

Air Force Civil Engineer Center



Industry Day - Optimized Remediation Contracts (ORCs)

AFCEC/CZR
16 August 2018



AFCEC Industry day Agenda



- **Welcome/Purpose/Opening Remarks**
- **PBR Background / Current Program Direction**
- **FY20-25 ORC look-ahead**
- **Questions & Answers session**



Purpose

- **Purpose:**
 - **Share framework for Active AF's FY20-25 ORCs**
 - Focus on FY20 awards
 - **Solicit feedback from potential contractors regarding concerns or lessons learned that may be beneficial to the ORC process**
- **NOTE: Each individual proposal will be evaluated in accord with the relevant request for proposal (RFP)**



Rules of Engagement



- **We will not discuss any currently awarded PBR task order/contracts**
- **We will not discuss any ORC specific scopes or requirements**
- **Q&A session at the end of the briefing**
- **SAME has agreed to continue to collect additional input after Industry day thru 31 Aug 2108**



AFCEC/ CZR



Environmental Restoration

- Provides AF headquarters, major commands, and installations (Active Duty & AF Reserve) with environmental remediation support

- Mission Statement:

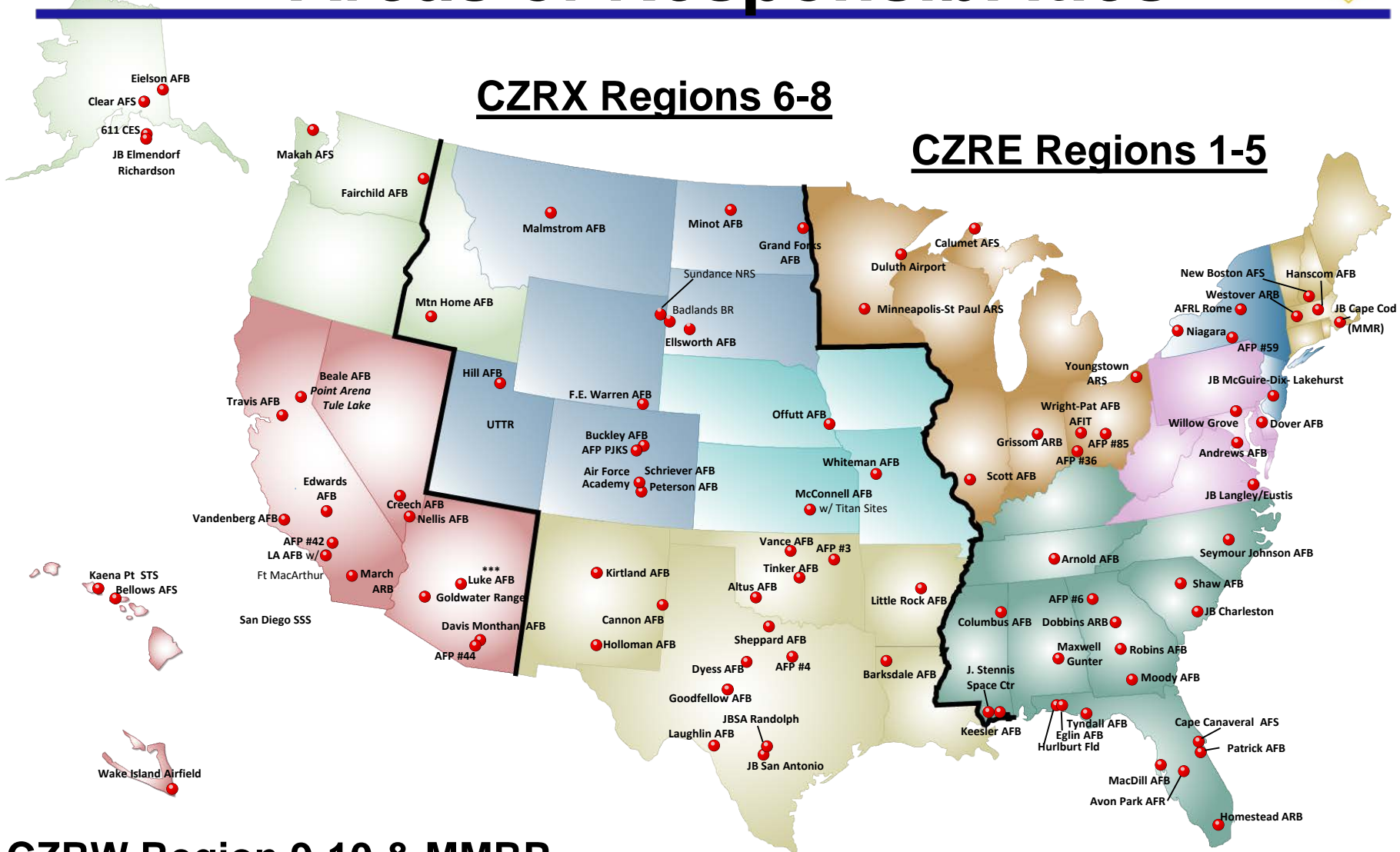
Protect human health and the environment and return land and facilities to beneficial use

- Vision Statement:

Restore the environment to enable the AF mission

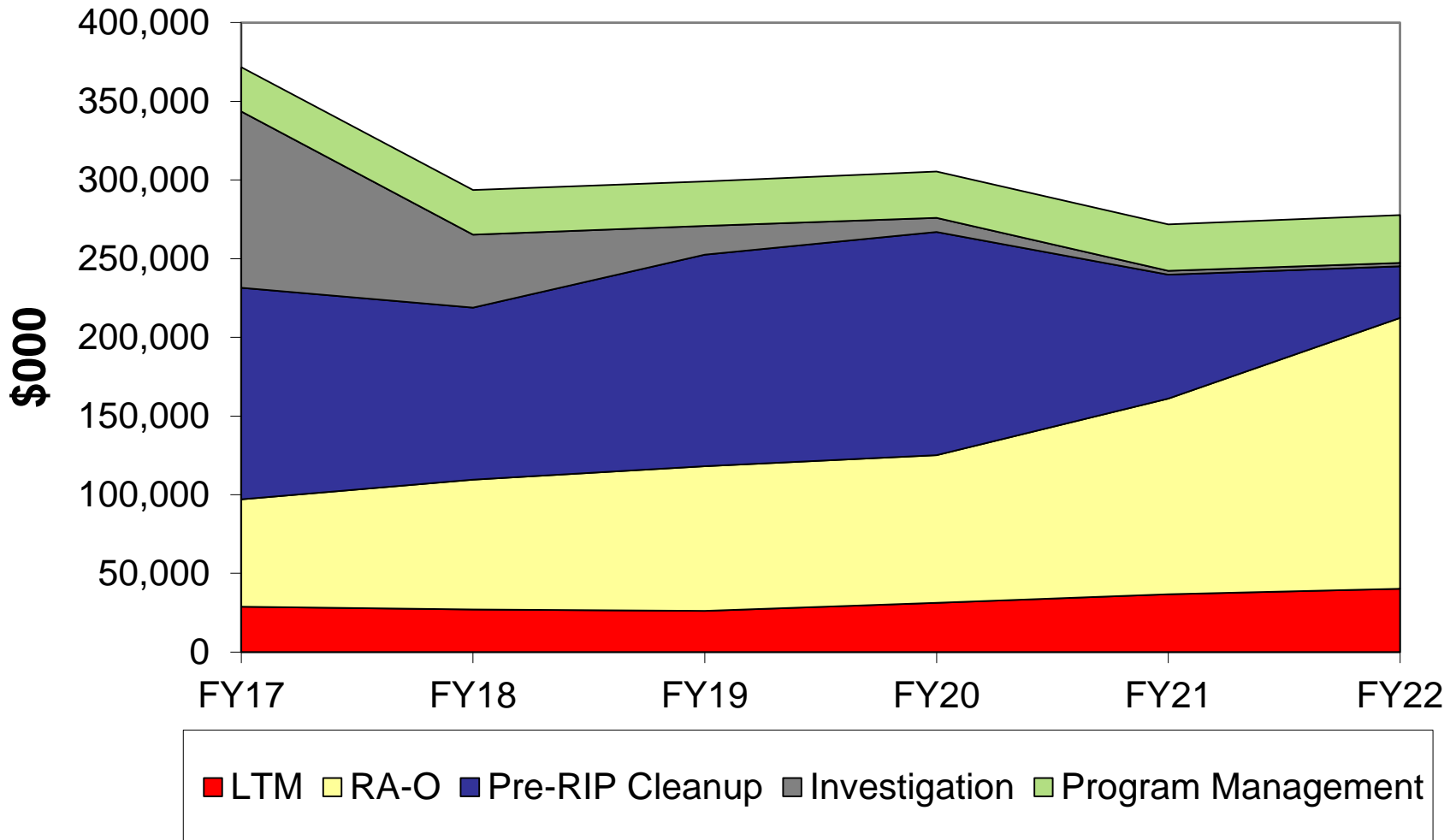


R-PMO Primary Areas of Responsibilities





Active Installations FY17-22 Spend Plan*



*Includes the IRP, BD/DR, and MMRP CTC estimates



Air Force Performance Based Remediation (PBR) Background



AF PBR Contracts



Awarded 47 PBRs
to include 2,329 sites
for \$1.3B since FY10



Implemented lessons
from earlier PBRs into
later PBRs

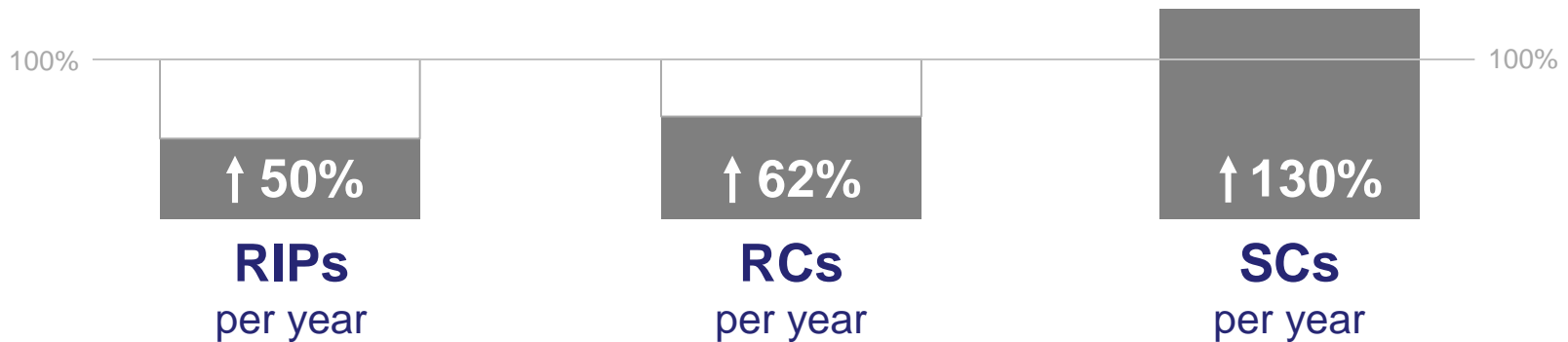
Fiscal Year	PBR Contracts	Bases	Sites	Value of PBRs	% Accelerated SCs	Savings within the POP	Life Cycle Cost Reduction
FY10	1	1	2	\$57M	N/A	N/A	N/A
FY11	10	22	407	\$242M	211% (from 61 – 190)	14% (\$39M)	28.5% (\$181M)
FY12	14	37	653	\$365.5M	392% (from 84 – 413)	14% (\$60M)	41% (\$399M)
FY13	14	34	768	\$393M	177% (from 165 – 457)	24% (\$121M)	43% (\$429M)
FY14	7	11	448	\$296M	353% (from 38-172)	35% (\$163M)	52% (\$405M)
FY15	1	1	51	\$15.7M	2400% (from 1-25)	26% (\$5.5M)	64% (\$35M)
Total	47	106	2,329	\$1.3B	360% (from 349 – 1,257)	23% (\$388M)	42% (\$1.4B)



PBR Achievements to Date



Post-PBR Increase



	Total		Average Per Year	
	Pre-PBRs (FY08-FY11)	Post-PBRs (FY12-FY17)	Pre-PBRs (FY08-FY11)	Post-PBRs (FY12-FY17)
RIP	802	1,823	201	304
RC	770	1,878	193	313
SC	573	1,972	143	329



Benefits of PBRs

- **Accelerate cleanup - stops endless investigation and moves on to active clean-up**
- **Lower remediation costs - lower cost growth**
- **Return property to beneficial use**
- **Encourages use of innovative approaches**
- **Single contractor/single integrated plan rather than multiple contractors/multiple plans**
- **Refocuses total team on clean-up; contractual actions secondary**



PBR Key Lessons Learned Acquisition



- **AF will level acquisition workload across FYs**
- **AF must set realistic contract goals**
- **Contractor must demonstrate ability to meet the performance objective with a strong likelihood of success**
 - **Technical Approach is viable & reasonable, with risks identified/mitigated**
- **Regulator input is critical for successful implementation**

Incorporated into next acquisition effort



PBR Key Lessons Learned Surveillance



- **PBRs are a business model shift reflected in the selection of type of contract mechanism**
 - Risk for achieving performance objective is contractor's / liability is the AF's
 - AF supports, does not direct, the remedy
 - Communication & training are necessary to effect the paradigm shift

8.1.1 Scope Discussion and Limits

The scope of this contract is to perform environmental restoration services for the sites listed in Enclosure 1 and assume contractual liability and responsibility for achieving the Contractor's proposed performance objectives. This scope includes all known contaminants linked to the specific sites (thus, to include contaminants on, under, or emanating from the specific sites) without regard to quantity (e.g., plume size, concentrations, etc.). The AF is statutorily responsible for all sites listed in Enclosure 1.



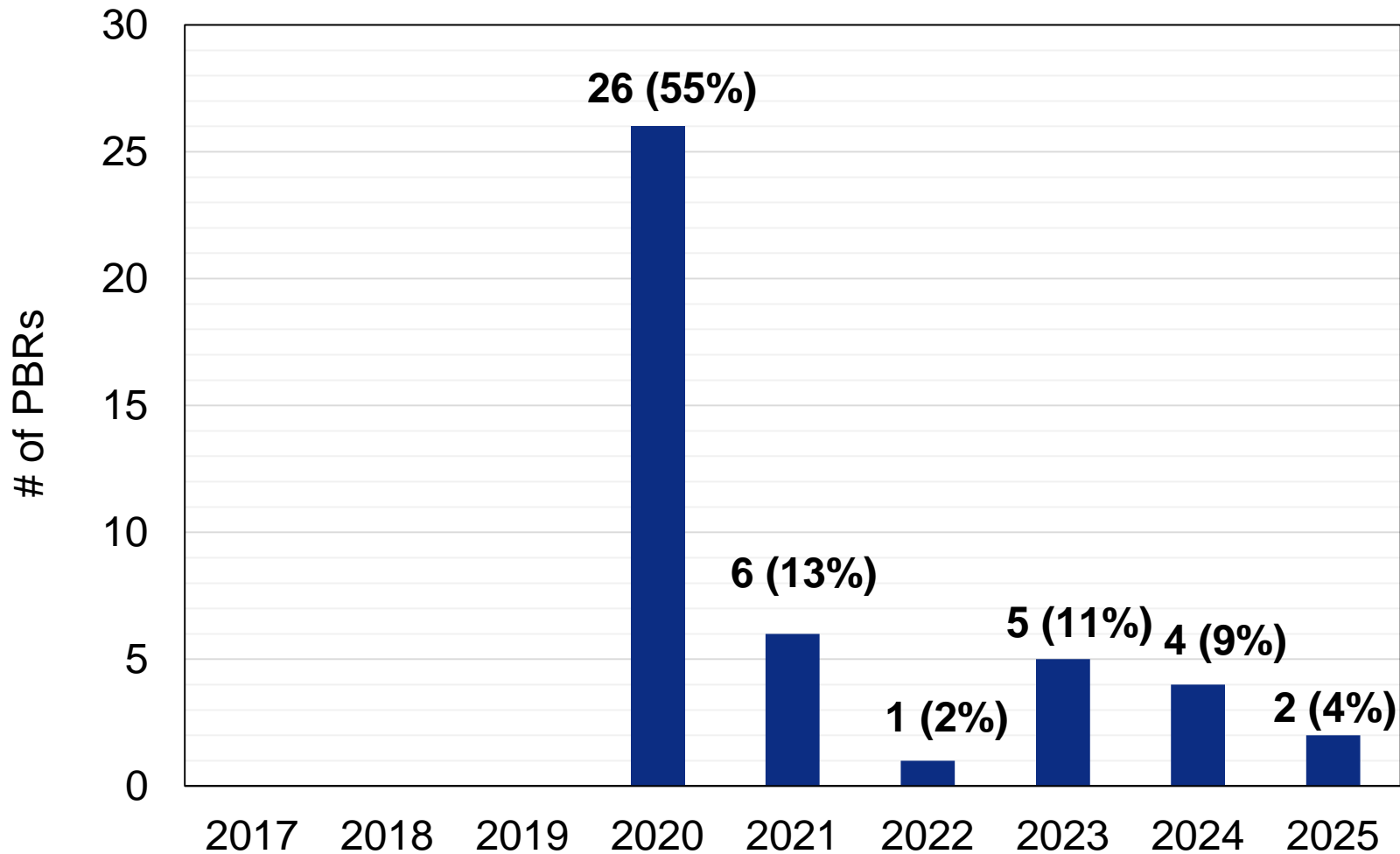
Key Misperception

- **PBR is not “turned over” to the contractor**
- **Air Force still responsible party, regulator approvals still mandatory**
 - **AF retains liability throughout as lead agency**
 - **Gov. must accept and approve documents prior to sending to regulators**
 - **Contractor cannot negotiate/bind on behalf of Gov.**





Current PBR Contract End Dates



Percentages are based on a total of 47 PBRs



Current Directive



- **SAF/IE Memo, 12 Jan 2017**

To ensure the AF continues to fulfill ...it's ERP mission, while effectively and efficiently managing the program in a performance-based, results-oriented and cost-conscious framework, the Air Force will take the following actions:

- **Air Force Instruction 32-7020, paragraph 2.4 OBJECTIVES**

AF commanders and responsible officials will use efficient and effective strategies to achieve DOD cleanup objectives, employing performance-based strategies and processes, where appropriate, and cost/benefit and total life-cycle analyses in remedy selection decisions to meet Air Force operating principles and the objectives in DODM 4715.20, which are to:...



Optimized Remediation Contract (ORC)



What PBR/ORC is

- **Business model change – performance based acquisitions specify the “what” not the “how”**
- **Technical approach proposed by Contractor, not Govt**
 - Contractors responsible for end objective regardless of their proposal assumptions
 - Proposals are NOT incorporated by reference into contract
- **Payment is determined based on achievement of contract objectives as determined by measurable performance standards**



What PBR/ORC is (continued)



- **AF oversight remains critical throughout the life of the contract**
- **Must fully adhere to regulatory requirements**

Refer to FAR 37.6 for more info



What are ORCs?

BLUF:



AF is committed to implementing a consistent process for all ORCs; FY20-25



ORC Definition

“ORCs will effectively and efficiently manage the AF ERP program in a performance-based, results-oriented, and cost conscious framework. One significant component will be the incorporation of lessons learned during PBRs in the development of ORC performance objectives. ORCs will be firm fixed price contracts and generally cover all known sites at an installation. Contractors will be incentivized to achieve performance objectives in keeping with the end state of choice as determined by a business case analysis of total life cycle costs (LCCs) with the objective of minimizing future AF liability and cost to the greatest degree feasible. While that end state of choice is generally RC, ORCs will utilize existing site data to inform realistic performance objective selection.”



Acquisition Strategy Goal & Objectives



- **Goal**

- Develop strategy for next round of PBCs starting in FY20 (i.e., ORCs)
- Ensure consistent approach across the entire program

- **Objectives**

- (1) Continue performance-based approach**

- Implement AFI 32-7020 requirements

- (2) Determine requirements**

- Develop Installation-Specific Acquisition Plans (ISAPs)

- (3) Develop overarching strategy**

- Establish key business rules
- Incorporate lessons learned



ISAPs



- **Acquisition plan for all open EESOH-MIS sites**
 - **Start with FY20 awards**
 - Block 1: PBRs ending in FY20 & installations not in a PBR
 - Block 2: PBRs ending in FY21 & FY22
 - Block 3: PBRs ending in FY23+
- **Collaborative effort between all AF Stakeholders (PMs, RPMs, Technical Team, Regulators)**
- **ISAPs support program-wide strategic acquisition decision making**



Pre-Award Acquisition Strategy



Contract Vehicle/Mechanism



- **Contracts will have the following characteristics:**
 - Firm Fixed Price (FFP)
 - ID/IQ Task Order (TO) or C-Contract
 - 6-10 year Periods of Performance (PoPs)
 - Small Business (SB) set-asides and Unrestricted competition will be used
- **Contract Agency:**
 - FY20: USACE
 - FY21+: 772 ESS
- **ORC specific acquisition strategies are still under development**



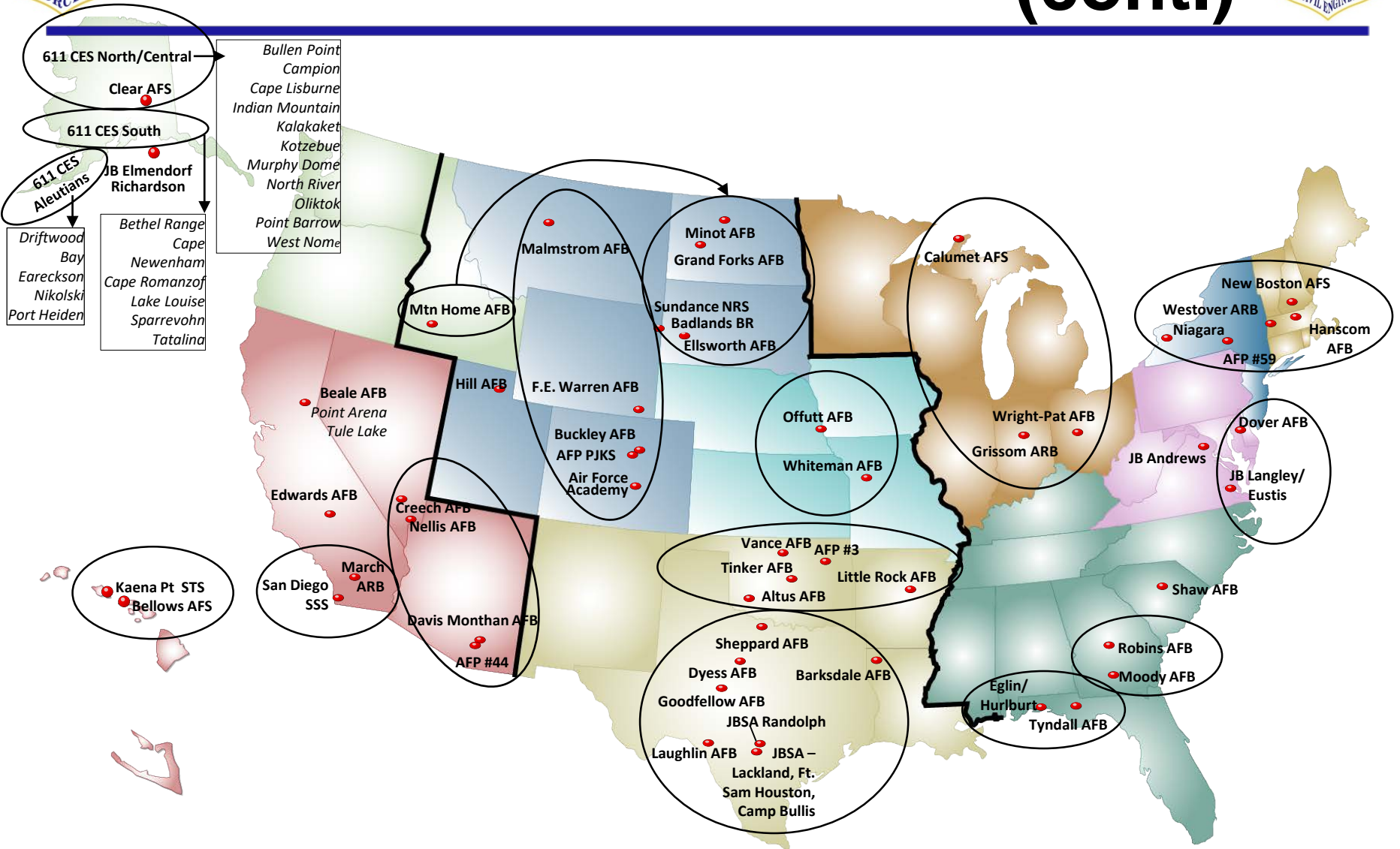
FY20 ORC Draft Groupings



- **Groupings are based on the following factors:**
 - **AFCEC PMO and IST Regions**
 - **EPA Regions, where possible**
 - **Manageable size (e.g., installations, sites, etc.)**



FY20 ORC Draft Groupings (cont.)





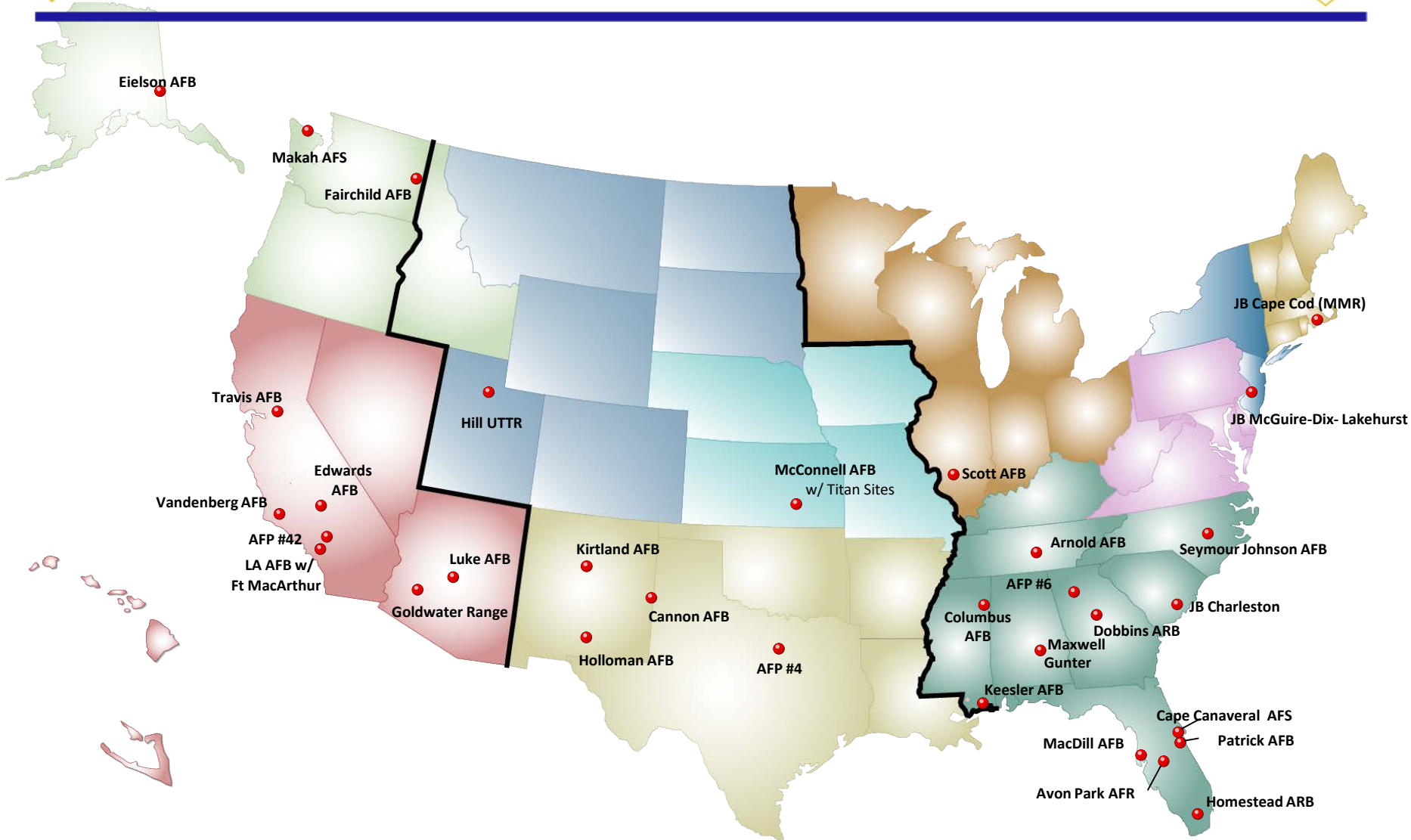
FY20 ORC Draft Groupings



ORC Grouping	# Installations	# Sites
Aleutian Islands (EPA REGION 10)	4	60
AZ, NV (EPA REGION 9)	4	35
Beale AFB (EPA REGION 9)	1	35
CO, WY, MT (EPA REGION 8)	5	41
DE, VA (EPA REGION 3)	3	62
EPA Region 1 & 2 (EPA REGION 1 & 2)	5	20
EPA Region 5 (EPA REGION 5)	3	29
FL Panhandle (EPA REGION 4)	3	67
GA (EPA REGION 4)	2	27
Hill AFB (EPA REGION 8)	1	24
ID, WY, ND, SD (EPA REGION 8 & 10)	6	68
JB- Andrews, MD (EPA REGION 3)	1	31
JBER (EPA REGION 10)	2	85
North/Central Alaska (EPA REGION 10)	13	37
OK-AR (EPA REGION 6)	5	65
Region 7 MO, NE (EPA REGION 7)	2	18
Shaw (EPA REGION 4)	1	15
South Pacific (EPA REGION 9)	2	2
Southern Alaska (EPA REGION 10)	6	21
Southern CA (EPA REGION 9)	2	10
TX-LA (EPA REGION 6)	9	117
Total	80	869

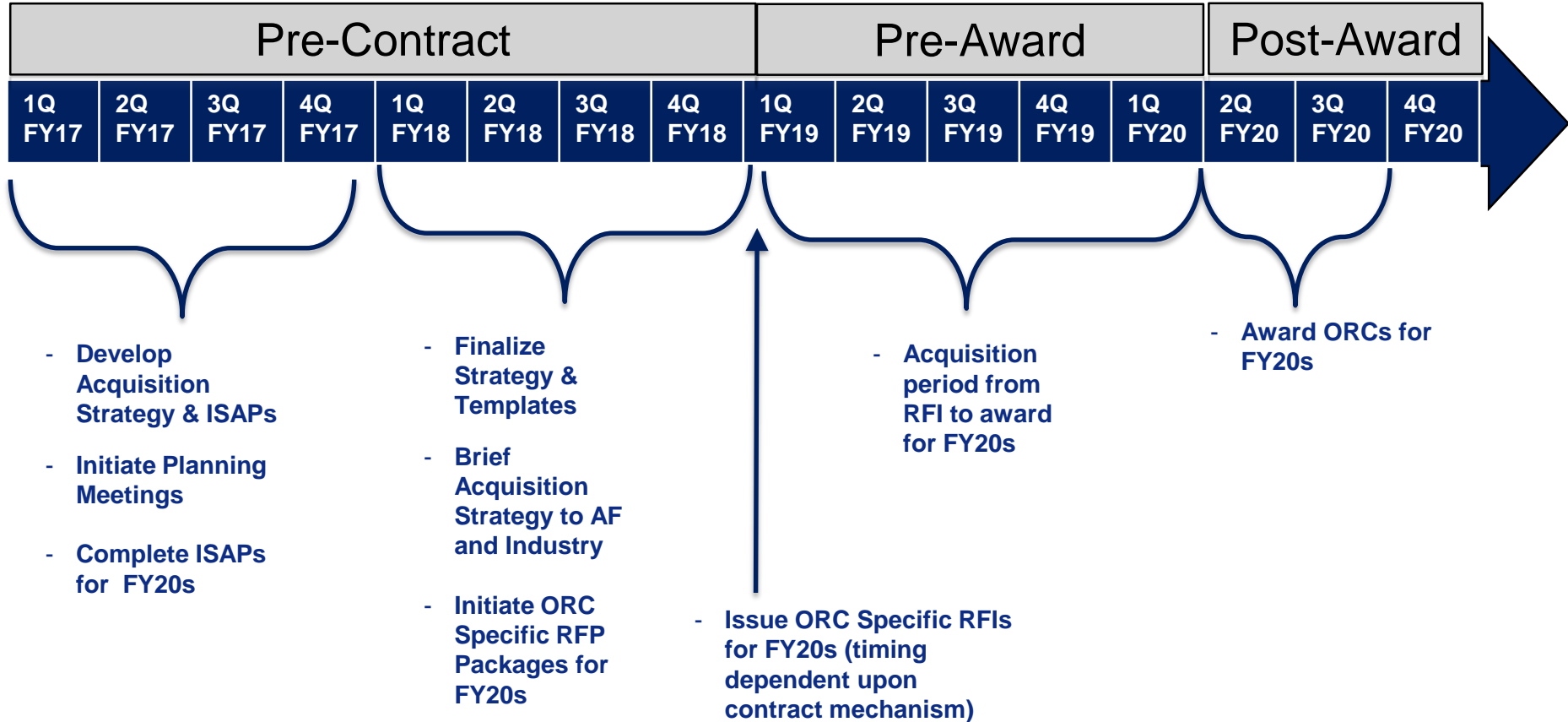


FY21+ ORC Installations





Draft ORC Acquisition Timeline



Goal is to allow at least 1Q overlap between PBR and ORC



Pre-Award

Determining AF

Requirements – MPO /

PP setting / Definitions



PO/PP Defined

- **Performance Objective (PO)**
 - Contractually required site end state
 - Example: RIP
- **Performance Period (PP)**
 - Contractually required timeframe to achieve the PO
 - Example: RIP within 3 years from Obligation Date
- **Stretch Goals not planned for FY20 ORCs**

Site Categories – Establishing POs

Status Quo	Reduce LCC	Clear Path to RC or SC < 10 years	Projected RC Achievement > 10 years	Characterization Needed	Alternate Objective
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- Minimal work remaining, but won't get to SC
- Minimal uncertainties
- AF & Regulatory requirements focused objectives



- Work still needed to achieve RC or SC
- Some uncertainties
- Restoration progression focused objectives



- Unclear Path Forward
- Many uncertainties
- Data focused objectives

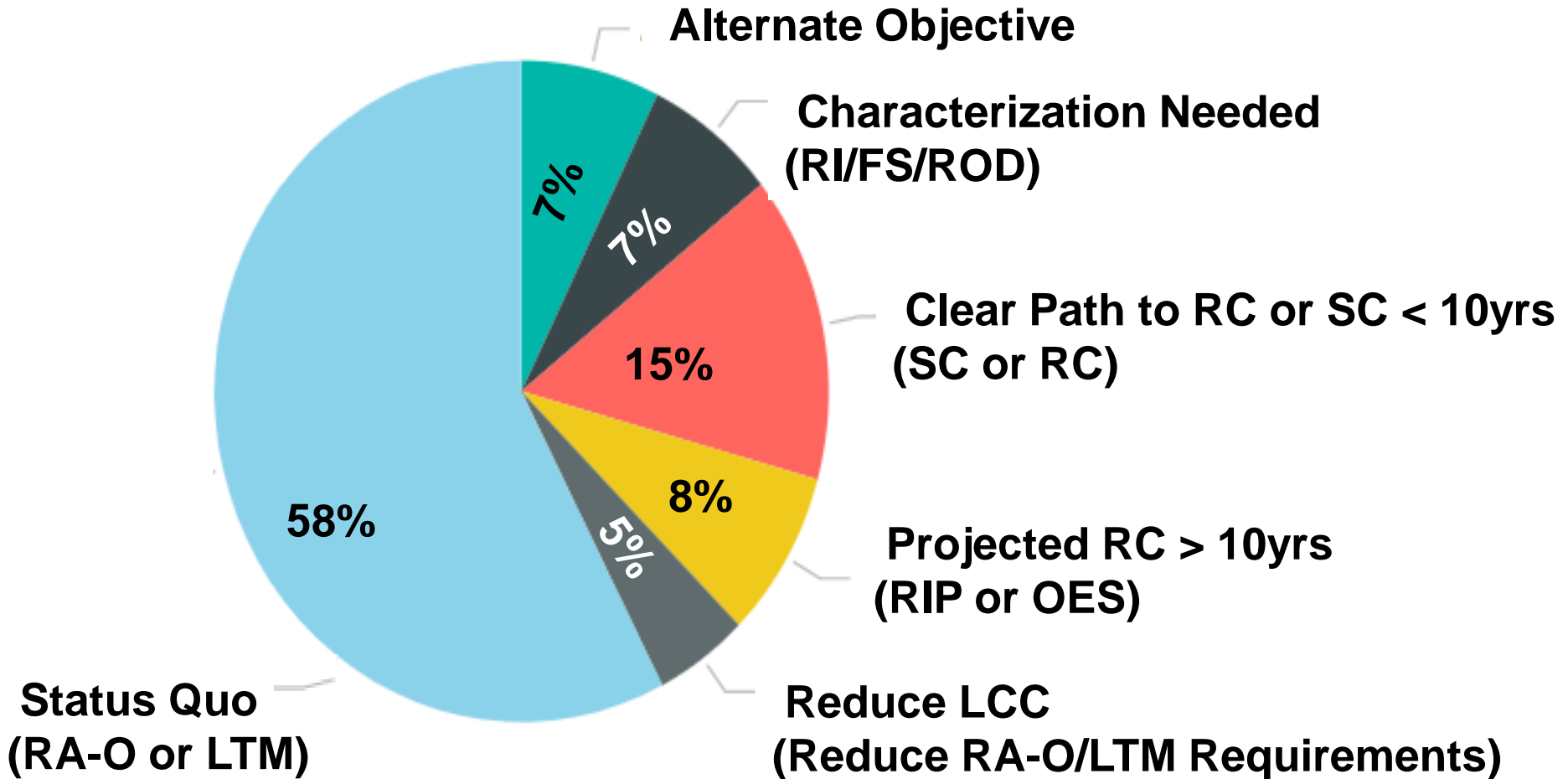




FY20 Summary of Requirements



of Sites by Category





Site Closeout

- **Site Closeout (SC)** – The stage at which the DoD has completed active management and monitoring at an environmental restoration site. No additional environmental restoration funds will be expended at the site
- **SC Determination:**
 - All DERP, regulatory, or other legal requirements for the cleanup process have been followed
 - All long term management (LTM) requirements been completed (no land use controls or industrial controls)
 - All conditions on signed NFA/NFRAP are met or completed
 - Site meets residential cleanup standards or unlimited use and unrestricted exposure (UU/UE)
 - There is NO additional funding programmed for the site
- **Common Pitfall:**
 - SC is achieved **AFTER** all site decommissioning is complete (e.g., system removal, well decommissioning, etc.)



Response Complete

- **Response Complete (RC)** –The milestone signifying that the DoD Component has met the remedial action objectives (RAOs) for a site, documented the determination, and sought regulatory agreement
- **RC Determination:**
 - Remedial action objectives or cleanup goals stated in the ROD or equivalent decision document have been achieved.
 - Land Use Controls (LUCs) Institutional Controls (ICs) are in place, as appropriate.
 - A final inspection or equivalent has been conducted.
 - The site is protective of human health and the environment.
 - If an NPL site, the EPA has approved the Remedial Action Completion Report (RACR)
- **Common Pitfall:**
 - If LUCs, ICs, Deed Restrictions, Five-Year Reviews are still required, the site is in RC not SC



Remedy in Place

- **Remedy in Place (RIP) – When a final remedial action has been constructed, is functional, and is operating as planned.**
- **RIP Determination:**
 - **Site has a signed Record of Decision (ROD) or Decision Document (DD) equivalent**
 - **Remedy is operating as intended in the Remedial Design (RD)**
 - **Remedy is expected to meet the remedial action objectives (RAOs) detailed in the ROD/DD**
- **Common Pitfalls:**
 - **If the site is in Monitored Natural Attenuation (MNA), and the RAOs identified in the ROD/DD have NOT been achieved, then the site is in RIP not RC**
 - **Interim actions that occur prior to a signed ROD/DD are not considered RIP**



Optimized Exit Strategy (OES)



Optimized Exit Strategy (OES)



- **OES sites under PBR:**
 - Included all sites post DD that would not achieve SC within POP
- **Planned OES sites under ORC:**
 - Sites where projected RC achievement >10 years
 - Objective is accelerated/aggressive contaminant treatment
 - ROD Amendments are not an impediment to optimization
- **Anticipate OES POs for approx. 45 sites for FY20 ORCs**
 - OES only required for those specific sites identified



OES Deliverables

- **OES Plan - required within the first Sub-CLIN**
- **OES Annual Reports**
 - Reports performance IAW the OES Plan
 - May be combined with annual monitoring reports as long as performance against the model is clearly demonstrated
- **OES Summary and Forecasting Report – required two years prior to contract / PoP end**
 - Remedial strategies implemented and remaining to be implemented
 - A realistic schedule and activities to achieve SC or RC after the POP

OES Deliverables must be IAW the SOO/PWS & Updated OES Compendium

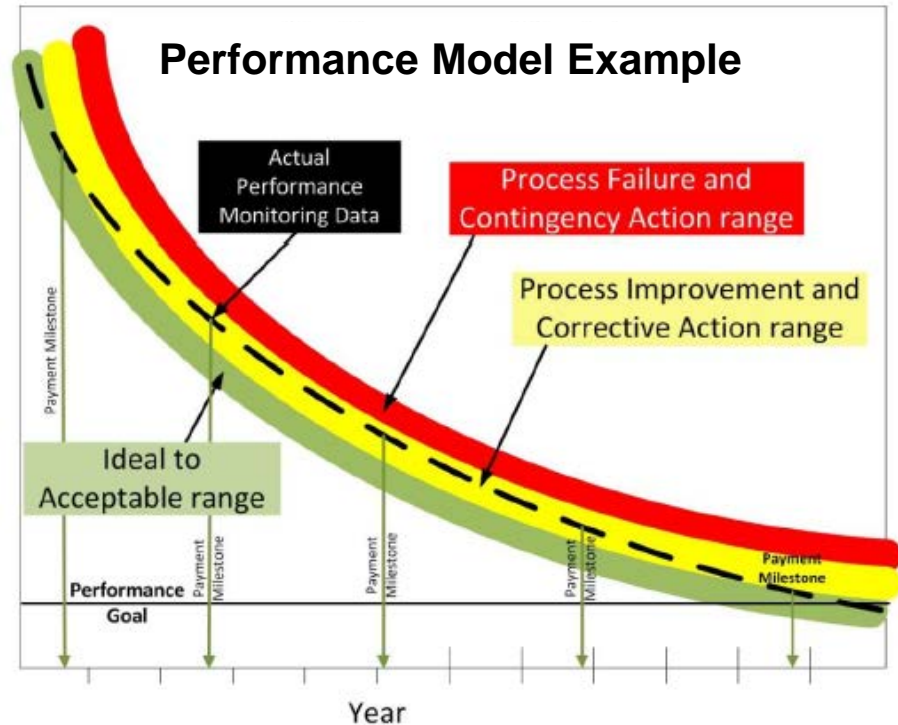
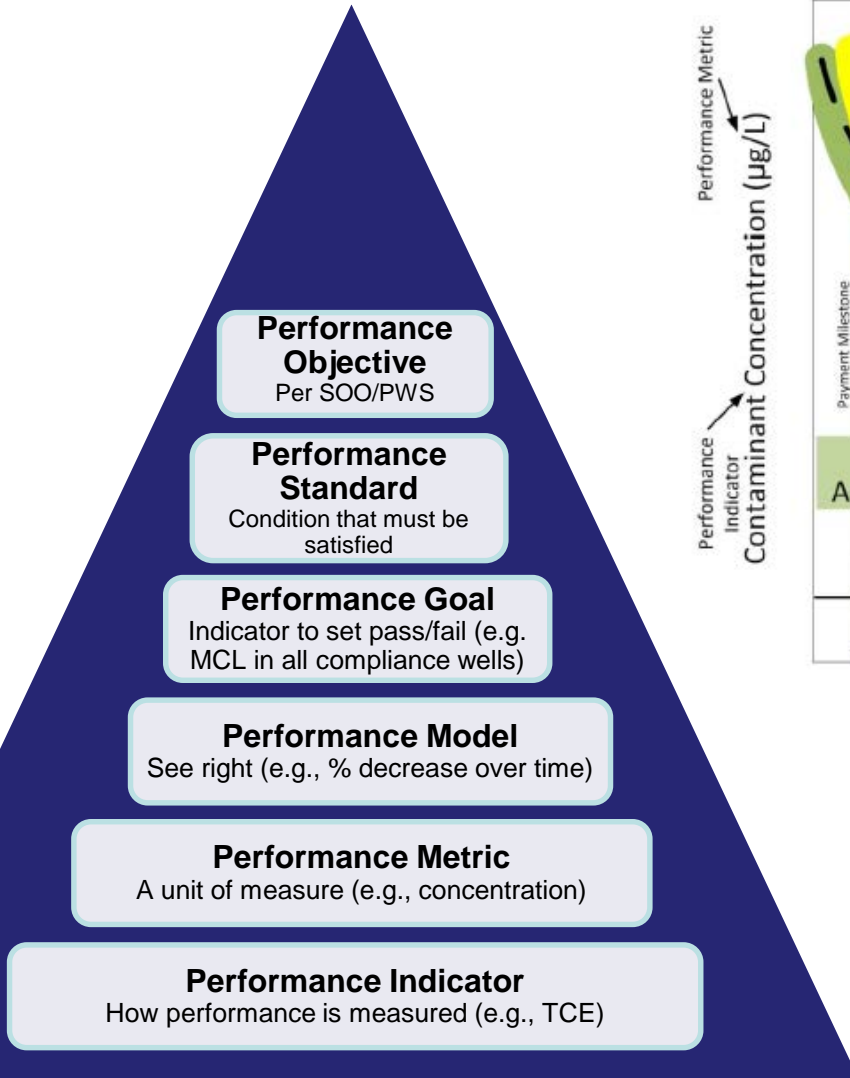


OES Plan

- **OES Plan should include the following:**
 - **Development and analysis of remedial optimization alternatives**
 - **Selection of performance model and performance indicator(s) shall be consistent with those provided in the Govt's baseline:**
 - AF intends to provide baselines for all OES sites based on historic attenuation rates and appropriate data
 - Demonstration of concentration reductions and accelerated progress towards RC are preferred
 - **AF will be updating the OES Compendium for ORCs**
- **Submittal of an MPS with annual payments tied to meeting or exceeding interim and final performance goals per the OES Plan**



Performance Terminology and Performance Model Example





Example OES Sub-CLIN Structure



CLIN/Sub-CLIN Number	CLIN/Sub-CLIN Description
00XX (LF001)	Achieve OES within the contract POP
00XXAA	Develop an Optimized Exit Strategy (OES) Plan and implement the OES to achieve interim performance goals 1, 2, and 3
00XXAB	Implement the OES to achieve the interim performance goals 4, 5, and 6
00XXAC	Implement the OES to achieve the interim performance goals 7, 8 and develop an OES Summary and Forecasting Report
00XXAD	Implement the OES to achieve the interim performance goal 9 and final performance goal
00XXCA	Maintain Compliance with current regulatory requirements and binding agreements - Year 1
00XXCB	Maintain Compliance with current regulatory requirements and binding agreements - Year 2
00XXCC	Maintain Compliance with current regulatory requirements and binding agreements - Year 3
00XXCD	Maintain Compliance with current regulatory requirements and binding agreements - Year 4
00XXCE	Maintain Compliance with current regulatory requirements and binding agreements - Year 5
00XXCF	Maintain Compliance with current regulatory requirements and binding agreements - Year 6
00XXCG	Maintain Compliance with current regulatory requirements and binding agreements - Year 7
00XXCH	Maintain Compliance with current regulatory requirements and binding agreements - Year 8
00XXCJ	Maintain Compliance with current regulatory requirements and binding agreements - Year 9
00XXCK	Maintain Compliance with current regulatory requirements and binding agreements - Year 10

- **Compliance Sub-CLINs run concurrently & independently of performance (OES) Sub-CLINs**
- **Milestone payments are contingent upon meeting or exceeding interim performance goals IAW the approved performance model**



Alternate Objectives



Alternate Objectives



- **Identified for sites considered to have complex attributes that control progress towards RC**
- **MPO requires compliance monitoring throughout the PoP per current regulatory requirements (these are separate Sub-CLINs the Gov intends to exercise)**
- **Site-specific requirements may include one or more of the following :**
 - **Advanced Site Characterization**
 - **Remedy Recommendation**
 - **DRAFT Amendments in Decision Documents**
 - **Alternative End Point Recommendation**



Paradigm Shift for Alternate Objective Sites



- **ISAP Team identified MPOs for Alternate Objective Sites**
 - Screened 106 ERA sites
 - Current Alternate Objective MPOs - 46 sites
 - Number may change dependent on Regulator input
- **Focus will be on data required to inform site-specific decisions**



Alternate Objective Assessment Defined



- **Two step process completed by AF:**
- **Phase I**
 - Automated process using ERPIMS data
 - Calculates attenuation rate and plume stability
 - Output = estimated RC date
- **Phase II**
 - Semi-automated process using ERPIMS data
 - Evaluates mass movement (source control)
 - Confirms plume behavior
 - Outputs = IDs data gaps; recommended technologies*; evaluates source control; estimated RC date



Alternate Objective MPOs



- **Advanced Site Characterization** – high resolution site characterization (HRSC) and data to develop a robust CSM sufficient to design and implement an effective remedy
- **Remedy Recommendation or Amendments to Decision Documents** – evaluation of current and potential alternate remedies, technology demonstrations / evaluations, recommendations to augment, modify, and/or replace existing remedy
- **Alternative End Point Recommendation** – generate data to demonstrate if RC is technically achievable; if not, evaluate alternatives for site management that are protective of human and ecological health



Example Alternate Objective CLIN Structure



Site	CLIN/Sub-CLIN Number	CLIN/Sub-CLIN Description
SS001	00XX	Achieve [Alternate Objective]
SS001	00XXAA	Achieve the Focused Remedial Investigation/Supplemental Characterization/High Resolution Site Characterization Work Plan
SS001	00XXAB	Achieve the Focused Remedial Investigation/Supplemental Characterization/High Resolution Site Characterization Report
SS001	00XXAC	Achieve the Revised 3-D Conceptual Site Model based on the Focused Remedial Investigation/Supplemental Characterization/High Resolution Site Characterization
SS001	00XXAD	Complete updated groundwater monitoring plan IAW the revised CSM
SS001	00XXAE	Complete Pilot Study Work Plan(s)
SS001	00XXAF	Achieve the Remedy Effectiveness and Recommendations Report/ Supplemental FS/ Alternative Analysis
SS001	00XXAG	Achieve DRAFT ESD or ROD Amendment
SS001	00XXAH	Achieve FINAL ESD or ROD Amendment
SS001	00XXCA	Maintain Compliance with current regulatory requirements and binding agreements - Year 1
SS001	00XXCB	Maintain Compliance with current regulatory requirements and binding agreements - Year 2
SS001	00XXCC	Maintain Compliance with current regulatory requirements and binding agreements - Year 3
SS001	00XXCD	Maintain Compliance with current regulatory requirements and binding agreements - Year 4
SS001	00XXCE	Maintain Compliance with current regulatory requirements and binding agreements - Year 5
SS001	00XXCF	Maintain Compliance with current regulatory requirements and binding agreements - Year 6
SS001	00XXCG	Maintain Compliance with current regulatory requirements and binding agreements - Year 7
SS001	00XXCH	Maintain Compliance with current regulatory requirements and binding agreements - Year 8
SS001	00XXCJ	Maintain Compliance with current regulatory requirements and binding agreements - Year 9
SS001	00XXCK	Maintain Compliance with current regulatory requirements and binding agreements - Year 10

- Structures will be dependent on ORC and site-specific requirements
- Sub-CLINs will only be exercised based upon funding availability, site-specific needs, & Gov determination of successful completion of predecessor Sub-CLINs



Expertise Requirements



Technical Personnel

- Senior Engineer/ Hydrogeologist qualifications
- Provide specific project examples demonstrating five years direct experience performing HRSC technologies/procedures developed within the last 10-years, as identified in the following:
 - Federal Remediation Technologies Roundtable (FRTR)
 - Strategic Environmental Research and Development Program (SERDP)
 - Environmental Security Technology Certification Program (ESTCP)
 - EPA HRSC Site: <https://clu-in.org/characterization/technologies/hrsc/>



Pre-Award Determining AF Requirements – Regulatory Engagement



Steps to Date

- **Established Regulatory Workgroup**
 - Formed core group with 2 EPA and 4 State Regulators
- **CZR email to core group, 7 Mar 2018**
- **CZR email to Regulatory Community, 3 Apr 2018**
- **Started Installation Specific Pre-Contract Development Meetings in Apr 2018**



Lessons Learned – Regulator Input



- **Formalize /document Regulator participation**
 - **Integrate ASTSWMO checklist as appropriate**



ASTSWMO, Providing Pathways to Our
Nation's Environmental Stewardship Since 1974

ASTSWMO POSITION PAPER ON PERFORMANCE-BASED CONTRACTING AT FEDERAL FACILITIES



Pre-Solicitation Meeting



- Reviewed performance objectives and performance periods for each site
- Confirmed regulatory review timelines
- Discussed workloads and prioritization
- Discussed other installation-specific requirements for the RFP documents
- Obtained feedback on PWS/SOO Template

AF will incorporate applicable Regulatory input into the PWS/SOO



Solicitation Site Visit



- **Regulators will be invited to all site visits**
- **Regulators will be offered the opportunity to present information to all Contractors present**



Pre-Award Sub-CLIN, IMS and MPS Requirements



CLIN/Sub-CLINs

- **CLINs define deliverables and describe characteristics for the item purchased**
- **Sub-CLINs ease contract administration; they define deliverables and may be used to facilitate tracking of the following:**
 - Performance
 - Deliverables
 - Payment
 - Contract funds accounting
- **Each Sub-CLIN will include scheduled activities for no more than 5-FYs to avoid funds cancellation**
 - Structure Sub-CLINs for approx. 3 FYs to plan for possible delays
- **Gov. reserves right not to exercise any and all CLINs and Sub-CLINs**



CLIN/Sub-CLINs (cont.)



- **CLIN structure will have separate Sub-CLINs for compliance requirements vs performance type activities**
 - **Compliance = routine regulatory requirements to comply with binding agreements (gw monitoring/sampling, system O&M)**

00XXCA	Maintain Compliance with current regulatory requirements and binding agreements - Year 1	At Award	
00XXCB	Maintain Compliance with current regulatory requirements and binding agreements - Year 2	Approx., 1 year after 00XXCA	
00XXCC	Maintain Compliance with current regulatory requirements and binding agreements - Year 3	Approx., 1 year after 00XXCB	

- **Performance = remedial advancement or progress towards PO**

00XXAA	Achieve Remedial Design and Remedial Action Work Plan/Corrective Measures Implementation Plan	At Award	
00XXAB	Achieve Remedy in Place	Upon completion of 00XXAA	
00XXAC	Achieve Response Complete	Upon completion of 00XXAB	



Sub-CLIN Structure Example - RIP



<u>CLIN/SUB-CLIN</u>	<u>CLIN/SUB-CLIN DESCRIPTION</u>	<u>PROJECTED DATE OF EXERCISE</u>	<u>CLIN/SUB-CLIN AMOUNT</u>
0009	Site OT012: Achieve Remedy in Place (RIP) within 5 years from the Obligation Date		
0009AA	Achieve the Feasibility Study/Corrective Measures Study	At Award	
0009AB	Achieve the Proposed Plan	Upon completion of 00XXAA	
0009AC	Achieve the ROD/Statement of Basis and Permit Modification	Upon completion of 00XXAB	
0009AD	Achieve Remedial Design and Remedial Action Work Plan/Corrective Measures Implementation Plan	Upon completion of 00XXAC	
0009AE	Achieve Remedy in Place	Upon completion of 00XXAD	
0009CA	Maintain Compliance with current regulatory requirements and binding agreements - Year 1	Upon completion of 00XXAE	
0009CB	Maintain Compliance with current regulatory requirements and binding agreements - Year 2	Approx., 1 year after 00XXCA	
0009CC	Maintain Compliance with current regulatory requirements and binding agreements - Year 3	Approx., 1 year after 00XXCB	
0009CD	Maintain Compliance with current regulatory requirements and binding agreements - Year 4	Approx., 1 year after 00XXCC	
0009CE	Maintain Compliance with current regulatory requirements and binding agreements - Year 5	Approx., 1 year after 00XXCD	



Integrated Master Schedules (IMSS) – Basic Concepts



- **MINIMUM** requirement for IMSS;

IMS Column(s)	Description
Installation Name	Identify EESOH-MIS Installation Name per the RFP or contract
Site Number	Identify EESOH-MIS Site Number and Sub-Site Number, if applicable, per the RFP or contract
CLIN/Sub-CLIN	Identify CLIN and/or Sub-CLIN per the RFP or contract
Task Description	Include sufficient description of all activities and deliverables associated with achievement of the PO and a clear indication of CERCLA/RCRA phase completion (ex., RIP Achieved, RC Achieved)
Start and Finish Dates	Identify start date and finish date for each activity and deliverable; ensure all required activities and deliverables are included (ex., site access, work plans, meetings, field work, documents/deliverables, reviews, coordination with stakeholders, etc.); include appropriate durations for activities and realistic Government and Regulatory review periods; identify an obligation date or notice to proceed date as the first activity for each Sub-CLIN
Milestone Payment Amount	Include negotiated amounts and appropriate descriptions per the approved MPS; ensure sum of all milestone payments equals the Sub-CLIN value per the contract
% Complete	Record percent complete of activities in the MPS (0% or 100%) based on COR approval
Predecessor / Successors	Define predecessor/successor relationships and constraints associated with activities



Milestone Payment Schedule (MPS) – Basic Concepts



- Milestone payments shall be based on completion of definable and measurable steps necessary to achieve the PO
- Milestone payments will be negotiated during the PMP

DO THIS....	NOT THIS...
Payment for PMP & Basewide UFP-QAPP; link applicable PM costs to each document deliverable	Payments for program/project management & overhead costs
Payment for AF acceptance of the report demonstrating successful completion of activity (e.g., Construction Completion Report, Sampling Report, etc.)	Payment for mobilization/demobilization, field activities, sampling, etc.
Payment for AF and Regulatory acceptance of required reports to maintain compliance (e.g., Annual GW Sampling Report, Quarterly O&M Report, etc.) <u>Note:</u> These milestones should be included under the compliance Sub-CLINs	Payment for Submittal of a monthly/annual status report



Milestone Payment Schedule



- **Completion of payment milestones shall demonstrate payment is appropriate and warranted**
 - AF acceptance of draft (NOT submittal)
 - AF and Regulatory approval of final
 - Includes completion of all required stakeholder signatures, as applicable
 - Dollar value of final version should be greater than the draft
- **The final Sub-CLIN deliverable must be at least 20% of the total Sub-CLIN price**
 - Final Deliverable may include Draft & Final versions



Post-Award



Meeting Requirements



Below are general meeting requirements, but always refer to the Final RFP/Contract:

- **Kick-off Meetings:**
 - Internal kick-off meeting with AF/Gov. within 30 days
 - External kick-off meeting with AF/Gov. and Regulators within 60 days
- **Scoping Meetings**
- **RAB Support**
- **Tier I/Tier II partnering meetings**
- **Annual PMRs at AFCEC**

The Contractor shall NOT contact Regulatory agencies without approval from the AF



Regulatory Post-Award Kick Off Meeting



- **Review performance objectives and performance periods for each site**
- **Review project schedules for field work and deliverables**
- **Confirm agreement on prioritization**
- **Confirm mutual understanding of review times**
- **Confirm any document requirements, templates, expectations, etc. to facilitate future review process**



Project Management Plan (PMP)



- **First deliverable, typically required within 60 days**
- **Serves as the work plan for how the ORC will be conducted & shall be kept current for the life of the contract**
- **Generally includes the following:**
 - **Technical Approach**
 - Appropriate place to ensure that both DoD and State roles are clearly defined in the ORC process
 - **Project Organization**
 - **Personnel and Management**
 - **Project Resources**
 - **IMS and MPS (which shall be consistent with each other)**
- **Incorporate feedback from Regulatory kick-off meeting**



Surveillance Plan



- **Documents surveillance activities to be conducted by the Government during oversight of the ORC**
- **Government surveillance will assess quality and timeliness and verify completion of milestones**
- **Identifies the standard the Contractor shall achieve to receive payment**
- **May ask Contactor to provide Draft Surveillance Plan but Government finalizes Plan**



IMS/MPS –



Critical Project Management Tool

- **IMS/MPS Requirements (SOO/PWS)**
 - Submit monthly updates with status reports
- **IMS/MPSs are used by the AF to:**
 - Track progress toward PO achievement (contract goals)
 - Track progress towards achievement of AF metrics (RC)
 - Establish bona fide need for funding successor sub-CLINs
 - Identify and mitigate funds cancellation risk
 - Review plans for time extensions, delays, etc.
 - Plan transition to new contracts at POP end

IMS is the Contractor's Plan



Other Concerns/ Clarifications



UFP-QAPP

- **Required for sampling and analysis work plans**
 - See Sections 2.0, 5.0 & 6.0 of the SOO/PWS
- **Must use EPA Worksheets unless regulations/agreements require different format**
- **Basewide UFP-QAPP:**
 - Separate Sub-CLIN for each installation
 - Required as one of the first deliverables with development of the PMP
- **Site-Specific UFP-QAPPs:**
 - Provide as separate milestone payment under the applicable Sub-CLIN





Five Year Review Expectations



- **AF will conduct Five-Year Reviews independent from the ORC (i.e., ORC contractor will not conduct)**
- **ORC Contractor shall support all Five-Year Reviews**
 - Supply documents to reviewers
 - Participate in meetings/interviews
- **ORC contractor is responsible for implementing recommendations and correcting any deficiencies at no additional cost for:**
 - Remedies that were designed and implemented by the ORC contractor, or
 - Deficiencies identified at the time of ORC solicitation
- **Do NOT include as a separate Sub-CLIN or milestone payment**



Emerging Contaminants



- **EC standard promulgated prior to award - Changes will be incorporated in PWS**
- **EC standard promulgated after award - Changes will be addressed either through contract Mod or a new contract**
 - **AF working with contracting agencies to allow as much flexibility as possible in the SOO/PWS**
- **Exceptions - for current agreements already in place (e.g., mitigation systems)**
 - **Will be specified in the ORC SOO/PWS**



Government Furnished Information (GFI)



Anticipated GFI Resources:

- **Installation Administrative Record (AR)**
- **Website/SharePoint/CDs:**
 - **AF approved documents not posted to AR**
 - Draft/Draft Final Documents
 - OES documents (OES Plans/Reports)
 - **Currently available sampling data**
 - **AF generated MFRs**

Government plans to make all applicable documents available to bidders

Questions?

