities for small and small disadvantaged business concerns, is required. A goal of 25 percent for small and small disadvantaged businesses has been established for this contract (total dollar basis). Subcontracting will constitute a high percentage of this contract effort and the use of Fixed Price Incentive contracting is encouraged to provide for lower overall costs, efficiency, and quality workmanship.

2.1.5 The Contractor shall evaluate cost trade-offs among assorted alternative operational plans, designs, or ongoing project operations. This may be achieved through innovative management techniques or through value engineering assessments conducted at various stages of the remediation project design or execution. Overall program cost effectiveness shall be considered in all aspects of this effort.

2.1.6 The Contractor and its subcontractors shall provide all required project documentation to support an Army request for EPA certification that a Comprehensive Environmental Response and Liability Act (CERCLA) and/or State of Colorado certification that a Resource Conservation and Recovery Act (RCRA) response action and closure has been completed in accordance with the FFA, ROD and Closure Plans. Sufficient documentation will be maintained to achieve EPA and/or State certification. These project documents shall be indexed and kept in a central location as part of the remedy record. All documents shall be available to the RVO and the regulatory community.

2.2 The Contractor shall provide incentives for subcontractors which clearly identify performance objectives and emphasize critical project elements. Incentive fees for subcontractors will be approved by the KO. They will be direct pass through costs and will not affect the amount of award fee available to the Contractor itself. Other innovative risk sharing or risk management processes can also be proposed by the Contractor.

3.0 Description of Work

The RVO has accomplished an initial effort to identify and define implementation projects from the site remedies in the ROD, establish consistent site-wide guidance for technical issues affecting multiple projects, establish design criteria for the implementation projects, and to

perform the engineering design for early start projects. This effort is contained in the Site-Wide Implementation Plan (IP). The Contractor shall provide the engineering services, procurement, construction management and logistical integration to execute the 31 remedial implementation projects identified and described in the IP. The Contractor shall exercise its best judgement to implement these projects and the work will be accomplished under the oversight of the RVO.

3.1 Engineering Management

The Contractor shall provide engineering and design services in support of implementing the RMA remedy. Typical projects for which engineering and design services will be required include, but are not limited to, demolition of structures, earth movement, water treatment facility, air monitoring, treatability studies, and hazardous waste landfill. Engineering services will include, but not be limited to, the following activities. The Contractor shall identify and plan pre-design data collection efforts. The Contractor shall further develop and finalize the design criteria for the 31 implementation projects identified in the IP. The Contractor shall prepare and submit to the RVO a design SOW and schedule, concept design (approx. 10 - 30%), draft final design (approx. 95%), and a final design. If requested by the RVO, the Contractor shall also prepare an interim design (approx. 60%) submittal that would occur between the concept design and the draft final design. All designs will be submitted by the RVO to the regulators for their review and approval in accordance with the FFA and RDIS. The design SOW and draft final design for implementation projects are subject to regulatory dispute, and the Contractor shall prepare revisions to these documents at the direction of the Government. The Contractor shall perform analyses of technical equivalency for alternative design approaches and value engineering during the design process. Near the completion of the design process, the Contractor shall submit to the RVO an implementation schedule with an achievable deadline, and a construction cost estimate based on the final project design. Upon obtaining approval of the implementation schedule and construction cost estimate, the Contractor shall use these items to prepare the deliverables identified in sections 3.5.1 and 3.5.3.

3.2 Procurement Management

The Contractor shall develop, and submit annually to the RVO, a subcontract implementation plan to accomplish the remedial action requirements of the 31 implementation projects identified in the IP. The Contractor shall emphasize objective and measurable performance requirements and quality standards in developing statements of work, selecting subcontractors, determining subcontract type and incentives, determining subcontract price and performing subcontract administration. The contractor's implementation of its subcontracting strategy shall provide meaningful competition, appropriate use of small and small disadvantaged businesses, increased subcontractor accountability, and innovative and efficient management strategies to include incentive programs as appropriate.

3.3 Construction and Demolition Management

The Contractor shall provide the management and control of all remedial construction and demolition activities at RMA consistent with the schedule of activities identified in the RDIS and the individual implementation project final designs. The Contractor shall ensure the availability of services in support of remedial construction and construction management; construction related material and equipment; emergency and/or rapid response; inspection, acceptance, and management of government furnished equipment and property; construction reviews; construction engineering; inspection and acceptance of construction; documentation of completion for each implementation project; and other appropriate construction management products and services.

3.4 Site-Wide Integration Management

The IP includes site-wide guidance for technical issues affecting multiple projects. This site-wide guidance is organized into seven preliminary site-wide logistical operational plans. These plans are the Traffic Plan, Air Emission Control and Monitoring Plan, Borrow Areas Plan, Waste Handling Plan, Storm Water Management Plan, Wastewater Management Plan, and the PMC Facilities and Operations Plan. The RVO will continue to update the IP and the seven operational plans throughout the acquisition process. The latest version of the IP will be provided to the Contractor at contract award. The Contractor shall use and update the IP and the operational plans throughout the implementation of the total RMA remedy. The Contractor shall use the seven operational plans to ensure consistency on major technical issues, and to avoid duplication of effort for the design of each project.

3.5 Administrative Management

3.5.1 The RVO will prepare the first version of the RDIS and append it to the ROD by 9 December 1996. This ROD required document describes the regulatory review/oversight and approval process, and establishes an initial schedule for design and implementation activities required to complete the RMA remedy. The baseline RDIS prepared by the RVO will contain a detailed two year portion of the schedule, from the present, that includes enforceable deadlines. The remainder of the schedule will be more general in nature and will not contain any enforceable deadlines. The RVO will provide the Contractor with the baseline RDIS at award. The Contractor shall maintain and revise the RDIS throughout the implementation of the RMA remedy. The Contractor shall provide the RVO a draft revision of the RDIS every six months. The draft revision will extend the detailed portion of the schedule six months to maintain the two year window of detail, identify any new enforceable deadlines, and any existing deadlines that can not be achieved. The Contractor shall assist the RVO in obtaining regulatory approval of the draft revision and then prepare the final RDIS.

3.5.2 The Contractor shall develop and utilize a Quality Assurance (QA) program which meets current environmental industry quality initiatives. Through the use of the QA program, the

Contractor shall ensure adherence to objectives in the ROD, the Closure Plan for the Basin F Surface Impoundment and the Basin F Wastepile, the IP, RDIS enforceable deadlines, and a quality implementation of RVO early start project and Contractor project designs. The QA program will address all aspects of construction, demolition and site-wide project activities in sufficient detail to ensure consistent work by all personnel and all subcontractors. Many field sampling and analytical QA procedures are already in place at RMA and should be directly integrated into the Contractor's QA program.

3.5.3 The Contractor shall use a Cost Tracking and Reporting program. Through the use of the Cost Tracking and Reporting program, the Contractor shall report costs monthly to the RVO consistent with the Work Order/Job Order format described in Section G, Paragraph G.2 Additional Invoice Requirements.

3.5.4 The Contractor shall prepare and submit an Annual Work Plan (AWP) which will be the primary vehicle for forecasting all the requirements planned for accomplishment in the upcoming fiscal year (FY). An accurate, comprehensive AWP is vital to the budgeting process and to the efficient execution of the RMA ROD. The AWP, for the upcoming FY, will include program objectives, milestones for identified projects, options for additional work, resource requirements and a review and analysis of the previous year's program. The forecasted budget shall be based upon the detailed activities identified in the RDIS and an RVO provided total budget estimate for that FY. As a part of the AWP, the Contractor shall prepare and submit budget forecasts for the next 2 through 5 FYs. These out year forecasts shall be based upon the general activities identified in the RDIS out years and an RVO provided out year budget profile.

3.5.5 The Contractor shall participate in and /or conduct meetings, and provide input as required. A meeting record shall be prepared and distributed to the participants by the Contractor.

3.6 Site Support Management

Several collateral efforts are necessary for the various remedial support functions at RMA. The Contractor shall, when directed by the Contracting Officer, assume responsibility for these efforts. Until the Contractor assumes responsibility for these efforts he shall coordinate efforts and support requirements from these other prime contractors through the respective Contracting Officer's Representatives (COR). As part of the Annual Work Plan, the Contractor shall project support requirements for the upcoming year which will be provided by other prime contractors on site. As the remedy at RMA proceeds, the Government may opt to transfer some or all of the functions listed in paragraphs 3.6.1. through 3.6.6 to the Contractor. Transfer of these functions may or may not correspond with the expiration of current contracts. The Contractor will not be required to assimilate the current contract/contractor but will subcontract these functions in the same manner as other elements of the program. The government expects to continue these separate prime contracts until the Contractor is well grounded in the remediation effort.

The following contracts are active at RMA and their functions will be required throughout the life of the remedial action:

3.6.1 Program Support Contract (PSC). The PSC provides overall operations and maintenance support services. Services include routine grounds maintenance and construction; civil, mechanical and electrical engineering; non-hazardous waste management of facility operations, and facilities and utilities operations. A new contract was awarded in October 1996. The contract consists of a base year and four option years.

3.6.2 Comprehensive Analytical Laboratory Services (CALs). This contract provides comprehensive laboratory analytical services for all monitoring and remedial activities conducted as part of the CERCLA cleanup action at RMA. The contract provides for operation of a state-of-the-art on-site environmental laboratory dedicated to the cleanup program and the assembly of commercial environmental laboratory resources to meet the complex and extensive demands of remedial activities. This contract was awarded in September 1996. The contract provides for a total term of 5 years if all options are exercised.

3.6.3 Records Management, Information Storage and Retrieval. This contract provides management of the Administrative Record, which is a requirement of superfund laws and will serve to support any future potential litigation. Documents pertaining to environmental issues are stored in the original, and electronic images are made available to the public and are stored for future use. This contract also supports all future remedy record and document tracking requirements associated with the remediation. The contract also performs a number of related administrative functions generally related to document management, such as information services, correspondence tracking and administrative support of requests for information submitted under Freedom of Information Act. A new contract award was made in September 1996 for a base year plus four option years.

3.6.4 Data Processing Support. The RMA organization is highly dependent on automation. A substantial portion of the physical data relating to environmental issues at Rocky Mountain Arsenal are stored in digital form. This contract supports the hardware and software for the environmental database, it provides for screening of new information being entered into the database (particularly analytical information), and it produces a variety of output products such as detailed maps (GIS services) for technical work and public relations. The contract also maintains a substantial office automation structure, providing local area network support as well as maintenance and limited production on audio/visual equipment. This contract is currently being performed by a small business under the second option year of its contract. Two option years remain.

3.6.5 Hazardous Waste Management. Certain hazardous wastes are produced through operation and remediation activities at RMA. A single contract provides collection, transportation and management of hazardous waste produced on RMA in accordance with applicable laws and regulations. This contract also provides for maintenance of a database to track hazardous waste

disposition. Solid waste is stored in on-site warehouses and liquid waste is treated at an on-site treatment facility. The contract further provides for maintenance of a leachate collection system for the Basin F wastepile. The collected leachate is transported off-site for incineration. The contract was awarded in August 1996 and includes a base year and four option years.

3.6.6 Remediation Systems Operations. Provides for the routine operation and maintenance of groundwater pump-and-treat systems and the wastewater treatment system. This includes the off-site groundwater treatment system located just North of the Arsenal. The off-post system is operated under a contract with a small business and it expires in September 1997. The on-post systems are currently operated by Morrison-Knudsen Environmental, a prime contractor to Shell Oil Company. A total of five treatment systems are currently in operation at RMA.

3.6.7 Occupational Health Clinic Contract. This contract provides medical surveillance and health care for Army employees while on the job. This care meets all the requirements for medical surveillance required by 29 Code of Federal Regulations (CFR) 1910.20, 29 CFR 1910.120, and Army Regulation (AR) 40-5. The contract provides for a full-time medical technician, part-time Occupational Health Registered Nurse and a part-time physician. A two-year contract was awarded for FY 97 and FY 98.

3.6.8 On-Site Integration and Coordination. The Contractor shall work in a teaming/partnering cooperative effort with other government prime contractors, Shell Oil Company and their prime contractor, Morrison-Knudsen Environmental, and the U.S. Fish and Wildlife Service and any contractor(s) working for the Service. The Contractor shall perform site-wide integration and coordination for all activities but will not provide management or supervision of non-PMC contractors. Specific direction will be coordinated and accomplished through specific government CORs or the RVO.

3.7 Certification of Remedy Completion

Certification of remedy completion by the EPA and/or State is of paramount importance to the Army. The Contractor shall operate a program that complies with all ROD requirements, design specifications, and applicable regulator comments to ensure that certification of remedy completion is obtained on the Army's first request.

3.7.1 Pre-Final Inspection Report. The EPA and State will inspect each implementation project at approximately 95% completion to ensure the project complies with the final design and the ROD. The Contractor shall prepare a Pre-Final Inspection Report after EPA and State project inspections. The report shall outline the outstanding construction/demolition items or other incomplete items, actions required to complete those items, anticipated completion dates for these actions and an estimated date for final inspection. The Contractor shall submit the report to the RVO who will coordinate its review by the regulators.

3.7.2 Final Inspection Report. The final inspection report shall be prepared by the Contractor after the completion of the remedial action and acceptance of the final inspection. The report shall contain certification by a professional engineer that the remedial action has been implemented in accordance with the ROD and the final design. The Contractor shall submit the report to the RVO who will coordinate its review by the regulators.

3.7.3 Remedial Action Report. The remedial action report will be prepared at the completion of the ROD remedy. This report will contain the following information: introduction; chronology of events; performance standards and cleanup goals met; description of the QA/QC procedures followed; description of construction activities; final inspection documentation; certification that the final remedy is operational and functional; discussion of operations and maintenance requirements and summary of project costs. This report provides the documentation and justification for the EPA to write the Preliminary Closeout Report (PCOR) and the Final Closeout Report (FCOR). This latter report is required to delete the RMA from the National Priorities List (NPL).

3.8 Safety

Safety performance is a major prerequisite for this contract and it must be a core value of the Contractor that is ingrained throughout its organization. This core value must also flow down to all subcontractors. There shall be no difference between the contractor's corporate safety philosophy and the actual safety performance practiced by each employee in the field.

3.9 Contractor Incentive Plan

The Contractor shall develop an incentive plan to be negotiated with the government after contract award. The incentive award plan will be the basis for determining earned award fee for the Contractor. The incentive award plan will encompass multiple incentives designed to improve performance in at least the following five evaluation categories: Safety, quality, schedule, management, and cost. When the Contractor achieves outstanding results in all incentive areas the maximum award fee will be given. Other significant incentive categories can also be proposed based upon the offeror's previous experience and/or specialized application to the RMA remedy.

TABLE OF DELIVERABLES

Deliverable	Reference	Frequency	Distribution
Management Plan	2.1.2	One Time With Annual Updates	Contracting Officer
Design SOW	3.1	Per Implementation Project	RVO & RMA Committee
Concept Design	3.1	Per Implementation Project	RVO & RMA Committee
Interim Design	3.1	Per Implementation Project - at direction of RVO	RVO & RMA Committee
Draft Final Design	3.1	Per Implementation Project	RVO & RMA Committee
Final Design	3.1	Per Implementation Project	RVO & RMA Committee
Project Implementation Schedule	3.1	Per Implementation Project	RVO & RMA Committee
Construction Cost Estimate	3.1	Per Implementation Project	RVO & RMA Committee
Subcontracting Implementation Plan	3.2	Annually	Contracting Officer
Implementation Plan	3.4	Continual	RVO
RDIS Draft Revision	3.5.1	Every Six Months	RVO
RDIS Final Revision	3.5.1	Annually	RVO & RMA Committee
Cost Report	3.5.3	Monthly	RVO
Annual Work Plan	3.5.4 & 3.6	Annually	RVO
Out Years Budget	3.5.4	Annually	RVO

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Deliverable	Reference	Frequency	Distribution
Meeting record	3.5.5	As Required	Meeting Participants
Pre-final Inspection Report	3.7.1	Per Implementation Project	RVO & RMA Committee
Final Inspection Report	3.7.2	Per Implementation Project	RVO & RMA Committee
Remedial Action Report	3.7.3	One Time	RVO & RMA Committee
Incentive Plan	3.9	Annually	Contracting Officer

ATTACHMENT NUMBER 04
REMEDATION VENTURE OFFICE STRUCTURE

DAAM02-96-R-0016

I. Structure/Mission.

The Remediation Venture Office (RVO) is an organization of representatives from the U.S. Army Program Manager Rocky Mountain Arsenal Remediation (PMRMAR), Shell Oil Company, and the U.S. Fish and Wildlife Service (USFWS) working cooperatively to achieve the mission of the RVO. The U.S. Army Program Manager is the Venture Manager for the RVO.

The mission of the RVO is to plan and implement the remediation of the Rocky Mountain Arsenal (RMA) as defined in the Record of Decision (ROD) and to transition the RMA to the Rocky Mountain Arsenal Refuge. The RVO is responsible for overall programmatic management; including quality assurance, regulatory compliance, fiscal oversight, and community involvement.

This RVO management approach consisting of a combined management organization (Army/Shell/USFWS) together with an integrating program manager contractor (PMC) will improve program effectiveness, efficiency, and timeliness.

II. Functions and Authority.

A. Senior Management Group (SMG). Senior management representatives who provide policy, and public outreach guidance for program implementation. The U.S. Army Program Manager (Venture Manager) has ultimate and final decision making authority for the RVO. The SMG chartered the Program Integration Team (PIT) to provide integrated leadership for the safe and efficient cleanup of the Rocky Mountain Arsenal and transition to the Refuge.

B. Program Integration Team (PIT). Senior technical managers responsible for establishing policies and strategies, and coordination and prioritization decisions for implementation of the remediation program and transition to the Wildlife Refuge. The PIT charters and monitors focused project teams for the implementation of the remedy and establish general or specific performance goals and expectations. Individual PIT members act in the role of sponsors to PIT commissioned teams and as area business managers for their respective areas of responsibility.

III. Program Support Manager. Supervise and direct the functional area managers which comprise this team. Is responsible for providing the basic functions required to support all remedy activities as identified by the PIT. Continually seeks, identifies and implements methods for providing quality, cost effective support systems. Business areas of responsibility include the following: Information Systems, Analytical Systems, Treatment Systems, Infrastructure Systems, and Public Relations.

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A. Information Systems. Provides management for this business area dealing with all aspects of automation, communication, document tracking, document storage and retrieval, and data storage and retrieval. Responsible for specialized services such as the Administrative Record and the follow-on remedy record, the RMA environmental database, and GIS systems. Also responsible for general mail service, telephone and radio communications systems.

B. Analytical Systems. Responsible for providing specialized analytical services to support all aspects of the remedy. Includes the operation of the on-site analytical laboratory and associated mobile labs, and all commercial analytical laboratory support. Provides analytical services for all media. Provides overall Quality Assurance functions to ensure the quality and utility of analytical data generated for use by all program elements. Includes responsibility for all data generation, validation and assessment functions. Responsible for all laboratory audit, contracting and assessment programs.

C. Treatment Systems. Provides management for all installed treatment systems including groundwater pump-and-treat systems, the CERCLA wastewater treatment system and other remediation systems as they are completed. Responsible for seeking, identifying and implementing cost effective methods for current and future operations of these systems. Responsible for all contract actions involving the operations of these systems. Responsible for coordination and communication with all support, remedy and refuge elements to ensure that all operations are fully integrated and coordinated.

D. Infrastructure Systems. Responsible for the overall management, maintenance, and planning associated with all infrastructure related systems as they relate to short and long-term remedy and refuge requirements. This includes all facilities, utilities, roads and grounds, dams, borrow areas and associated systems.

E. Public Outreach. Responsible to provide timely and accurate information regarding the Arsenal's remediation and transition to a national wildlife refuge. Army/USFWS/Shell will jointly develop an integrated public outreach and education program for approval by the SMG.

Public Outreach is responsible to implement the public outreach plan, manage media relations and FOIA requests, and counsel the SMG and PIT on Policies and issues that affect community awareness and support for the RVO mission.

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IV. Remedy Execution Manager. Responsible for overall management and integration of the remediation program. Ensures that remedy is fully coordinated with other portions of the RVO (i.e., Program Controls, Mitigation and Restoration, and Program Support). Works with the PMC in establishing overall strategies and goals for execution of the ROD and serves as management sponsor for reviewing progress of the remedy against cost, schedule, resource, and incentive metrics. Also serves as representatives of remedy execution on the PIT and responsible for ensuring that the remedy meets RVO strategies and goals.

A. Assistant Remedy Manager. Provides coordination and integration of activities of the Project Teams supporting remedy execution. Interacts with the teams on a regular basis to ensure that teams are functioning efficiently. Responsible for working directly with the PIT to review progress on the various aspects of the remediation program. Ensures that program decisions and/or guidance from the PIT are disseminated throughout the technical teams/staff. Works with partners to the RVO to ensure that all functional areas of the remediation program are coordinated. Serves as overall COR and COTR for PMC. Oversees the coordination of individual remediation projects with the PMC.

B. Special Projects and Monitoring. Responsible for the centralized management of the following activities: on-post and SACWSD water acquisition, unpoised water management, air monitoring programs, air pathways analysis, medical monitoring, and off-post ROD implementation. Provides initial planning direction to the PMC (or other contractors) for development of work plans, coordination with regulators, cost and schedule control, and coordination of RVO input (e.g., health and safety, mitigation and restoration, quality assurance, etc.)

C. Engineering. Responsible for the overall management, regulatory coordination, and PMC interface for all remediation projects. Provides initial planning direction to the PMC for development of work plans, cost, schedule, and design scopes of work. Works directly with the PMC Engineering design staff. Provides oversight and review of interim and final design deliverables, coordination of design deliverables with regulators, and coordination of RVO oversight (i.e. engineering construction, mitigation, restoration, reclamation, health and safety, quality assurance, and ROD compliance) during the implementation of the remediation projects.

D. Construction Coordinator. This individual will act as key interface point between the RVO and the PMC Construction Organization. This interface is for the daily coordination of PMC construction activities across the RVO and also specifically with the RVO Project Engineers working with the PMC Construction Organization. This position is to provide the PMC with a single point interface, where construction issues, problems or concerns can be expedited for resolution across the RVO disciplines. The Construction Coordinator will also be responsible for monitoring

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the following key areas in the daily construction activities, Safety, Security, and PMC Subcontract administration.

V. Program Controls Manager. Responsible for monitoring overall remedy progress and performance, establishing and maintaining programmatic controls, ensuring the program remains within control parameters, developing a progress measurement system, and reporting problems, progress, milestones, and achievements. Program controls includes financial systems, scheduling, performance tracking, health and safety oversight, quality assurance, ROD compliance, environmental compliance, and other audit, monitoring, and reporting aspects of maintaining progress and control over the overall program.

A. Health and Safety. Directs, controls, and coordinates health and safety requirements of the workforce, including RVO, CBDCOM-West, Shell, USFWS, PMC, and other contractor and government agency personnel, in the conduct of their daily remediation and support efforts. Responsible for maintaining a safe and healthy work environment, in such diverse areas as medical surveillance, field operations, occupational health, industrial hygiene, emergency medical procedures, first response coordination, access coordination, and fire prevention.

B. ROD Compliance. Responsible for ensuring that the remedy as performed meets all requirements and intents of the ROD for both the On-post and Off-post Operable Units. This function includes (1) overall programmatic quality assurance, which requires independent auditing, monitoring, and validation of operating procedures, development of standards (ANSI and ISO) and operating procedures, performance tracking criteria development, and process improvement initiatives; (2) environmental compliance of all operations occurring on RMA, both remedy and support related; and (3) project controls development and oversight, including project schedule, cost and performance tracking, evaluation, reporting, and trouble shooting.

C. Finance and Accounting. Responsible for maintaining fiscal control over all aspects of the program. Develops and utilizes accounting systems to track funds and expenditures cradle-to-grave. Oversees, directs, and controls finances for the Army component of the RVO, and monitors other RVO fiscal elements, while closely working with the contracting function in administering the personnel management program. In addition, this function manages, controls, and directs independent team maintaining the Central Repository, which interprets and implements the Shell/Army Financial Manual, responsible for the cost claim and fund flow process between the Army and Shell.

VI. Fish and Wildlife Remediation. Provides oversight and technical support to integrate all remedial functions with USFWS concerns and biological issues at the Arsenal. Ensures that the protection and restoration of biological resources are an integral part of remediation.

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A. Restoration/Mitigation. Evaluates, plans and initiates restoration and revegetation efforts needed for mitigation of past, present, and future remediation activities. Ensures that these efforts maximize benefits while complying with future land use plans as a National Wildlife Refuge.

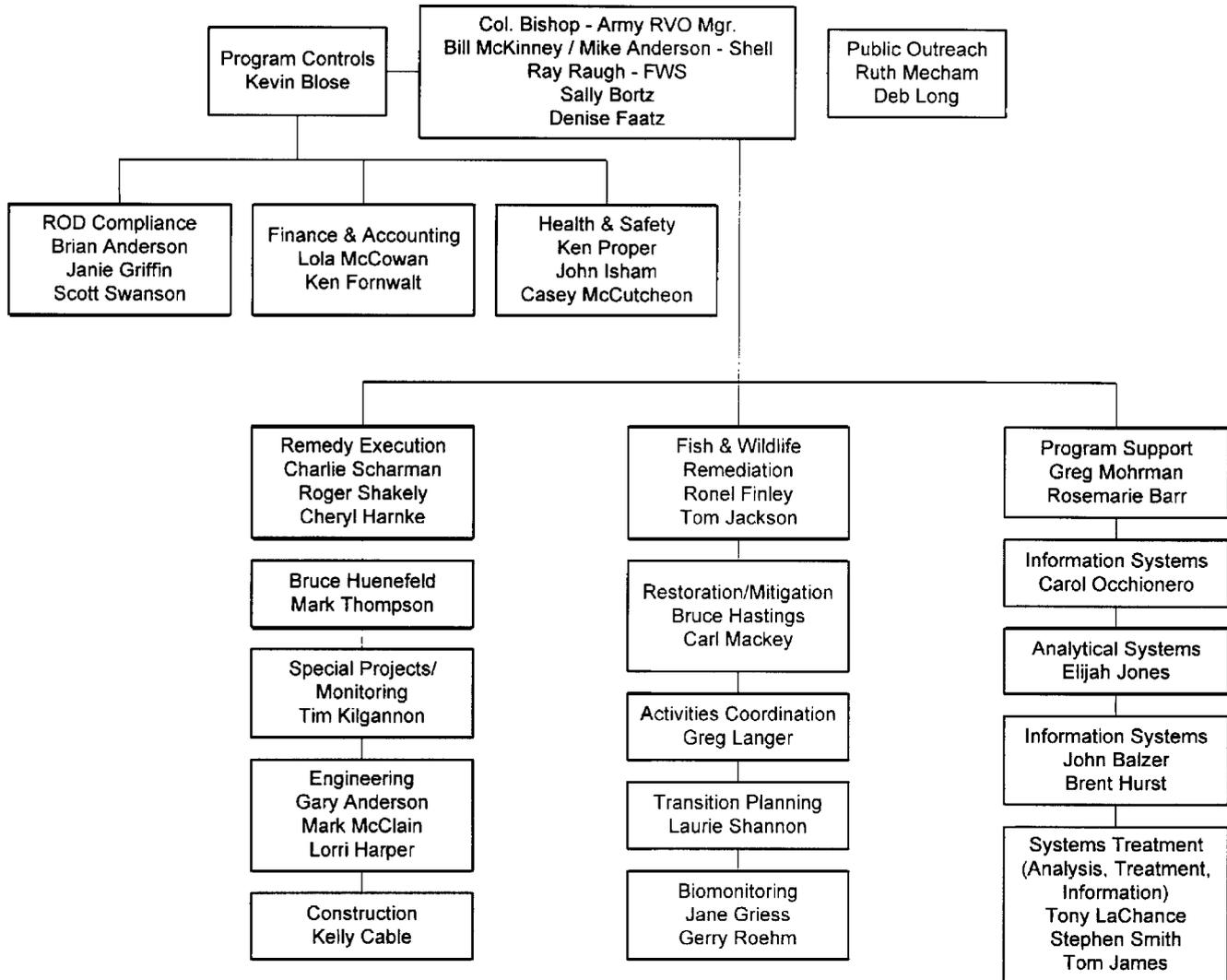
B. Activities Coordination. Coordinates all on-the-ground activities at RMA to provide efficient and timely access to the site in support of the remedy and related work. Provides customer friendly access that is protective of natural resources on and near the site.

C. Transition Planning. Produces plans and specifications to help remedial designs and remedial actions achieve a timely, cost effective, and seamless transition to the future National Wildlife Refuge. Anticipates and provides plan details of opportunities where the remedy can protect and restore natural resources with minimal changes in cost, timeliness, or technical requirements.

D. Biomonitoring. Conducts studies and evaluates effects of both contaminants and remediation on biota and supportive habitats. Monitors the efficacy of remedial actions throughout implementation of the remedy.

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REMEDIATION VENTURE OFFICE (RVO)



ATTACHMENT NUMBER 05
SITE-WIDE IMPLEMENTATION PLAN
(PREVIOUSLY DISTRIBUTED)

DAAM02-96-R-0016

ATTACHMENT NUMBER 06
FISH & WILDLIFE COMPREHENSIVE MANAGEMENT
(PREVIOUSLY DISTRIBUTED)

DAAM02-96-R-0016

ATTACHMENT NUMBER 07
RECORD OF DECISION
(PREVIOUSLY DISTRIBUTED)

DAAM02-96-R-0016

ATTACHMENT NUMBER 09
GOVERNMENT FURNISHED PROPERTY

DAAM02-96-R-0016

GOVERNMENT FURNISHED PROPERTY AND SERVICES

In accordance with the Government Furnished Property clause, this list delineates the property and services which will be made available to the Contractor for PMC functions. In addition, property and services may be available for specific remediation projects.

The Government will furnish the following:

Office Space

Office Furnishings

Convenience copiers

Printing Requirements. All print jobs exceeding a total of 25 pages should be accomplished by the Defense Printing Service. Requests for this service must be coordinated with the Information Systems Manager.

Field radios and maintenance

Federal Express services from Rocky Mountain Arsenal

Vehicles for PMC administrative operations: Pickup trucks and passenger vehicles

Fuel and maintenance for government provided vehicles

Telephone Service. The Government will provide, at no cost to the contractor, telephone and data communications services and equipment required for performance of this contract. All Government requirements and restrictions concerning utilization of Government telecommunications services, as set forth in AR 25-1, DA Pamphlet 25-1-1, AR 380-53, and local PMRMA policies and procedures, are applicable under this contract.

Telephone Instruments. Individual telephone instruments will be provided for use by the contractor staff as determined by the COR.

Telephone and Data Lines. Both local and toll distance service required by the contractor to conduct official Government business under the contract will be provided by the Government at no charge to the contractor. Routine and extensive use of telephones for personal, non-emergency calls may result in termination of Government provided, off-post services.

Telephone Printouts. A monthly printout listing the toll calls placed from those telephone

numbers assigned to the contractor shall be provided by the Government. Contractor shall review the monthly lists of long distance calls and provide written certification that all calls, as indicated thereon, were made for official use only. The contractor shall indicate all unofficial calls made, or those made that were not for performance of work under the contract. This certification shall be returned to the COR within three (3) working days after receipt by the project manager. Charges for calls other than official Government business will be at the prevailing commercial rate and will be deducted from payments due the contractor.

PMRMA SYSTEMS ENVIRONMENT. The PMRMA has an existing Automated Data Processing (ADP) environment with which the contractor is required to be compatible.

PMRMA Hardware Environment. No hardware will be provided, but the basic contractor-provided office automation hardware platform at the Arsenal should meet the following criteria:

Pentium Processor
16 Megabytes RAM
1.0 gigabyte hard drive

Hardware should be capable of running Windows 95 and/or Windows NT operating systems.

PMRMA Office Automation Software. The office automation software includes Microsoft Windows NT, Lotus 123, Word Perfect, Harvard Graphics, Access, CC:Mail, and Lotus Organizer. All applications run in a Windows environment.

PMRMA Local Area Network (LAN). Connectivity and access to the PMRMA LAN will be provided at no cost to the contractor to approved, authorized, contractor employees. Request for connection must be approved by the COR and the Information Systems Manager.

Electronic Mail. Lotus CC:Mail is used for local (campus-wide) mail, and a gateway is used to interface CC:Mail to SMTP mail for exchange with other Internet SMTP mail users. For data communications outside the Arsenal, the network has Internet access through the Defense Data Network (DDN). This service will be made available to the contractor upon approval by the COR and the Information Systems Manager.

Automated Maintenance/Tracking System. The Arsenal currently uses MP2 which is a fully functional, automated maintenance/tracking system. This software generates work order requests, tracks inventory from purchase through work order assignment, tracks labor hours and provides timekeeping functions. Although not required, this software will be made available to the contractor upon approval by the COR and the Information Systems Manager.

PMRMA Environmental Database (EDB) A large amount of data has been assembled relating to clean-up activities at the Arsenal. This data resides in the PMRMA EDB and consists of four (4) elements: an environmental database management system (DBMS) based on the Installation

Restoration Data Management Information System (IRDMIS) designed and maintained by United States Army Toxic and Hazardous Materials Agency (USATHAMA); laboratory data produced from the testing of water, soil, biota, and air samples; data analysis packages (printouts and related documentation) supporting the data in the EDB; and Quality Assurance/Quality Control letters that certify the acceptability level of each laboratory sample report. This service will be made available to the contractor upon approval by the COR and the Information Systems Manager.

Graphical Information System (GIS) At Rocky Mountain Arsenal, ARC/Info is used for GIS functions to generate base maps, maps of contamination plumes, surface contours, etc. A collection of map images has been established which can be called up by all users on the network to produce custom maps. Specialized programs have been written in "C" and Windows to serve as a Graphical User Interface (GUI) to the Environmental Database. A combination of computer graphics and menus are used to guide the user through a data query. In addition to the ARC/Info, an interactive surface and three-dimensional volume modeling program, Dynamic Graphics, is being used. This software is useful in demonstrating the shape, size, concentration, and movement of contamination plumes. This service will be made available to the contractor upon approval by the COR and the Information Systems Manager.

GIS Centralized Map Production A centralized map production facility tied to the PMRMA Environmental Database provides the official data set which is used for map production. This service will be made available to the contractor upon approval by the COR and the Information Systems Manager.