

5090
Ser 18A/L3310
10 May 1993

From: Commander, Western Division, Naval Facilities Engineering Command
To: Distribution

Subj: MANAGEMENT PLAN, HUNTERS POINT ANNEX

Encl: (1) Management Plan, Hunters Point Annex, May 1993

1. As we have previously discussed, the Hunters Point Annex Management Plan is provided to you as enclosure (1).
2. Should you have any questions regarding this document, please feel free to contact me at (415) 244-2571.

Original signed by:

HENRY C. GEE
By direction

Distribution:

U.S. Environmental Protection Agency (Attn: Roberta Blank)
California Department of Toxic Substances Control (Attn: Cyrus Shabahari)
California Regional Water Quality Control Board (Attn: Barbara Smith)

Blind copy to:

PRC (Gary Welshans)
Harding Lawson Associates (Ashok Verma)
NAVSTA Treasure Island (Jim Sullivan)
COMNAVBASE San Francisco (Randy Friedman)
09CMN, 09CJC
T4 (H. Gee, R. Ramos, W. Radzevich, W. McAvoy, M. McClelland, D. Song)
18A, 18B, 18BWW, Admin Records
Chron, blue, pink, green
File: HPA

**MANAGEMENT PLAN
HUNTERS POINT ANNEX
May 1993**

Background

The Hunters Point Annex of the Naval Station, Treasure Island is one of many San Francisco Bay Area sites currently being investigated and remediated under the Navy's Installation Restoration Program. It is a very complex, politically sensitive site, situated in an urban setting on a multi-use estuary, with a long history of heavy industrial use. In addition, and further complicating the Navy's efforts, is that base closure, property transfer, and land reuse issues must also be considered. This is as a result of Hunters Point being designated a Base Realignment and Closure Commission (BRCC) installation and because the Navy has been legislatively mandated to lease a substantial portion of Hunters Point to the City of San Francisco by 30 May 1993.

Objectives

This document sets out the Navy's approach to planning and providing adequate resources to ensure an efficient and quality cleanup, to enhance lines of communication and cooperation between the Navy, the United States Environmental Protection Agency (EPA), the California Environmental Protection Agency's Department of Toxic Substances Control (DTSC) and the Regional Water Quality Control Board (RWQCB), to ensure that base closure needs will be met, and to expedite and improve our carrying out of response actions at Hunters Point. This plan identifies the processes involved in accomplishing this program at Hunters Point. Topics to be dealt with include funding, contracting, staffing, and training.

Working Together At Hunters Point

The Navy is fully committed to its responsibilities relating to the identification, assessment, characterization, control, and cleanup of contamination resulting from past hazardous waste operations and hazardous material spills at all of its bases, including Hunters Point. The Western Division of the Naval Facilities Engineering Command accomplishes this at Hunters Point for the Navy through the Installation Restoration (IR) Program. Thus far our efforts have focused primarily on investigations leading toward cleanup. However, we have begun focusing on increasing our commitment and ability to move sites more quickly through the study phase into the actual remediation phase, as well as taking advantage of opportunities to undertake interim cleanup actions where possible. We are confident that these efforts will succeed, given adequate resources, regulatory agency participation and cooperation, and the continued dedication of Navy personnel.

Symbolizing the commitment of the Navy and the state and federal agencies is the Hunters Point Annex (HPA) Federal Facility Agreement (FFA). This FFA entered into by the Navy, the EPA, the DTSC, and the RWQCB, sets out respective roles and responsibilities and provides the framework for cooperation among the parties. The Department of Defense (DOD), in fact, has placed considerable emphasis on involving state and federal regulatory authorities in the Installation Restoration (IR) Program process. Through the Department of Defense and State Memorandum of Agreement (DSMOA), the DOD has already provided \$5 million of an obligated total of \$11.5 million to California State regulatory agencies, to permit the state agencies full and active participation in the evaluation and oversight of IR Program activities.

Increasing the pace at which site cleanups are conducted entails many challenges. Considerable interagency cooperation is required to streamline the restoration process. This involves working closely with the EPA, the RWQCB, and the DTSC to establish an interagency team approach. We have begun this process and are now engaged in "partnering" between the regulatory agencies and the Navy to streamline the process and to reduce time to actual cleanup.

Efficiently accomplishing the cleanup in a manner consistent with our current objectives of expediting restoration for transfer and reuse of land area by the local community requires the parties to refocus their energies in a partnership devoted to the development and implementation of new strategies.

And with this approach, we have already made significant progress. We have agreed to a streamlined approach which emphasizes progress towards interim remedial actions and to a new parcel based cleanup strategy. We've begun concentrating on management and process changes to more effectively carry out our IR Program responsibilities. And we have begun a series of Navy/Agency joint strategic planning meetings in addition to regular working technical meetings.

Understanding the Process

Western Division is one of seven Engineering Field Divisions (EFDs) of the Naval Facilities Engineering Command (NAVFAC HQ). All actions must be coordinated through the proper chain of command. Figure 2 of Appendix A indicates how Western Division organizationally fits into the Navy framework within which it must operate. A summary of the IR Program and the major roles and responsibilities of each organization is provided in Appendix A. As described in the appendix, some of these organizations are available to Western Division for IR Program technical and programmatic support. To assist the agencies in gaining an understanding of how the IR Program is accomplished by Western Division, a description of key elements of the process follows.

A. Funding

Two sources of funding are available to carry out the IR Program. For Base Closure installations, Base Realignment and Closure Commission (BRCC) funding is utilized and for all other installations, Defense Environmental Restoration Account (DERA) funding is utilized. For Hunters Point, Western Division is provided with BRCC funding. The general process through which funds are requested to accomplish the IR Program is as follows:

1. Remedial Project Managers (RPMs) scope out tasks to be accomplished and estimate funding requirements for current and future years to meet program cleanup goals.
2. Western Division maintains project status and financial requirements and provides it to NAVFAC HQ.
3. Based upon consolidation of data from all requestors, the Department of the Navy (DON) provides input to DOD.
4. DOD develops out year budgets.
5. President proposes budget.
6. Congress passes budget.
7. DOD transfers funds to DON.
8. NAVFAC HQ allocates and transfers funds to the EFDs. The allocation is made at the start of the fiscal year with funding generally provided at the beginning of each quarter.
9. EFDs execute IR Program projects (award contracts and task orders).

Should insufficient funding be received from NAVFAC HQ to accommodate our actual project requirements, Western Division must necessarily prioritize its projects in order to fund those most critically needed. For DERA funded projects, NAVFAC HQ has provided prioritization criteria. For BRCC funded projects, sufficient funding is anticipated and formal criteria have not been necessary. In any case, through verbal as well as written communication with our headquarters, we submit requests to NAVFAC HQ for additional funding, as necessary, emphasizing the impacts of not being fully funded. NAVFAC HQ continues to present our requirements for funding through the chain of command.

The Hunters Point IR Program is currently fully funded this fiscal year (FY) at \$21 million (M). In FY92, although our funding requirements were estimated at \$9.83M, we received \$2.5M. This was mainly as a result of problems encountered in the changeover from the use of DERA to BRCC for base closure activities. We believe that most of these difficulties have been worked out at the DOD/DON level and we anticipate no such problems in securing the required BRCC funding over the next few years. Funding requirements for the out years are estimated in Appendix B. Total study costs are estimated at \$50M and cleanup costs at \$90M. Currently planned projects for this FY are shown in Appendix C.

B. Contracting

Most of the IR Program work is accomplished through the Comprehensive Long Term Environmental Action Navy (CLEAN) contract developed by Western Division specifically to handle the IR Program. It is an indefinite quantity, cost plus award fee contract of dollar value in excess of \$200M awarded in 1989 to PRC Environmental Management, Inc. It was developed to reduce consultant handoffs, and to deal with large dollar value task orders, uncertain program scopes, and changing requirements. It provides a broad spectrum of environmental services, promotes continuity of services, provides for contractor performance incentives, and provides for improved project and program management. In addition, CLEAN provides the ability to negotiate and shelve individual contract task orders (CTOs), in anticipation of receipt of upcoming funding.

Based upon a Brooks Bill architect-engineering firm procurement, the CLEAN contract can be utilized for all IR Program investigative and design work, but not for construction (remedial) work. Design and construction cannot be accomplished by the same firm per contracting regulations. The scope of each contract task order to be issued under CLEAN is determined by the RPM. Time from concept to award of a CTO typically takes 3 or 4 months. Appendix D provides a typical schedule for scope development to contractor authorization.

Construction work is generally accomplished by awarding construction contracts following the development of plans and specifications. Appendix E provides a typical time schedule for award of a construction contract. Other contracts are being evaluated and developed in response to IR Program needs, including cost plus fixed fee construction contracts. For some types of work, construction can be accomplished by the Navy Public Works Center (PWC), San Francisco Bay in Oakland, CA. (PWC is being utilized in Parcel A construction activities as well as for underground tank removals at Hunters Point Annex).

C. Staffing

Where we once had two environmental engineers acting as RPMs for Hunters Point, we currently have five. These engineers have varied backgrounds ranging from environmental to chemical, mechanical, civil, and geotechnical. They bring many years of engineering experience and a broad range of expertise to this newly developing, rapidly evolving field. Despite turnover at the working level, there has been in fact continuity at the management level over the last three years. While more transparent than at the working level, this continuity of management has provided a level of stability to the program which might not otherwise exist.

RPM retention is a critical issue that must be dealt with. RPMs are all currently graded at GS-12 and below. As other federal agencies can offer RPMs higher salaries and grades than Western Division can offer, we have sought waivers from DON's high grade freeze for senior RPMs in order to maintain and retain our most experienced staff. To date, waivers for GM-13 RPMs have not been granted.

Given available resources, staffing, government practices, and our organizational framework, we of necessity rely heavily on the use of consultants by contract. This in itself is the primary means by which we accomplish the IR Program. Given the Navy's reliance on consultants in this program, we recognize the risks of relying on contractors without judicious management oversight. With the increased staffing currently devoted, we have been able to place an increased emphasis on management oversight of our contractor. We will be able to more closely track contractor work and regularly schedule status update meetings with our contractor. We are confident that with this increased staffing, we can exercise prudent, cost effective project management. In addition, we shall continue to pursue relief from the high grade freeze by lobbying with our headquarters for these critical positions.

D. Training

The Navy does recognize the need to establish and maintain in-house expertise. As the level and complexity of IRP activities increase, so does our need for effective and specialized technical and management skills. To meet these challenges, we will continue to increase the training provided to our personnel. Our training program must expand to cover the complex and technically diverse skills needed to manage our restoration program. This development of in-house expertise will take some time. Over the short term, we will attempt to contract out for the required technical expertise beyond that currently available. We believe this will satisfactorily meet our needs until the in-house expertise is developed. Appendix F provides a listing of the training available to the RPMs. Our intention is to provide them with enough training, both formal course work and on-the-job, to enable them to actively oversee IR Program activities. Funding for training has been readily available. However, the time demands of being an RPM limit the amount of course work that can be taken.

The agencies have shown their support to the Navy's training program as well. We have been invited on an increasingly more frequent basis to attend regulatory agency training sessions of mutual interest. We would also like to propose the development of joint training sessions for the Remedial Project Managers. Other potential options would be the "sharing" of staff experts and/or the temporary assignment of Navy personnel to the regulatory agencies and vice versa (pursuant to the Intergovernmental Personnel Act). We firmly believe that through this cross-training, much can be learned by the RPMs and the regulatory agency staff. Western Division would welcome such an exchange program and is prepared to set aside several workspaces for this program. We feel this is a high priority item for further exploration.

WESTDIV also has as a resource an IR Program library where reference and other documents are available for RPM use. In addition, we are coordinating with the agencies to receive current information on pertinent subjects and to get on mailing lists where appropriate.

Reorganization of WESTDIV

We have declared our commitment to the timely and expeditious investigation and cleanup of Hunters Point; however the current drawdown in DOD resources worldwide has not been unfelt at WESTDIV. In response to changes around us, Western Division is reorganizing into a matrix-type organization. Multi-disciplinary teams have been set up to provide services to specific installations. An environmental core group has also been established to provide programmatic and technical support to the teams. Appendix G shows how our new organization will be set up. RPMs will execute their program from the team (Team 4 for Hunters Point RPMs). RPM responsibilities remain unchanged and are provided as Appendix H. The environmental programs center will be set up to deal with IR Program-wide issues such as quality assurance, contractor oversight, technical consultation, etc. Since quality assurance has been of particular concern to the agencies, we intend to designate, within the environmental center, a Quality Assurance (QA) Point of Contact. This designee can be an official point of contact for IR Program QA matters, can provide general policy and guidance to the RPMs on QA needs, and can assist in resolving QA problems. Specific responsibilities have yet to be worked out and training will be provided to develop QA expertise as necessary. We believe that this new organization will be more responsive to the needs of the installations. As we transition to our new organization and details are worked out, more information will be provided.

Other Related Activities

Community Relations Community relations for the Hunters Point IR Program is currently being handled by Naval Base San Francisco, on behalf of Naval Station Treasure Island. Naval Base San Francisco is the Navy's regional environmental coordinator for the San Francisco Bay Area. Naval Station Treasure Island is the operator of Hunters Point Annex. Both are headquartered at Treasure Island.

Real Estate/Lease Issues Hunters Point real estate and lease issues are currently handled by the Real Estate Division of Western Division for the Naval Station Treasure Island as well. Base transfer and reuse issues must be dealt with as a coordinated effort with the IR Program. The Navy recognizes the need for input from the City and other local interest groups in this pursuit and we welcome their involvement.

Formerly Used Defense Sites (FUDS) It is the policy of the DOD that on land formerly owned by the Navy, the US Army Corps of Engineers has the responsibility for the response action under CERCLA. Separate funding is appropriated by Congress for FUDS. The DON responsibility for cleanup at FUDS is informational only. Western Division will make contact and coordinate with the Army as necessary regarding identification and classification of FUD sites.

Environmental Restoration is a Priority

Notwithstanding the constraints imposed upon our organization, the Navy remains committed to making environmental restoration a priority. In fact, our progress to date is the result of the perseverance and commitment of our environmental engineers and managers. Through them, we have built a solid environmental ethic within the Department, from the installation level right up through this Command. Western Division is committed to continuing and building on this momentum in the coming years, ensuring that our remediation efforts progress as rapidly as possible in a cost effective manner.

APPENDICES

APPENDIX A - The Installation Restoration (IR) Program

Organization and Responsibilities

Figure 1 - Naval Facilities Engineering Command's EFDs

Figure 2 - IR Program Chain of Command

APPENDIX B - Total Projected Costs

APPENDIX C - Sample Project Listing

APPENDIX D - Typical CTO Process

APPENDIX E - Typical Construction Contract Award Process

APPENDIX F - Training Available to RPMs

APPENDIX G - The New WESTDIV Organization

APPENDIX H - RPM Responsibilities - General, Current Assignments

APPENDIX A - THE INSTALLATION RESTORATION PROGRAM

1.0 Installation Restoration Program

The purpose of the Department of the Navy (DON) Installation Restoration (IR) Program is to identify, assess, characterize, and clean up or control contamination from past hazardous waste disposal operations and hazardous material spills at Navy and Marine Corps activities, in accordance with the Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (CERCLA) and the Superfund Amendments and Reauthorization Act of 1986 (SARA).

Given the nature and extent of its operations, the DON has been involved with toxic and hazardous materials for several decades. The potential impact of these operations has been recognized by the Department of Defense (DOD), and actions are being taken to ensure against future hazards, as well as to clean up previously disposed of materials that pose real threats to the environment. Each of the DOD components including the DON, is implementing an IR Program to address the hazardous waste site problems found on properties currently under its jurisdiction. The Corps of Engineers has been tasked to clean up sites which are no longer owned or used by the DOD Services. This program is known as the Formerly Used Defense Sites (FUDS) Program.

The DON has been actively engaged in the IR Program since 1980 and has taken an aggressive, proactive approach to the problem of hazardous waste sites found at Navy installations. Site identification has taken place at virtually all Navy installations and actions are either being taken or planned to respond to the potential threats identified. In so doing, the DON is complying with both its legal obligations and its commitment to the community to protect public health and the environment.

The complex nature of the problems facing the DON in these efforts requires a carefully coordinated, interdisciplinary approach for their resolution. The DON IR Program requires coordination within the Navy/DOD chain-of-command and encourages appropriate citizen involvement and coordination with non-DOD agencies.

2.0 Organization and Responsibilities

This Section summarizes the organization and responsibilities of DOD and DON offices as they pertain to the Department of the Navy IR Program.

2.1 Office of the Deputy Assistant Secretary of Defense (Environment) - ODASD(E)

ODASD(E) was created in mid-1986 to serve as a focal point for DOD-wide environmental policy and planning.

ODASD(E) represents DOD before Congress, Federal and State agencies, news media, and the public in environmental matters. ODASD(E) is responsible for policy, management, and oversight of the Defense Environmental Restoration Program (DERP), including all aspects of hazardous waste management.

2.2 Secretary of the Navy

Office of the Assistant Secretary of the Navy (Installations and Environment) (OASN(I&E))

OASN(I&E) is the Secretary of the Navy's designated focal point for the DOD IR Program. This office coordinates with ODASD(E) on policy issues and has ultimate responsibility for conducting of the Navy IR Program. Responsibilities of OASN(I&E) include: general policy oversight for Navy IR program, oversight, review and approval of the Navy IR program and budget changes and new IR program and budget proposals, representation of DON with Federal, State and local environmental agencies on all matters of installation restoration, representation of DON with senior level DOD officials and committees.

Chief of Naval Operations (CNO)

The Environmental Protection, Safety and Occupational Health Division (N-45, formerly OP-45) is responsible for: establishing policy and directing, coordinating, and monitoring the IR Program within the Navy, coordinating with OASN(I&E), ODASD(E), and with non-DOD agencies involved in environmental restoration matters, submitting program and budget requests to ODASD(E), forwarding funds for execution, and providing program oversight.

Echelon 2 Commands

Echelon 2 commands, the Navy commands under CNO, are responsible for: ensuring that subordinate installations identify IR Program requirements to Naval Facilities Engineering Command (NAVFACENGCOM) Engineering Field Divisions (EFD), ensuring program information and guidance is passed to their installations, ensuring that subordinate installations fulfill their responsibilities under the Navy IR Program, ensuring that public participation and other legal requirements are met at installations with sites, and ensuring that installation budgets reflect resource requirements to support the IR Program.

Naval Facilities Engineering Command (NAVFACENGCOM)

The NAVFACENGCOM is tasked with executing the IR Program for the Navy.

NAVFACENGCOM's responsibilities in the program include:

- Operating the IR Program for the Chief of Naval Operations (CNO) including the necessary overall planning, programming, budgeting, and execution.
- Preparing quarterly status reports for CNO and other reports for DOD, EPA, Office of Personnel Management (OPM), and other agencies.
- Providing program and technical support to CNO.
- Developing and supporting Defense Environmental Restoration Account (DERA) and Base Realignment & Closure (BRCC) resource requests and managing funds allocated for program execution.
- Resolving issues and problems associated with conduct of the IR Program, and raising the issues to CNO where necessary.
- Performing IR studies and remedial action projects by contract, in-house effort, or combination.
- Training Remedial Project Managers (RPMs).
- Forwarding final proposed Federal Facility Agreements (FFAs) and State agreements to CNO for review and submission to OASN(I&E) for signature.

Engineering Field Divisions (EFDs)

WESTERN DIVISION NAVAL FACILITIES ENGINEERING COMMAND (WESTDIV) is one of seven Engineering Field Divisions (EFD) of the Naval Facilities Engineering Command. Each EFD has its own geographical area of cognizance as shown by Figure 1. Within its area of cognizance each EFD is responsible for:

- Developing and performing site-specific projects to assess and control contamination in conjunction with installations.
- Tracking project progress to meet schedule requirements.
- Coordinating, at all stages, with installation Commanding Officers and regulatory agencies prior to initiating projects and through project completion.
- Supporting installations with the Technical Review Committee (TRC) and Community Relations Plan (CRP).
- Preparing the Record of Decision (ROD) and forwarding the ROD to the installation Commanding Officer with a recommended alternative.
- Maintaining administrative record files, information repositories, and distributing copies as required.
- Preparing project plans, reports, and contract documents; coordinating review and comments; and distributing final documents to the appropriate installation and chain of command.
- Providing technical and financial oversight during project performance.
- Providing site specific technical, progress, and budgeting information to satisfy program reporting requirements.
- Providing IR study results to planning and real estate personnel and working with acquisition project managers to ensure that hazardous waste site conditions are taken into account by other Navy programs and projects before irreversible decisions are made.
- In coordination with the installation, negotiating Federal Facility Agreements (FFA) and State remediation agreements as delegated by NAVFACENGCOM.

The Western Division executes the Navy's IR Program in its geographic area of cognizance. However, it is important to recognize that it must coordinate all actions through its chain of command. Figure 2 indicates how Western Division organizationally fits into the Navy framework within which it must operate.

Naval Energy and Environmental Support Activity (NEESA)

The Naval Energy and Environmental Support Activity (NEESA), located at the Construction Battalion Center (CBC) in Port Hueneme, California supports the IR Program by:

- Providing technical studies, specialized field teams (including technology transfer teams), and field support guidance (i.e., manuals, guides, and standard procedures) to assist installations and EFDs in complying with IR Program requirements, including written program quality assurance strategy.
- Providing EFDs with recommendations and technical assistance for conducting remedial investigation/feasibility studies (RI/FSs), remedial actions (RAs), and long-term monitoring, including administering the Remedial Action contracts and conducting peer reviews of proposed RAs.
- Developing and performing site specific projects to assess and control contamination in support of installations with concurrence of EFDs.
- Maintaining a library of program documents.
- Developing and maintaining a computerized data base of program information and training other Navy personnel in its use.
- Managing all IR Program information and preparing program management reports.
- Providing programmatic and technical analyses as requested by NAVFACENGCOM HQ, EFDs, and installations.
- Providing IR-related training such as Health and Safety Training and Resident Officer in Charge of Construction (ROICC) training.

Specialty Offices

Other specialty offices are available to provide environmental support for the IR Program. They provide technical support and data in situations where hazardous waste (i.e., heavy metals, ordnance components, low level radioactive materials) are present or suspected in soil and water environments.

Ordnance Environmental Support Office (OESO), Naval Ordnance Station, Indian Head, CA.

Marine Environmental Support Office (MESO), Naval Ocean Systems Center, San Diego, CA.

Radiological Affairs Support Office (RASO), Naval Sea Systems Command Detachment, Yorktown, VA

The Radiological Affairs Support Office is currently being utilized by Western Division to provide technical support and radiological issues at Hunters Point.

Bureau of Medicine and Surgery (BUMED)

BUMED, acting through its executive agent, the Navy Environmental Health Center (NEHC), is responsible for providing consultative support to include, but not be limited to the following: providing support in the areas of health assessments, toxicological profiles, health/safety training, review of human health evaluations and ecological risk assessments, interfacing with the Agency for Toxic Substances and Disease Registry (ATSDR) concerning ATSDR's legally mandated health assessments, and assisting NAVFACENGCOM and installations during public meetings and with responses to community concerns regarding program health and safety.

Installations

NAVAL STATION TREASURE ISLAND also plays an active role in the IR Program.

Commanders and Commanding Officers of Navy installations are responsible for:

- Notifying Federal, State and local officials when a release is discovered.
Ensuring that all applicable statutory and regulatory requirements including safety and health, training (for installation personnel), and natural resources are met during site assessment and response actions.
- Providing necessary review and comment on IR plans of action, reports, etc.
- Forwarding IR Program studies to the EPA and state regulatory agencies.
- Providing funding and support for long-term monitoring and operation and maintenance of sites.
- Providing an installation contact and logistic support for IR projects at their installation.
- Establishing and conducting periodic meetings of the Technical Review Committee (TRC) for IR Program sites.
- Preparing and implementing a public participation program, including a CRP, for IR Program sites.
- Selecting the remedy and signing the decision documents for all IR Program sites.
- Participating in negotiations of FFAs and state agreements.
- Ensuring that IR Program site conditions are considered prior to land use planning, development, or operation. IR Program review must be incorporated into the shore facilities planning process.
- Ensuring that appropriate information is placed in the information repositories.

Regional Environmental Coordinators

NAVAL BASE SAN FRANCISCO oversees environmental programs to ensure regional consistency. Their involvement in the IR Program is generally limited to regional environmental issues, Navy special interest items, and Public Affairs issues.

Engineering Field Divisions of the Naval Facilities Engineering Command

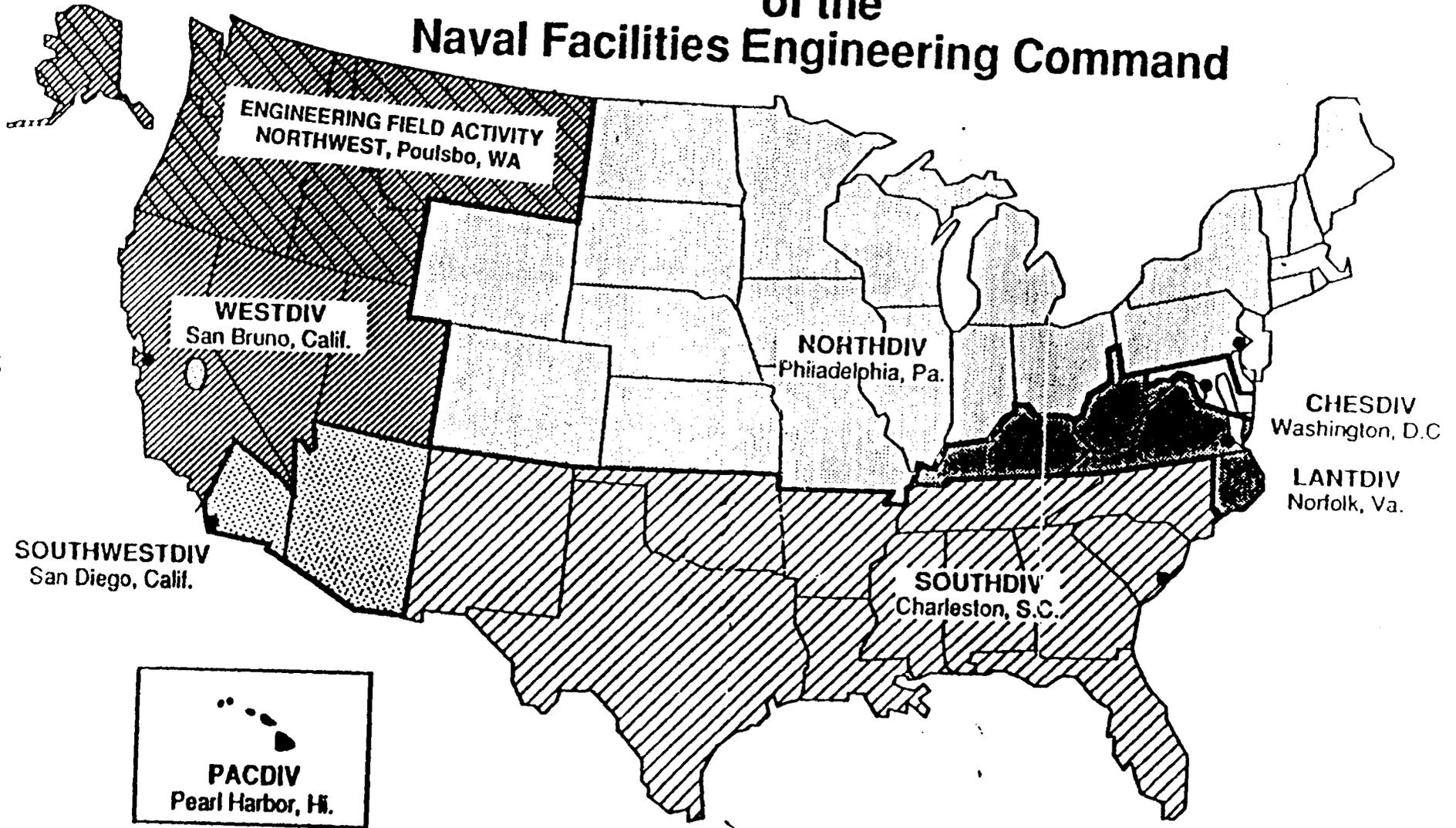


Figure J

CHAIN OF COMMAND FOR THE NAVY INSTALLATION RESTORATION PROGRAM

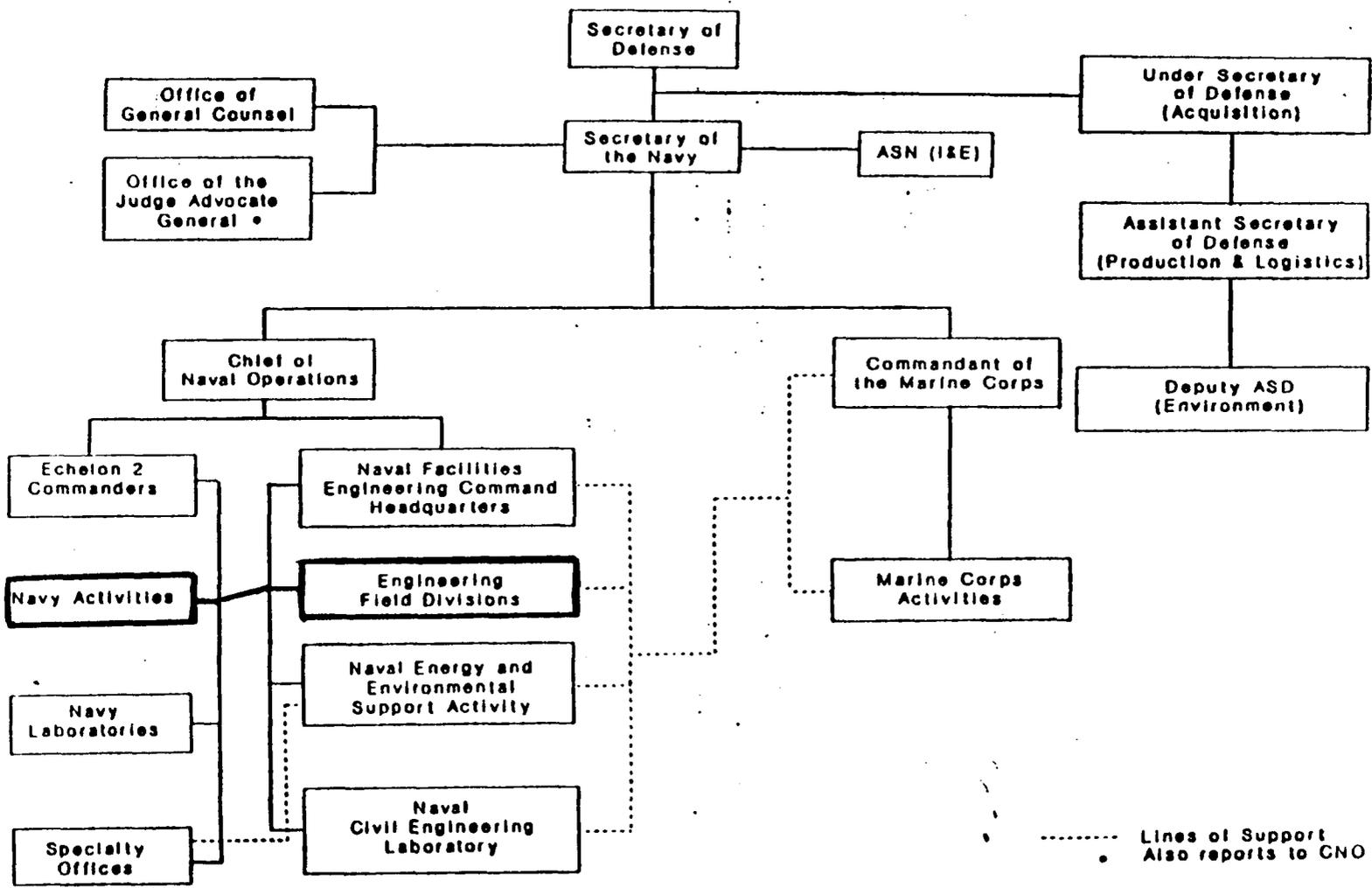


FIGURE 2

APPENDIX B
TOTAL PROJECTED COSTS

HUNTERS POINT ANNEX
BRCC

<u>FISCAL YEAR</u>	<u>PA/SI</u>	<u>RI/ES</u>	<u>RD/RA</u>	<u>REM</u>	<u>UST</u>	<u>TOTAL</u>
93						
Awarded	7,414K	100K	0	315K	644K	8,473K
Planned	455K	8,800K	600K	1,730K	1,000K	12,585K
94		2,000K	11,000K	2,000K		15,000K
95		2,000K	16,000K			18,000K
96		1,000K	13,000K			14,000K
97			11,000K			11,000K
98			10,000K			10,000K
99			10,000K			10,000K
2000+			10,000K			10,000K

SPENT TO DATE (STUDY) \$38M
 SPENT TO DATE (CLEANUP) \$ 3.5M
 \$41.5M

SPENT TO DATE (USTs) \$ 3.4M
 TOTAL \$44.9M

TOTAL ESTIMATED STUDY COSTS \$50M

TOTAL ESTIMATED CLEANUP COSTS \$90M
 \$140M

These projected costs are estimates and are used for planning purposes only. They are subject to change.

HUNTERS POINT BRAC

23-Feb-93 DESCRIPTION	TARGET DATE	CONTRACT	RPM	TOTAL	\$PREVSLY FUNDED	\$NEEDED	\$FUNDED	OBLIGATN DATE	REMARKS	TOTAL FOR QUARTER
SOFM, RI/FS, PHEE, DISA (Undef)	5/1/92	CTO-196	WM					5/1/92		FUNDED
PRELIM RADIATION SURVEY	6/1/92	NCEL	MK					6/1/92		\$1,005,000
RI/FS OPTION	7/1/92	CTO-57-M5	WW					7/1/92		FUNDED
RADIATION STUDY (Undef)	8/1/92	CTO-155	MK					8/1/92		\$829,055
										FY 93
TANK FARM REMOVAL ACTION	11/13/92	CONSTRUCT	WM					11/13/92		
PARCEL A INVEST/ECAVATION	12/15/92	PWC	WW					12/15/92		
RADIATION MOD PHASE I/II	11/20/92	CTO-155	MK					12/18/92		
SI FIELD WORK (OTHER AREAS)	11/20/92	CTO-142	DS					12/18/92		FUNDED
USTs (RD & CONST OVERSIGHT)	12/15/92	CTO-153	WR					12/24/92		\$8,472,741
USTs REMOVAL	5/30/93	PWC	WR					2/12/93		
TANK S-505 REMOVAL	12/1/92	CONSTRUCT	WR					2/22/93		
RI/FS (definitization)	12/11/92	CTO-196	WM					2/26/93		
PARCEL A INVEST/ECAVATION	2/15/93	PWC	WW					3/1/93		
RADIATION (PH II Definitization)	12/30/92	CTO-155	MK/MM					3/1/93		
SANDBLAST GRIT MANAGEMENT	3/1/93	NCEL	DS					3/1/93		
SANDBLAST GRIT REMOVAL ACT	12/1/92	NCEL	DS					3/1/93		
HLA IDW MANAGEMNT	1/1/93	CTO 140 MOD	DS					3/1/93		
PICK & PLATE YD DISIGN REV	2/1/93	CTO	WR					3/1/93		
OU II QUARTERLY GW SAMPLING	2/1/93	CTO	WM					3/1/93		
TANK S505 DELAY COSTS	3/1/93	CONSTRTN	WR					3/1/93		
ECA IMPLEMENT & ESAP REPORT	1/15/93	CTO-	DS					3/1/93		
RADIATION (PH I Definitization)	2/1/93	CTO-155	MK/MM					3/1/93		
SI WORKPLN ADDEN PARCEL A	1/1/93	CTO 140 MOD	WW					3/15/93		NEEDS
LAB RESAMPLING	1/1/93	CTO 57 MOD	WW					3/15/93		\$10,755,000
PROJECT MANAGEMENT YR 3	1/1/93	CTO 57 MOD	WW					3/15/93		FUNDED
AIR SAMPLING PH 2 IMPLEMENT	3/15/93	CTO	WW					3/15/93		\$1,410,790
TANK S505 CONST OVERSIGHT	2/1/93	CTO 138	WR					3/24/93		
PARCEL E REMEDIAL DESIGN	4/1/93	CTO	DS/MM					4/1/93		NEEDS
RADIATION WASTES DISPOSAL	12/15/92	RASO	MM					5/1/93		\$1,900,000
ECA FIELD WORK-PHASE II	5/1/93	CTO	DS					5/1/93		FUNDED
RADIATION REM SURFACE RADIUM	4/1/93	RASO	MM					6/1/93		\$0
										FY94
PARCEL E REMEDIAL ACTION	12/1/93	CONST	DS/MM					12/1/93		
PICKLING & PLATE YD REMOVAL	1/1/94	CONST	WR					12/1/93		

SAMPLE PROJECT L

21

TYPICAL SCHEDULE FOR THE AUTHORIZATION PROCESS OF A NEW CONTRACT TASK ORDER (CTO)

Activity Name	Working Days	Month Week	1		2		3		4		5											
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	
Navy Develops Scope of Work (SOW)	5		◆																			
Navy prepares a cost estimate	10			■	■	■																
SOW Submitted to Navy Contracts	1																					
Navy Contracts sends the SOW to PRC (if determined to be part of Navy CLEAN contract)	1																					
PRC decides to keep the SOW or pass it on to one of the CLEAN team members	4																					
PRC sends the SOW to JMM (Clean team member)	1																					
JMM receives the new SOW	1																					
a. Prepare an initial cost estimate for labor and ODC requirements to prepare the work plan/cost estimate for the SOW	7																					
Submit initial cost estimate to PRC	1																					
PRC reviews the initial cost estimate	3																					
JMM receives authorization from PRC to prepare the work plan/cost estimate (this work plan is a reiteration of the SOW, identifies the tasks, outlines our assumptions in developing the cost estimate, summarizing the deliverables and their dates of delivery, etc)	1																					
Prepare work plan/cost estimate	7																					
JMM submits the work plan/cost estimate to PRC	1																					
PRC reviews the work plan/cost estimate "prenegotiations"	4																					
JMM and PRC "prenegotiate"	1																					
JMM makes appropriate changes from "prenegotiations"	5																					
Resubmit the work plan/cost estimate to PRC with any changes made during the "prenegotiations"	1																					
Schedule negotiation with Navy Contracting Department. For this typical schedule, 30 days is assumed between submission of work plan/cost estimate and negotiations with the Navy	30 (varies)																					
Negotiate with the Navy (time period variable) (assume 5 days)	5																					
Navy prepares and sends PRC authorization for the work (the date on the letter is the start date for the deliverables)	10																					
PRC receives and sends JMM authorization for the work	2																					
Total number of working days	101																					
			Explanation:																			
			◆ Milestone																			
			■ Task																			

APPENDIX L

GENERIC FOR CONSTRUCTION IFB

*ACRONYMS: PCO=Procuring Contracting Officer; PM=Project Manager; SSA=Source Selection Authority; EIC=Engineer in Charge; DCAA=Defense Contracts Audit Agency; EEO=Equal Employment Office;

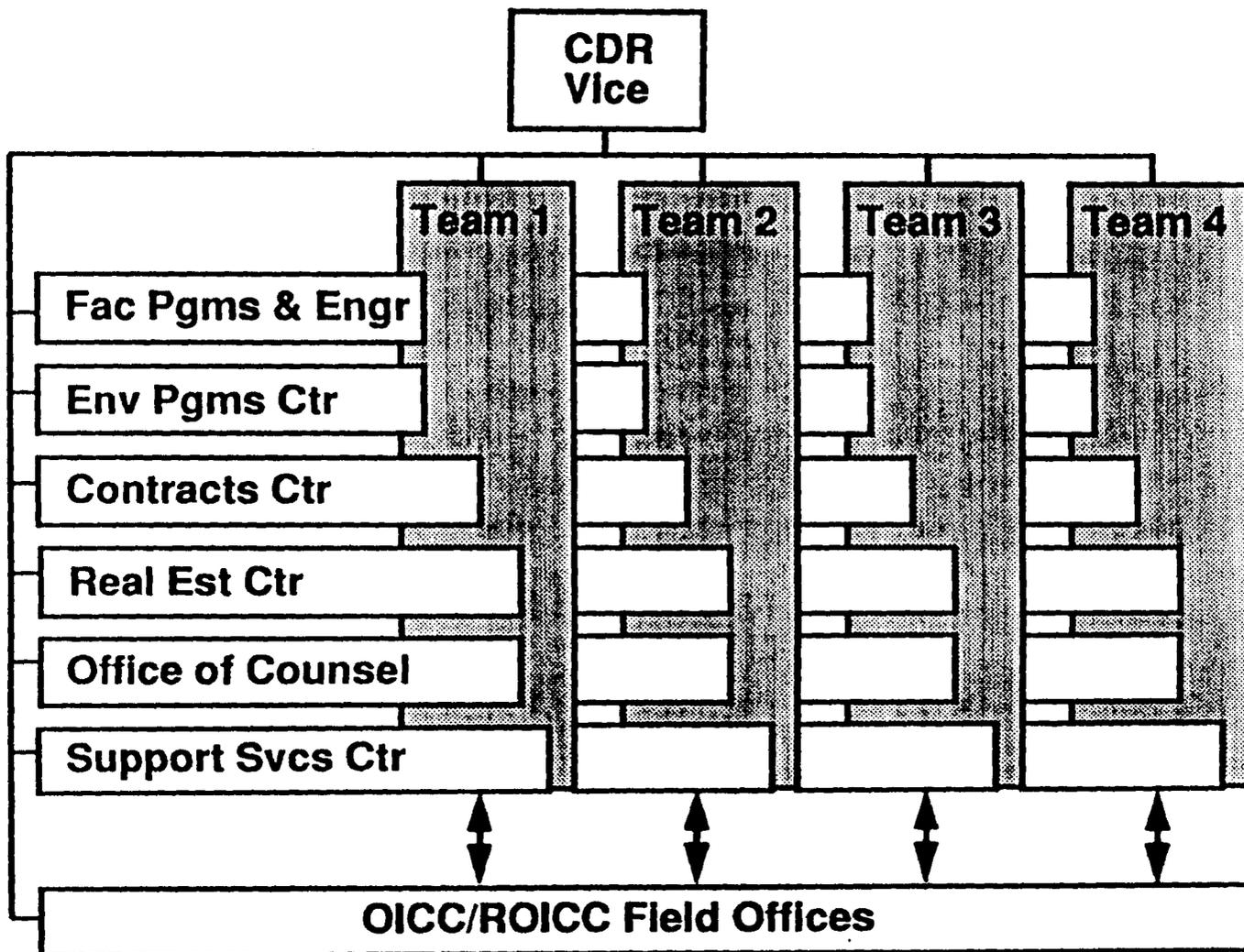
<u>Action</u>	<u>Code Resp</u>	<u>Calendar Days</u>	<u>Completion Date</u>
RECEIVE REQUEST FOR SYNOPSIS RESERVATION OF FUNDS AND/OR SPECIAL DOCUMENTATION FROM EIC/PM	PCO	0	_____
ISSUE SYNOPSIS	PCO	1	_____
0			
CED APPEAR		3	_____
255 DUE	PCO	30	_____
PRE-SELECTION BOARD CONVENES	PM/EIC	7	_____
PRE-SELECTION SLATE APPROVED	PCO	7	_____
SELECTION BOARD INTERVIEWS	PM/EIC	14	_____
SELECTION APPROVED	PCO	7	_____
RFP WITH LETTER TO A-E	PCO	4	_____
DCAA AUDIT IF REQUIRED	DCAA	40	_____
PREPARE PRE-BUSINESS CLEARANCE	PCO/EIC/PM	7	_____
PRE-BUSINESS CLEARANCE APPROVED	PCO	2	_____
CONDUCT DISCUSSIONS/NEGOTIATIONS	PCO	2	_____
REVISED SCOPE OF WORK, ADDITIONAL FUNDS (IF REQUIRED)	PM/EIC	1	_____
PREPARE POST BUS CLEARANCE	PCO/EIC/PM	5	_____
POST BUS CLEARANCE APPROVAL	PCO	2	_____
EEO CLEARANCE (OVER 1M A-E)	EEO	3	_____
AWARD CONTRACT	PCO	1	_____

APPENDIX F

Training Available to RPMs

<u>Source</u>	<u>Course</u>
Navy sponsored	40 Hour Health & Safety 8 Hour Supervisory Health & Safety 8 Hour Health & Safety Refresher Annual Environmental Protection Media Training Environmental Law for Non-lawyers Defense Priority Model Cost Reimbursement Contracts Occupational Safety and Health Health & Risk Assessment Overview Environmental Risk Communication
Univ. of California Santa Cruz Berkeley Davis Santa Clara	Principles of Hazardous Materials Management Regulatory Framework Environmental Chemistry Groundwater Monitoring Treatment & Disposal of Hazardous Materials Environmental Fate of Pollutants Principles of Toxicology Waste Stream Management Groundwater Treatment Site Assessment & Remediation Process Storage & Treatment of Hazardous Material Environmental Laws & Regulations Chemistry of Hazardous Materials Hazardous Materials Management Project Management & Communications Sampling Strategies & Techniques Industrial Hygiene Legal & Regulatory Aspects of Site Assessment & Remediation Science of Environmental Contamination & Remediation Field Monitoring & Sampling of Hazardous Materials
EPA sponsored	PA/SI ARARs Risk & Decision Making Transport and Fate of Contaminants in the Subsurface Groundwater Investigations Fundamentals of Superfund (CERCLA Education Center)
Other	Groundwater Pollution & Hydrology

The New WESTDIV



APPENDIX H

RPM General Responsibilities

Program Execution (includes planning, tracking & reporting)

- Plan IR Program tasks to accomplish cleanup goals
- Develop schedules & project funding requirements
- Identify and carry out IR Program tasks with most appropriate means of accomplishment
(e.g. contract, Navy resources, etc.)
- Technical direction to contractors
- Coordination with contractor, Navy, EPA, other federal, state & local agencies
- Technical oversight - Program wide, by contract, by task (includes document review, field oversight, adherence to plans)
- Financial oversight - program wide and by task
- Progress monitoring - financial, technical, schedule adherence
- Administrative tracking & reporting
- Update IR Program Tracking Systems
- Support installation Public Affairs Officer in IR Program community relations (includes community relations plans development, participation in public meetings and review & coordination with contractors)
- Supporting installation with the Technical Review Committee
- Negotiating Federal Facility Agreements and Federal Facility Site Remediation Agreements
- Maintaining administrative record files
- Data "uploads" to NAVFAC HQ

Contract Management

- Scope out contract actions
- Prepare cost estimates for contract tasks
- Work with contracts to prepare all documentation necessary to negotiate and award contract(s) and task order(s)
- Contractor oversight
 - technical oversight
 - financial oversight/invoice certification
 - performance evaluation

CURRENT HPA RPM ASSIGNMENTS

DAVE SONG/MIKE MCCLELLAND

415-244-2561/244-2539

PARCEL E
OUs I and V
Ecological Assessment (ECA) and ESAP
Tidal Influence Monitoring Plan (TIMP)
Sandblast Grit Removal Action
Radiation Issues
Administrative Record
Formerly Used Defense Sites (FUDS)

BILL McAVOY

415-244-2554

PARCELS B and C
OUs II and IV
Tank Farm Removal Action
Groundwater Monitoring
Air Sampling
Ambient Determination
Lease Issues and Public Meetings

BILL RADZEVICH

415-244-2555

PARCELS A and D
OU III
Tank S-505 Removal Action
Pickling and Plate Yard Removal Action
UST Removals
Onsite Soil Treatment

HANK GEE/RAY RAMOS

415-244-2571/244-3520

Federal Facility Agreement (FFA)
Monthly Progress Reports
TRC Agenda and Minutes
Administrative Issues
Funding Issues

RPMs are responsible for and are the designated points of contact for the parcels, the operable units, and other activities assigned above.

(In the new WESTDIV organization, the Team 4 group leaders will be CDR F.V. Bernhard and Henry C. Gee).