

Draft

**Quality Assurance Surveillance Plan
for the 2008 Performance-Based Acquisition of
Environmental Investigation and Remediation**

**Ravenna Army Ammunition Plant
Ravenna, Ohio**

August 14, 2008

**GSA Contract No. W912QR-04-D-0028
Delivery Order No. 0001**

Prepared for:



**US Army Corps
of Engineers®**

**United States Army Corps of Engineers
Louisville District**

Prepared by:



**SAIC Engineering of Ohio, Inc.
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Twinsburg, Ohio 44087**

REPORT DOCUMENTATION PAGE

*Form Approved
OMB No. 0704-0188*

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1. REPORT DATE (DD-MM-YYYY) 14-08-2008	2. REPORT TYPE Technical	3. DATES COVERED (From - To) August 2008
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4. TITLE AND SUBTITLE Quality Assurance Surveillance Plan for the 2008 Performance-Based Acquisition for Environmental Investigation and Remediation Ravenna Army Ammunition Plant Ravenna, Ohio	5a. CONTRACT NUMBER W912QR-04-D-0028
	5b. GRANT NUMBER NA
	5c. PROGRAM ELEMENT NUMBER NA

6. AUTHOR(S) Science Applications International Corporation, Inc.	5d. PROJECT NUMBER Delivery Order 0001
	5e. TASK NUMBER NA
	5f. WORK UNIT NUMBER NA

7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Science Applications International Corporation, Inc. 8866 Commons Boulevard, Suite 201 Twinsburg, OH 44087	8. PERFORMING ORGANIZATION REPORT NUMBER 1700-20080811.002
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9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) USACE - Louisville District U.S. Army Corps of Engineers, Louisville District 600 Martin Luther King, Jr. Place P.O. Box 59 Louisville, Kentucky 40202-0059	10. SPONSOR/MONITOR'S ACRONYM(S) CELRL-ED-EE
	11. SPONSOR/MONITOR'S REPORT NUMBER(S) NA

12. DISTRIBUTION/AVAILABILITY STATEMENT Reference Distribution Page.

13. SUPPLEMENTARY NOTES None.

14. ABSTRACT This Quality Assurance Surveillance Plan presents USACE metrics for measuring SAIC's performance on the 2008 Performance-Based Contract for Environmental Investigation and Remediation at the Ravenna Army Ammunition Plant.

15. SUBJECT TERMS quality assurance, performance metrics

16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES	19a. NAME OF RESPONSIBLE PERSON
a. REPORT	b. ABSTRACT	c. THIS PAGE			19b. TELEPHONE NUMBER (Include area code)

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CONTRACTOR STATEMENT OF INDEPENDENT TECHNICAL REVIEW

Science Applications International Corporation (SAIC) has completed the Preliminary Draft Quality Assurance Surveillance Plan for the 2008 Performance-Based Acquisition for Environmental Investigation and Remediation at the Ravenna Army Ammunition Plant, Ravenna, Ohio. Notice is hereby given that an independent technical review has been conducted that is appropriate to the level of risk and complexity inherent in the project. During the independent technical review, compliance with established policy principles and procedures, utilizing justified and valid assumptions, was verified. This included review of data quality objectives; technical assumptions; methods, procedures, and materials to be used; the appropriateness of data used and level of data obtained; and reasonableness of the results, including whether the product meets the customer's needs consistent with law and existing United States Army Corps of Engineers policy.



Glen Cowart, CQA
Study/Design Team Leader

8/14/2008

Date



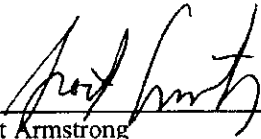
W. Kevin Jago, PG
Independent Technical Review Team Leader

8-14-08

Date

Significant concerns and the explanation of the resolution are as follows:

Internal SAIC Independent Technical Review comments are recorded on a Document Review Record per SAIC quality assurance procedure QAAP 3.1. This Document Review Record is maintained in the project file. Changes to the report addressing the comments have been verified by the Study/Design Team Leader. As noted above, all concerns resulting from independent technical review of the project have been considered.



Scott Armstrong
Principal w/ A-E firm

Aug. 14, 2008

Date

Draft

**Quality Assurance Surveillance Plan
for the 2008 Performance-Based Acquisition of
Environmental Investigation and Remediation**

Volume One - Main Report
Version 1.0

Ravenna Army Ammunition Plant
Ravenna, Ohio

GSA Contract No. W912QR-04-D-0028
Delivery Order No. 0001

Prepared for:

U.S. Army Corps of Engineers
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Louisville, Kentucky 40202

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August 14, 2008

DOCUMENT DISTRIBUTION
for the
Quality Assurance Surveillance Plan
for the 2008 Performance-Based Acquisition of
Environmental Investigation and Remediation
Ravenna Army Ammunition Plant
Ravenna, Ohio

Organization	Distribution	
	Paper	Electronic
Ravenna Army Ammunition Plant	2	2
Ravenna Environmental Information Management System	0	1
United States Army Corps of Engineers - Louisville District	2	2

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1
2

LIST OF ACRONYMS

AOC	Area of Concern
CAR	Corrective Action Request
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CO	Contract Officer
COB	Close of Business
COC	Certificate of Compliance
COR	Contract Officer's Representative
DA	Department of the Army
DC	Design Center
DERP	Defense Environmental Restoration Program
DoD	Department of Defense
FAR	Federal Acquisition Regulation
FS	Feasibility Study
FWGWMP	Facility-Wide Groundwater Monitoring Plan
HTRW	Hazardous, Toxic, and Radioactive Waste
IDW	Investigation-Derived Waste
IROD	Interim Record of Decision
MC	Miscellaneous Condition
MEC	Munitions and Explosives of Concern
MM	Military Munitions
OSHA	Occupational Safety and Health Administration
PBA	Performance-based Acquisition
PDT	Project Delivery Team
PMBP	Project Management Business Process
PMP	Project Management Plan
POC	Point of Contact
PP	Proposed Plan
PPIMS	Past Performance Information Management System
PWS	Performance Work Statement
QA	Quality Assurance
QAR	Quality Assurance Report
QASP	Quality Assurance Surveillance Plan
QC	Quality Control
QCP	Quality Control Plan
QSM	Quality Systems Manual
RA	Remedial Action
RAO	Remedial Action Operations
RC	Remedy Complete
RD	Remedial Design
RI	Remedial Investigation

LIST OF ACRONYMS (CONTINUED)

RIP	Remedy in Place
ROD	Record of Decision
RVAAP	Ravenna Army Ammunition Plant
SAIC	Science Applications International Corporation
SC	Site Closeout
SOP	Standard Operating Procedures
SOW	Statement of Work
TPP	Technical Project Planning
USACE	United States Army Corps of Engineers

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1 1.0 INTRODUCTION

2 This Quality Assurance Surveillance Plan (QASP) has been developed pursuant to the requirements of the
3 Ravenna Army Ammunition Plant (RVAAP) 2008 Performance-Based Acquisition (PBA) Performance
4 Work Statement (PWS) under Contract No. W912QR-04-D-0028, Delivery Order 0001 for the U.S.
5 Army Corps of Engineers (USACE) – Louisville District. Under the RVAAP 2008 PBA, Science
6 Applications International Corporation (SAIC) is responsible for attaining remedy complete (RC), remedy
7 in place (RIP), remedial action operations [RA(O)], or site close out (SC) for specified environmental
8 media (e.g., soil, surface water) at 16 low and medium priority environmental areas of concern (AOCs) at
9 RVAAP, as well as facility-wide storm and sanitary sewers. SAIC is also responsible for attaining an
10 approved Interim Record of Decision (IROD) for groundwater at Load Line 12. This plan sets forth
11 procedures and guidelines that USACE Louisville District will use in evaluating the technical and safety
12 performance of SAIC during performance of the RVAAP 2008 PBA. This QASP encompasses the
13 following activities to be performed under the RVAAP 2008 PBA to achieve project milestone
14 completions:

- 15
- 16 • Preparation of Work Plans;
- 17 • Implementation of environmental investigations;
- 18 • Preparation of environmental reports, engineering feasibility studies, and decision documents;
- 19 • Preparation of engineering designs; and
- 20 • Implementation of remedial construction actions, including munitions and explosives of concern
21 (MEC) response actions, if encountered during remedial construction activities.

22
23 This QASP is organized as follows:

- 24
- 25 • Chapter 2 presents the purpose of the QASP;
- 26 • Chapter 3 provides a brief project description;
- 27 • Chapter 4 presents the project milestone dates;
- 28 • Chapter 5 presents the roles and responsibilities of participating government officials;
- 29 • Chapter 6 outlines the methods to monitor contractor performance; and
- 30 • Chapter 7 presents the quality assurance reporting mechanisms.

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1 **2.0 PURPOSE**

2 The purpose of this QASP is to detail the procedures that will be used to document SAIC compliance
3 with the terms of the PWS for the RVAAP 2008 PBA for Environmental Investigation and Remediation,
4 Ravenna Army Ammunition Plant, Ravenna, Ohio, dated May 7, 2008, revised May 29, 2008 and June
5 20, 2008. This plan provides guidance to the USACE Contract Officer's Representative (COR) to
6 conduct the following:

- 7
- 8 • Confirm that actions are conducted utilizing proper procedures and in accordance with the
- 9 approved work and safety plans;
- 10 • Define the roles and responsibilities of participating Government officials;
- 11 • Define the types of work to be performed with required end results;
- 12 • Document the evaluation methods that will be employed by USACE in assessing the
- 13 SAIC's performance;
- 14 • Provide the Surveillance Activities Table, Performance Metrics Table and Corrective Action
- 15 Request (CAR) form that will be used by USACE in documenting and evaluating the
- 16 SAIC's performance; and
- 17 • Describe the process of performance documentation.

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3.0 PROJECT DESCRIPTION

SAIC is scoped to perform or provide a wide range of environmental services to the USACE. Louisville District during execution of the RVAAP 2008 PBA. Specifically, this work may include, but is not limited to, all aspects of Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) Remedial Investigations (RIs), Feasibility Studies (FSs), Proposed Plans (PPs), Records of Decision (RODs), Remedial Designs (RDs), and Remedial Actions (RAs). Hazardous, Toxic and Radioactive Waste (HTRW) contaminants are to be addressed under the scope of the RVAAP PBA 2008. Munitions and Explosives of Concern (MEC) response actions are included, if encountered within areas to be remediated for HTRW contaminants. The project work breakdown structure is as follows:

- Task 1 – Develop a PMP and QASP;
- Task 2 – Achieve 1) approved RODs for soil, dry sediment, wet sediment, and surface water and 2) an approved RI/FS for groundwater at the AOCs presented in Table 3-1.

Table 3-1. Task 2 Areas of Concern

RVAAP-06 C-Block Quarry	RVAAP-40 Load Line 7
RVAAP-12 Load Line 12 ^a	RVAAP-41 Load Line 8
RVAAP-13 Building 1200	RVAAP-42 Load Line 9
RVAAP-19 Landfill North of Winklepeck Burning Grounds	RVAAP-43 Load Line 10 RVAAP-44 Load Line 11
RVAAP-29 Upper and Lower Cobbs Pond	RVAAP-45 Wet Storage Area
RVAAP-33 Load Line 6	RVAAP-46 F-15 and F-16
RVAAP-38 NACA Test Area	RVAAP-48 Anchor Test Area
RVAAP-39 Load Line 5	RVAAP-50 Atlas Scrap Yard

^aROD required for surface water and wet sediment only.

- Task 3 – Install six deep bedrock groundwater monitoring wells in the basal Sharon Conglomerate and collect quarterly samples for one year in accordance with the RVAAP Facility-wide Groundwater Monitoring Plan (FWGWMP);
- Task 4 – Achieve approved IROD for groundwater at Load Line 12 and approved ROD for Defense Environmental Restoration Program (DERP) RVAAP-67 Facility-wide Sewers;
- Task 5 – Achieve RC, RIP, RA, or SC for specified environmental media.

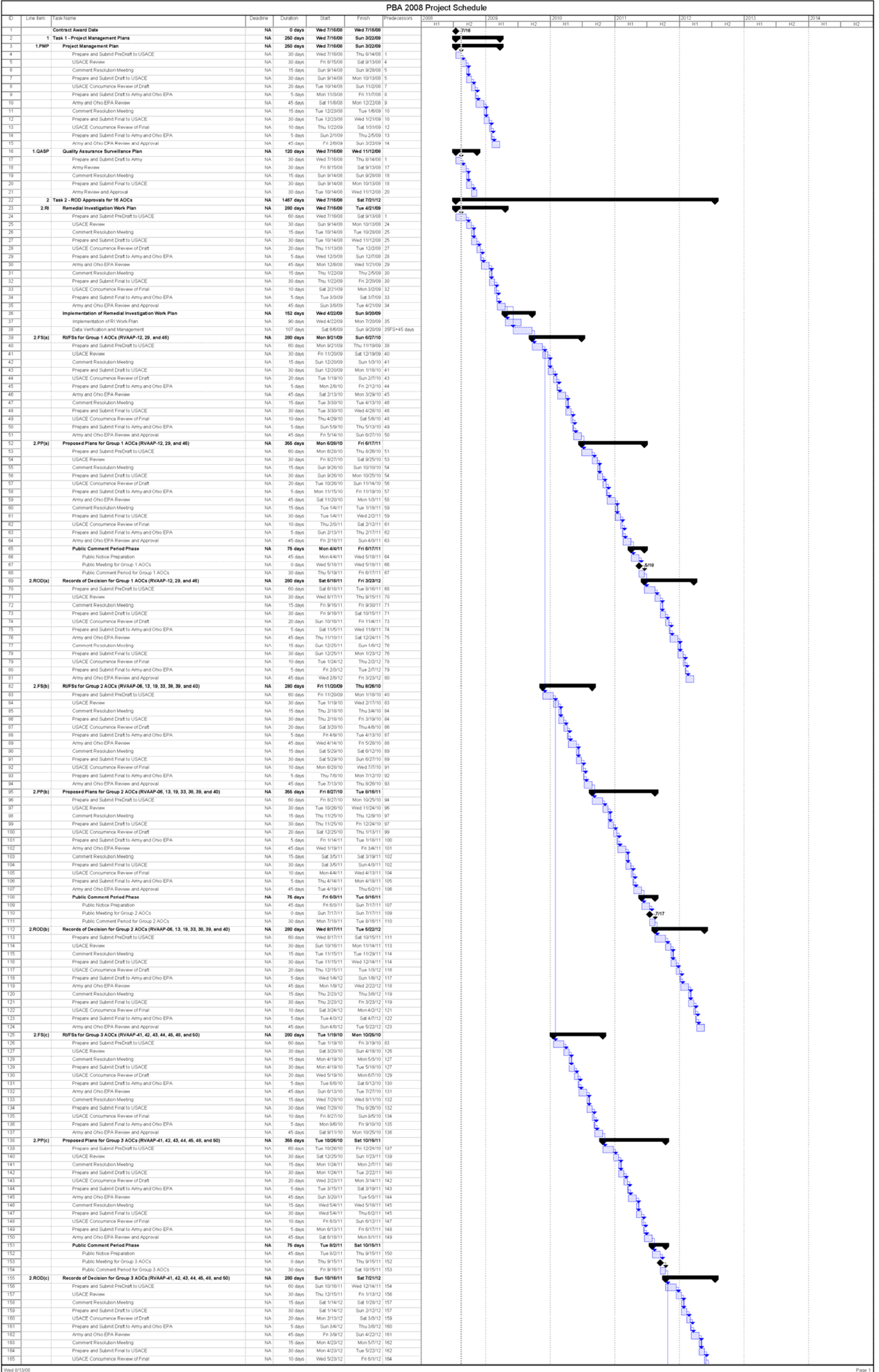
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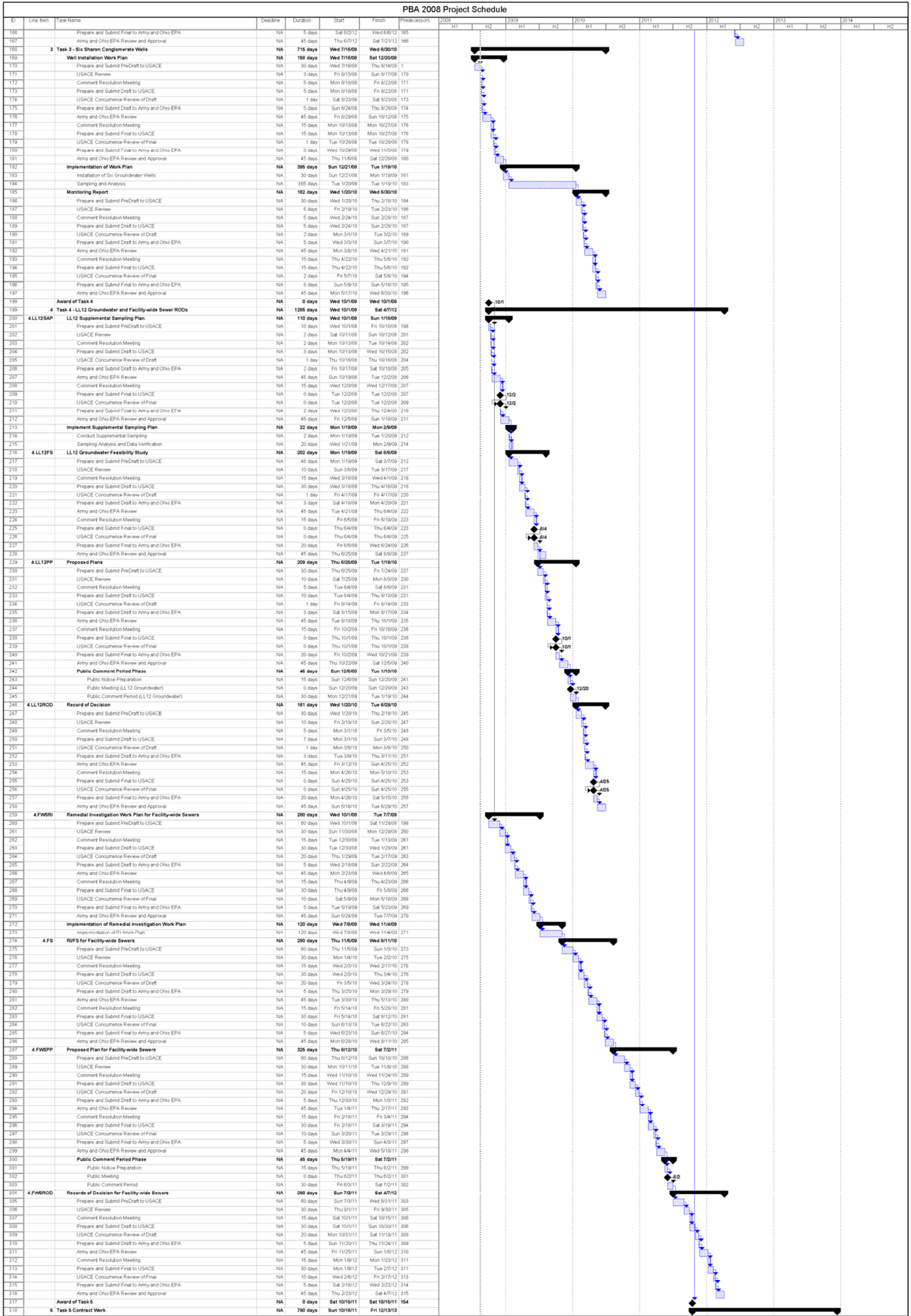
1 **4.0 MILESTONE DATES**

2 The PWS for the RVAAP 2008 PBA specifies the milestone completion dates listed below. A baseline
3 schedule for the project was developed as part of the Project Management Plan (PMP) that specifies
4 interim milestone submittal dates for various reports and key task activities (Figure 4-1). Successful
5 completion of any deficiencies discovered during contract duration will be completed in accordance with
6 a schedule to be determined by Ohio EPA and Army stakeholders. Significant milestone completion
7 dates are as follows:

- 8
- 9 • Project Award date: July 16, 2008
 - 10 • Project Management Plan (PMP) and QASP submittals:
 - 11 – Draft submittal within 30 days of project award date
 - 12 – Final submittal within 30 days of receipt of COR comments
 - 13 • Task 2 (Achieve approved ROD): 60 months following project award date
 - 14 • Task 3 (Install and Sample 6 Deep Bedrock Wells): June 30, 2010
 - 15 • Task 4 (Achieve Approved IROD for Groundwater at Load Line 12): June 30, 2010
 - 16 • Task 4 (Achieve Approved ROD for Facility-wide Sewers [RVAAP-67]): 60 months following
17 project award date
 - 18 • Task 5 (Achieve RC, RIP, RA, or SC): 60 months following project award date.

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5.0 ROLES AND RESPONSIBILITIES

This section outlines the roles and responsibilities of participating U.S. government officials involved in completion of the RVAAP 2008 PBA and contractor oversight.

USACE Design Center Project Manager (MM DC POC): Glen Beckham

- Provides overall guidance to the contractor when necessary or requested for purposes of PWS/ Statement of Work (SOW) clarification.
- Reviews vouchers and makes recommendations to the Contracting Officer for payment action based on completion of designated milestones.
- Reports problems or discrepancies to the Contracting Officer as soon as possible.
- Oversees the implementation of the QASP.
- Reviews contractor submittals.
- Initiates periodic contractor evaluations in the Past Performance Information Management System (PPIMS).
- Provide periodic site inspection to review and witness the conduct of MEC procedures for compliance with the PWS/SOW and for the review of the economy and efficiency of project execution as required by FAR Subpart 16.6 and the Project Management Business Process (PMBP) Manual.
- Responsible for the execution of the work on schedule, within budget, in a safe manner, and at a level of quality consistent with the customer's requirements.
- Periodically reviews contractor performance relative to the contract schedule and budget.

USACE Contract Officer (CO): B.J. Durrett

- Monitors contract performance.
- Maintains central repository for all QA documents required for payment.
- Issues all acceptance/rejection statements.

USACE Contract Officer's Representative (COR)/Technical Manager: Cindy Ries

- Reviews contractor's Technical Management Plan.
- Ensures that all necessary subject matter experts (e.g., geophysics, GIS) are involved in technical decisions and reviews.
- Conducts reviews of contractor submittals for compliance with contract requirements.
- Conducts or supports other surveillance activities as required by the project team.
- Supports all on-site QA activities.
- Reviews Quality Control Plan (QCP) reporting requirements and accepts reported quality control (QC) measures/standards.
- Develops the "after action" or "final" Quality Assurance Report.
- Provides periodic site inspection to review and witness the conduct of MEC procedures for compliance with the PWS/SOW and for the review of the economy and efficiency of project execution as required by FAR Subpart 16.6 and the PMBP Manual.
- Reviews the Work Plan for compliance with standards and protocol for Geospatial Information and Electronic requirements.
- Reviews contractor's Geospatial Information and Electronic submittals.

1 **USACE Safety Specialist: USACE Huntsville OE-MCX – TBD**

- 2
- 3 • Conducts reviews of contractor submittals for compliance with the Department of Defense
- 4 (DoD), DA and USACE explosives
- 5 safety requirements.
- 6 • Performs Periodic Inspections of contractor compliance with DoD, DA, and USACE explosives
- 7 safety requirements and explosives related procedures described in the Work Plan.
- 8 • Reviews contractor submittals for compliance with DoD, DA, USACE, and OSHA safety and
- 9 health requirements.
- 10 • Performs unscheduled inspections of on-site activities for compliance with safety and health
- 11 requirements.
- 12 • Coordinates medical support training and medical support (as required).
- 13 • Conducts or supports other surveillance activities as required by the project team.
- 14 • Supports all on-site QA activities.
- 15

16 **USACE Chemist: Kathy Krantz**

- 17
- 18 • Participates in proposal review to evaluate Miscellaneous Condition (MC)-related tasks.
- 19 • Participates in preparation of SOW/PWS to ensure that MC requirements are adequately
- 20 addressed.
- 21 • Evaluates acceptability of contract laboratory through review of their self declaration of DoD
- 22 Quality Systems Manual (QSM) compliance along with their method-specific standard operating
- 23 procedures (SOPs).
- 24 • Reviews the Work Plan for compliance with standard protocols for Environmental Sampling and
- 25 Chemical Analysis.
- 26 • Conducts reviews of Environmental Sampling and Chemical Analysis Data.
- 27 • Conducts periodic inspections of contractor compliance with environmental sampling
- 28 requirements of the Work Plan to ensure that contractors are utilizing appropriate sampling
- 29 techniques, collecting the quantity of primary and QA/QC samples as stated in the Work Plan,
- 30 and completing the Certificate of Compliance (COC) correctly with the approved analytical
- 31 methodology.
- 32 • Participates in Technical Project Planning (TPP) meetings, as appropriate.
- 33 • Coordinates with Project Delivery Team (PDT) and Contractor regarding collection of QA splits.
- 34 • Coordinates with QA laboratory regarding analysis and reporting of QA split results.
- 35 • Evaluates QA split data with respect to primary data and prepares Chemical.
- 36 • Reviews all submittals containing MC sampling data, to include quality evaluations or decision-
- 37 making regarding MC results.
- 38 • Reviews contractor Investigation Derived Waste (IDW) Plan.
- 39 • Conducts, or coordinates with USACE team members to conduct, periodic inspections of
- 40 contractor compliance with the IDW Plan.
- 41 • Reviews QCP reporting requirements and accepts reported QC measures/standards.
- 42 • Reviews Daily Quality Control Reports for Environmental Sampling.
- 43

44 **USACE Risk Assessor: Angela Schmidt**

- 45
- 46 • Participates in preparation of SOW/PWS to ensure that risk assessment requirements are
- 47 adequately addressed.
- 48 • Participates in proposal review to evaluate risk assessment-related tasks.
- 49 • Participates in TPP meetings, as appropriate.
- 50 • Evaluates screening levels for environmental media

- 1 • Reviews the Work Plan to ensure that planned effort will support the level of risk assessment
- 2 intended.
- 3 • Conducts reviews of human health and ecological risk assessments.
- 4 • Reviews QCP reporting requirements and accepts reported QC measures/standards.
- 5 • Reviews reports containing risk assessments, to include decision-making regarding results of risk
- 6 assessments.

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1 **6.0 METHODOLOGIES TO MONITOR THE CONTRACTOR'S**
2 **PERFORMANCE**

3 USACE will monitor SAIC's performance on a continuing basis; however, the volume of task activities
4 and deliverables to be completed by SAIC makes technical inspections of every task and step impractical.
5 Accordingly, USACE will use the Surveillance Activities Table (Attachment A) as the basis for
6 monitoring SAIC's performance under this contract. SAIC's performance will be evaluated by the COR
7 using the performance metrics provided in Attachment B.

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7.0 QUALITY ASSURANCE REPORTING FORMS

The primary form used to document surveillance activities will be the Quality Assurance Report (QAR) provided in Attachment C. The QAR will be used by all team members to document surveillance activities conducted. All nonconformances will be documented on a CAR provided in Attachment D. Each CAR will be annotated as either a Critical nonconformance, Major nonconformance, or Minor nonconformance. Definitions and required contractor response times are detailed in Table 7-1.

Table 7-1. Nonconformance Level Definitions and Required Response Times

Nonconformance Level ⁽¹⁾	Definition	Response Time ⁽²⁾
Critical	A nonconformance that is likely to result in hazardous or unsafe conditions for individuals using, maintaining, or depending upon the supplies or services; or is likely to prevent performance of a vital agency mission.	24 hours
Major	A nonconformance, other than critical, that is likely to result in failure of the supplies or services, or to materially reduce the usability of the supplies or services for their intended purpose.	5 calendar days
Minor	A nonconformance that is not likely to materially reduce the usability of the supplies or services for their intended purpose, or is a departure from established standards having little bearing on the effective use or operation of the supplies or services.	15 calendar days

(1) The definitions for nonconformance levels are derived from FAR 46.101.

(2) The time a Contractor has to provide a written response to a CAR.

Upon completion of field work and acceptance of all final reports, the COR will document QA activities in an “after action” or “final” QAR in accordance with Attachment C. Checklists may be used to support surveillance activities such as the Generic On-Site QA checklist provided in Attachment F or those generated for use during pre-op/table top exercises. These forms, when completed, will document the contractor's compliance with contract requirements and completion of milestone activities. The COR will evaluate contractor performance using the definitions (Exceptional, Very Good, Satisfactory, Marginal, and Unsatisfactory) contained in the PPIMS and the metrics identified in Attachment B. Completed forms will be consolidated and provided to the CO at the end of each month for that month's surveillance activities. A copy of each CAR will be forwarded to the CO by close of business (COB) of the next full workday after it is provided to the contractor. Note that any life or mission threatening safety issues must be corrected immediately, and that contractor response times are determined by the PDT on a project-by-project basis. All other CARs will provide a reasonable suspense date for the contractor to review and take appropriate action. The contractor is required to provide written responses to all CARs.

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ATTACHMENT A
Surveillance Activities Table

Table A-1. Surveillance Activities Table

(1)	(2)	(3) ¹	(4) ¹	(5)	(6) ¹	(7)
Definable Feature of Work (product or process being rated)	Reference (DO requirement)	Method of Surveillance <i>(See category key)</i>	Documentation of Surveillance Activities Performed <i>(See category key)</i>	QA Surveillance Record File (location)	PPIMS Performance Assessment Record (PAR) Category <i>(See category key)</i>	Basic Performance Indicator(s)
TASK 1						
Project Management Plan	Table 1 and Section 4.1	1, 2, 3, 4	1, 2	COR file	1, 2, 4, 5	a. Accuracy of plan b. Clarity of plan c. Repeat comments
Quality Assurance Surveillance Plan	Table 1 and Section 4.6	1, 2, 3, 4	1, 2	COR file	1, 2, 4, 5	a. Accuracy of plan b. Clarity of plan c. Repeat comments
TASK 2						
Achieve RI/FS/PP/ROD (all media except groundwater) for in Attachment E						
Work Plan(s)	Table 1 and Section 4.9	1, 2, 3, 4	2, 4	COR file	1, 2, 3, 4	a. Accuracy of plan b. Clarity of plan c. Repeat comments d. Plans support project objectives e. Knowledge of laws & regulations f. Innovative approaches
RI/FS (field execution and report) including groundwater	Table 1 and Section 4.17	1, 2, 3, 4, 5	4, 5	COR file	1, 2, 3, 6	a. Thoroughness of field work b. Adherence to schedule c. Compliance with orders, laws and regulations d. Health & safety e. Acceptable written reports f. Re-submittals

Table A-1. Surveillance Activities Table

(1)	(2)	(3) ¹	(4) ¹	(5)	(6) ¹	(7)
Definable Feature of Work (product or process being rated)	Reference (DO requirement)	Method of Surveillance <i>(See category key)</i>	Documentation of Surveillance Activities Performed <i>(See category key)</i>	QA Surveillance Record File (location)	PPIMS Performance Assessment Record (PAR) Category <i>(See category key)</i>	Basic Performance Indicator(s)
Proposed Plan(s)	Table 1 and Section 4.9	1, 2, 3, 4	2, 4	COR file	1, 2, 3, 4, 5	a. Accuracy of plan b. Clarity of plan c. Repeat comments d. Plans support project objectives e. Knowledge of laws & regulations
TASK 3						
Work Plan – Well Installation	Table 1 and Section 4.9	1, 2, 3, 4, 5	2, 4	COR file	1, 2, 3, 4, 5, 6	a. Accuracy of plan b. Clarity of plan c. Repeat comments d. Plans support project objectives e. Knowledge of laws & regulations f. Innovative approaches
Installation of six wells into basal portion of Sharon Conglomerate Aquifer	Table 1 and Section 4.10	1, 2, 3, 4, 5	4, 5	COR file	1, 2, 3, 4, 5, 6	a. Thoroughness of field work b. Adherence to schedule c. Compliance with orders, laws and regulations d. Health & safety
Groundwater sampling and analysis for the six Sharon Conglomerate Aquifer wells, and report.	Table 1 and Section 4.10	1, 2, 3, 4, 5	1, 2, 4	COR file	1, 2, 3, 4, 5, 6	a. Thoroughness of field work b. Adherence to schedule c. Compliance with orders, laws and regulations d. Health & safety

Table A-1. Surveillance Activities Table

(1)	(2)	(3) ¹	(4) ¹	(5)	(6) ¹	(7)
Definable Feature of Work (product or process being rated)	Reference (DO requirement)	Method of Surveillance <i>(See category key)</i>	Documentation of Surveillance Activities Performed <i>(See category key)</i>	QA Surveillance Record File (location)	PPIMS Performance Assessment Record (PAR) Category <i>(See category key)</i>	Basic Performance Indicator(s)
OPTIONAL TASK 4						
Sampling Plan(s)	Table 1 and Section 4.9	1, 2, 3, 4	2, 4	COR file	1, 2, 3, 4	a. Accuracy of plan b. Clarity of plan c. Repeat comments d. Plans support project objectives e. Knowledge of laws & regulations
RI/FS, field execution and report	Table 1 and Sections 4.9 & 4.17	1, 2, 3, 4, 5	4, 5	COR file	1, 2, 3, 4, 5, 6	a. Thoroughness of field work b. Adherence to schedule c. Compliance with orders, laws and regulations d. Health & safety e. Acceptable written reports f. Re-submittals
Proposed Plan(s)	Table 1 and Section 4.17	1, 2, 3, 4	2, 4	COR file	1, 2, 3, 4	a. Accuracy of plan b. Clarity of plan c. Repeat comments d. Plans support project objectives e. Knowledge of laws & regulations
Interim ROD: AOC RVAAP-66: Facility-Wide Groundwater	Table 1 and Section 4.17	1, 2, 3, 4	2, 3	COR file	1, 2, 3, 4, 5	a. Adherence to schedule b. Acceptable written reports c. Repeat comments d. Plans support project objectives e. Knowledge of laws & regulations

Table A-1. Surveillance Activities Table

(1)	(2)	(3) ¹	(4) ¹	(5)	(6) ¹	(7)
Definable Feature of Work (product or process being rated)	Reference (DO requirement)	Method of Surveillance <i>(See category key)</i>	Documentation of Surveillance Activities Performed <i>(See category key)</i>	QA Surveillance Record File (location)	PPIMS Performance Assessment Record (PAR) Category <i>(See category key)</i>	Basic Performance Indicator(s)
Interim ROD: AOC 12 Load Line 12	Table 1 and Section 4.17	1, 2, 3, 4	2, 3	COR file	1, 2, 3, 4, 5	a. Adherence to schedule b. Acceptable written report c. Repeat comments d. Plans support project objectives e. Knowledge of laws & regulations
Record of Decision: AOC RVAAP-67 Record of Decision: Facility-Wide Sewers (includes all Load Lines: LL-1 through LL-12)	Table 1 and Section 4.17	1, 2, 3, 4	1, 2, 3	COR file	1, 2, 3, 4, 5	a. Adherence to schedule b. Acceptable written report c. Repeat comments d. Plans support project objectives e. Knowledge of laws & regulations
OPTIONAL TASK 5 See sites listed in Attachment E						
Remedial Design/Work Plan(s)	Table 1 and Section 4.17	1, 2, 3, 4	1, 2	COR file	1, 2, 3, 4	a. Accuracy of plan b. Clarity of plan c. Repeat comments d. Plans support project objectives e. Knowledge of laws & regulations

Table A-1. Surveillance Activities Table

(1)	(2)	(3) ¹	(4) ¹	(5)	(6) ¹	(7)
Definable Feature of Work (product or process being rated)	Reference (DO requirement)	Method of Surveillance <i>(See category key)</i>	Documentation of Surveillance Activities Performed <i>(See category key)</i>	QA Surveillance Record File (location)	PPIMS Performance Assessment Record (PAR) Category <i>(See category key)</i>	Basic Performance Indicator(s)
Sampling & Report(s)	Table 1 and Section 4.17	1, 2, 3, 4	2, 4	COR file	1, 2, 3, 4, 5, 6	a. Thoroughness of field work b. Adherence to schedule c. Compliance with orders, laws and regulations d. Health & safety e. Acceptable written reports f. Re-submittals
RIP, RC, O or SC for soil, dry sediment, wet sediment and surface water at the sites identified in the PWS ²	Table 1 and Section 3.0	1, 2, 3, 4	1, 2, 3	COR file	1, 2, 3, 4	a. Adherence to schedule b. Defensible rationale for proposals c. Knowledge of laws and regulations d. Responsiveness e. Effective communication
PROJECT MANAGEMENT						
Project Schedule	Section 4.2	1, 2, 4	1, 4	COR file	1, 2, 4, 5	a. Adherence to schedule b. Effective communication c. Responsiveness
Milestone Presentations	Section 4.3	1, 2, 4	1, 4	COR file	1, 2, 3, 4	a. Adherence to schedule b. Acceptable presentations c. Effective communication

Table A-1. Surveillance Activities Table

(1)	(2)	(3) ¹	(4) ¹	(5)	(6) ¹	(7)
Definable Feature of Work (product or process being rated)	Reference (DO requirement)	Method of Surveillance <i>(See category key)</i>	Documentation of Surveillance Activities Performed <i>(See category key)</i>	QA Surveillance Record File (location)	PPIMS Performance Assessment Record (PAR) Category <i>(See category key)</i>	Basic Performance Indicator(s)
Project Repository and Administrative Record	Section 4.8	1, 2, 4	1, 4	COR file	1, 2, 3, 4	a. Adherence to schedule b. Compliance with applicable published manuals
Army Environmental Database	Section 4.8.1	1, 2, 4	1,4	COR file	1, 2, 3, 4	a. Adherence to schedule b. Compliance with applicable published manuals c. Compliance with orders, laws and regulations
Protection of Property	Section 4.10	1, 2, 4	1, 4	COR file	1, 2, 3, 4	a. Compliance with applicable published manuals b. Compliance with orders, laws and regulations
Project Stakeholders	Section 4.11	1, 2, 4	1, 4	COR file	1, 2, 4	a. Effective communication b. Responsiveness
Laboratory Quality Systems	Section 4.14	1, 2, 4	1, 4	COR file	1, 2, 3, 4, 5	a. Compliance with applicable published manuals b. Compliance with orders, laws and regulations
Data Management	Section 4.15	1, 2, 4	1, 4	COR file	1, 2, 3, 4, 5	a. Compliance with applicable published manuals
EDD and Environmental Restoration Information System	Section 4.16	1, 2, 4	1, 4	COR file	1, 2, 3, 4, 5	a. Compliance with applicable published manuals
¹ For columns 3, 4 & 6, see the “Evaluation Category Key” at the end of Attachment A. ² Remedy in Place (RIP), Remedial Action (O), Response Complete (RC), Site Closeout (SC)						

Table A-2. Evaluation Category Key

Column (3)	Definition	Column (4)	Definition	Column (6)	Definition
Category 1	Random sampling = random evaluation of contractor by QA team as requested by COR	Category 1	Contractor evaluation form, completed by QA team member(s)	Category 1	Quality of Product or Service
Category 2	Periodic Inspection = preliminary draft & draft QA reviews	Category 2	Comment response tables	Category 2	Schedule
Category 3	Stakeholder feedback (written), unsolicited or, at request of the COR	Category 3	Email/letters from stakeholders	Category 3	Cost Control
Category 4	Contractor evaluation by COR, at least annually	Category 4	COR Contractor Evaluation/QAR	Category 4	Business Relations
Category 5	Construction quality assurance	Category 5	CARs; periodic construction QA reports	Category 5	Management of Key Personnel and Resources
				Category 6	Safety

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ATTACHMENT B
Performance Metrics

Table B-1. Performance Metrics Guidance

QASP Performance Metrics Table ¹					
	Exceptional	Very Good	Satisfactory	Marginal	Unsatisfactory
PAR Category: Quality of Product or Service					
<i>Performance Indicator: Select from Column (7) of Attachment A</i>					
Plans, Reports, Work Plans, Designs	Document version approved as submitted; or less than 10 minor comments issued, where minor comments are those that can be resolved without need for teleconference or meeting, or that caused no slip in schedule. Minor comments include those to correct grammar, punctuation, or spelling errors. No technical deficiencies identified. No “repeat” or “cut-and-paste” errors identified. No oversight of required elements contained in facility-wide documents including the FWGWMP, SAP, or Formatting Guideline.	Greater than 10 minor comments issued for deliverable version, but no technical deficiencies highlighted. No slip in schedule. Re-submission required after comment responses accepted, but no backcheck cycle completed.	No technical deficiencies identified, but backcheck cycle required after comment responses prepared.	Comments issued that resulted in schedule slip; no more than 1 technical deficiency identified; greater than 10 grammar, punctuation, or spelling corrections requested.	Comments issued that resulted in schedule slip; greater than 1 technical deficiency identified; or backcheck revealed that changes were not incorporated per accepted comment responses.
Proposed Plans	Same as for Reports, Work Plans, Designs No identification of inappropriate ARARs.	Same as for Reports, Work Plans, Designs	Same as for Reports, Work Plans, Designs	Same as for Reports, Work Plans, Designs	Same as for Reports, Work Plans, Designs

Table B-1. Performance Metrics Guidance

QASP Performance Metrics Table¹					
	Exceptional	Very Good	Satisfactory	Marginal	Unsatisfactory
Record of Decision	Same as for Reports, Work Plans, Designs, but add: Unanticipated or unplanned “No Further Action” ROD obtained for AOC.	Same as for Reports, Work Plans, Designs	Same as for Reports, Work Plans, Designs	Same as for Reports, Work Plans, Designs	Same as for Reports, Work Plans, Designs
Field Execution	Innovation in data management methods or field methods resulted in significant advances in performance.	Field work completed ahead of schedule and under budget with no loss of quality.	Field work completed per approved Work Plan or RD, with zero exceptions documented by construction QA representative or other stakeholder.	Minor schedule slip (not due to external factors) but without impact on critical path.	OSHA recordable or reportable injury. Problems with execution required re-mobilization and re-sampling.
PAR Category: Schedule					
<i>Performance Indicator: Select from Column (7) of Attachment A</i>					
Plans, Reports, Work Plans, Designs, Record of Decision	Completion of documents was ahead of schedule to a degree that allowed an advance in other critical path milestones.	Submittals made ahead of schedule. Stakeholder approval of deliverables, PPs, RODs occurs ahead of schedule.	Deliverables received on schedule and in accordance with the requirements for each type of document in terms of content and quality.	Deliverable received between one and five days late.	Deliverable received more than five days late.
Field Execution	Completion ahead of schedule to a degree that allowed an advance in other critical path milestones.	Field work completed ahead of schedule or on schedule even with adverse weather conditions	Field work completed on time in accordance with Work Plans.	Minor schedule slip (not due to external factors) but without impact on critical path.	Schedule slip caused impact on critical path items.
PAR Category: Cost Control					
<i>Performance Indicator: Select from Column (7) of Attachment A</i>					

Table B-1. Performance Metrics Guidance

QASP Performance Metrics Table ¹					
	Exceptional	Very Good	Satisfactory	Marginal	Unsatisfactory
Record of Decision	Securing an unanticipated or unplanned “No Further Action” ROD for an AOC.	Record of Decision allowed a savings to the government in excess of 10% of the expected outcome.	Final document completed and approved within budget; no significant cost savings.	Cost to bring document to final approved state was greater than 1% but less than 5% above budget.	Cost to bring document to final approved state was greater than 5% above budget.
Proposed Plan and Record of Decision	Innovative resolution identified and accepted by stakeholders, to maintain schedule. Examples: Path forward identified in light of unforeseen events, such as regulatory changes; “new” toxicity value used to benefit of project.	Same as Record of Decision	Same as Record of Decision	Same as Record of Decision	Same as Record of Decision
PAR Category: Business Relations					
<i>Performance Indicator: Select from Column (7) of Attachment A</i>					
Plans, Reports, Work Plans, Designs, Record of Decision	Receipt of written, unsolicited stakeholder compliments which support breaking a log jam in progress. Successful resolution of public comments, where successful is defined as resolution without schedule delay.	Receipt of written, unsolicited stakeholder compliments, for which USACE is in agreement.	No violations of Director’s Findings & Orders requirements.	Minor violations of Director’s Findings & Orders requirements.	Significant violations of Director’s Findings & Orders requirements.

Table B-1. Performance Metrics Guidance

QASP Performance Metrics Table¹					
	Exceptional	Very Good	Satisfactory	Marginal	Unsatisfactory
Field Execution	Finishing ahead of schedule creates an impact on the stakeholders to a degree that allows unexpected advancement of other project objectives.	Finishing ahead of schedule allows a public announcement of positive progress.	No Notices of Violation from regulatory agency; no regulatory non-compliance issues identified by stakeholders.	Notice of violation (without fine) that has little or no impact on the project schedule or budget.	Notice of violation (with fine) that causes significant embarrassment to the Corps or significantly impacts project funds to support corrective action.
Project Execution	Receipt of environmental “award” from Army, other stakeholder, that is determined by USACE to have merit Positive “publicity” by media, Army or other agencies/ organizations, determined by USACE to have merit	Contractor works well with the project team. Proactive in communicating expectations and managing change.	Contractor meets project expectations. generally communicates well but shows no extra initiative.	Contractor meets most project expectations with occasional flaws. Does not communicate well; often unresponsive to requests for status and other information.	Contractor routinely fails to meet project expectations.
PAR Category: Management of Key Personnel and Resources					
<i>Performance Indicator: Select from Column (7) of Attachment A</i>					
Plans, Reports, Work Plans, Designs, Record of Decision	Provided unplanned Subject Matter Experts for unanticipated needs and avoided a slip in schedule	Proactive management of an unanticipated and unavoidable change in personnel	No change in key personnel, other than due to retirement or other normal life events.	Changed a Key person for the convenience of the Contractor with no real impact on project execution.	Changed a Key person without notifying the Corps.
Field Execution	Contractor independently identified a better, faster, cheaper resource (material, equipment, process) that accelerated the schedule or lowered the cost	Successfully implemented a better, faster, cheaper resource (material, equipment, process) jointly identified by the Contractor and the Corps.	Maintained project budget, schedule and quality with existing, planned key personnel and resources	Changed a Key person for the convenience of the Contractor with no real impact on project execution.	Changed a Key person without notifying the Corps.
PAR Category: Safety					

Table B-1. Performance Metrics Guidance

QASP Performance Metrics Table ¹					
	Exceptional	Very Good	Satisfactory	Marginal	Unsatisfactory
<i>Performance Indicator: Select from Column (7) of Attachment A</i>					
Field Execution	Proactive safety solution for an unanticipated hazard to maintain schedule without risk to health or safety of personnel	Near loss incident prevented by proactive personnel actions. Lessons learned developed of value Corps-wide.	No OSHA recordable or reportable accidents. No CARs issued by USACE construction representative. No safety citations or warnings issued by other stakeholders.	One OSHA recordable on a field mobilization	Multiple OSHA recordables or one OSHA reportable on a field mobilization

¹ See “Metrics Codes and Guidelines for Use” (Table B-2).

Table B-2. Metrics Codes and Guidelines For Use

Code	Meaning	Examples
E	Exceptional	<p>The contractor met the contractual requirements and exceeded many requirements and expectations of the scope of work to the Government's benefit; and worked well with the project team. The contractual performance of the element or sub-element being assessed was accomplished with few minor problems for which corrective actions taken by the contractor were highly effective. Examples:</p> <ol style="list-style-type: none"> The contractor is proactive-calling the team when issues arise and doesn't wait until the document is issued (e.g. problems with sample quality); contractor recognizes major problems or issues as they occur and proposes solutions, but makes sure any proposed solution is okay with the project team before it is implemented. The contractor meets with the team to outline their proposed approach and finds out team expectations for work before it begins and meets those expectations with the first work product completed. Works well with the project team – demonstrates good listening skills, returns phone calls, follows through and keeps commitments made to team, initiates calls to check in with team to ensure meeting team expectations.
G	Very Good	<p>The contractor met the contractual requirements and exceeded some of the requirements in the scope of work to the Government's benefit. Worked well with the project team and needed minimal changes and guidance. The contractual performance of the element or sub-element being assessed was accomplished with some minor problems for which corrective actions taken by the contractor were effective. Examples:</p> <ol style="list-style-type: none"> The contractor meets with the team to outline their proposed approach and finds out team expectations for work before the work begins, needs minimal guidance or comments to revise the first work product completed to meet team expectations. Effectively reissues submittals to meet team expectations after receiving comments on the first draft; document has had effective QA/QC review to make sure all proposed changes have been incorporated. Works well with the project team –demonstrates good listening skills, returns phone calls, follows through and keeps commitments made to team, initiates calls to check in with team to ensure meeting team expectations.
S	Satisfactory	<p>Performance met contractual requirements. Acceptable work product with minor changes by the team. Project coordination was average. The contractual performance of the element or sub-element being assessed contained some minor problems for which corrective actions taken by the contractor appear or were satisfactory. Examples:</p> <ol style="list-style-type: none"> Effectively reissues submittals to meet team expectations after receiving comments on the first draft; document has had effective QA/QC review to make sure most of proposed changes have been incorporated, only minor wording changes in document necessary to address comments; Works well with the project team –demonstrates good listening skills, returns phone calls, follows through and keeps commitments made to team-however, does not initiate conversations or checking in with team on work products –waits until team members contact them to respond with information or find out if meeting team expectations.
M	Marginal	<p>Performance does not meet all contractual requirements. The contractor's work required substantive comments by the team and project coordination was minimal. The contractual performance of the element or sub-element being assessed reflects a serious problem for which the contractor has not yet identified corrective actions. The contractor's proposed actions appear only marginally effective or were not fully implemented. Examples:</p> <ol style="list-style-type: none"> Deliverables need extensive comments and revisions to meet expectations of team, minimal QA/QC review such that the contractor cannot ensure that most of proposed

Table B-2. Metrics Codes and Guidelines For Use

Code	Meaning	Examples
		<p>changes have been incorporated into revised document.</p> <p>b. Works marginally well with the project team – does not consistently return phone calls, does not always follow through and keep commitments made to team, does not initiate conversations or checking in with team on work products – waits until team members contact them to respond with information or find out if meeting team expectations.</p> <p>c. Contractor does not actively participate in meetings with team, unprepared for field work, unprepared for meetings, does not work to provide information requested by team.</p>
U	Unsatisfactory	<p>The contractor did not meet most contractual requirements of the scope of work and recovery is not likely in a timely manner. Substantial involvement by the Government and document changes were required. The contractual performance of the element or sub-element being assessed contains serious problems for which the contractor’s corrective actions appear or were ineffective. The contractor did not work well or coordinate with the project team. Examples:</p> <p>a. Project team has to re-write large sections of document to ensure contractor meets team expectations when document is reissued; no or minimal QA/QC review to ensure that most of proposed changes have been incorporated into revised document; repeated comments on submittals indicating contractor not putting forth effort to meet expectations of team</p> <p>b. Does not effectively work with the project team – does not return phone calls, does not keep commitments made to team, is argumentative or defensive about work products, tries to answer shop within team, waits until team members contact them to respond with information, does not attempt to meet or understand team expectations for work products.</p> <p>c. Field work is done in a manner that quality of investigation is in question, resulting in additional sampling or repetitive field efforts.</p>

1

Table B-3. Performance Metrics Table (Blank)

QASP Performance Metrics Table ¹					
	Exceptional	Very Good	Satisfactory	Marginal	Unsatisfactory
PAR Category: Quality of Product or Service					
<i>Performance Indicator:</i>					
PAR Category: Schedule					
<i>Performance Indicator:</i>					
PAR Category: Cost Control					
<i>Performance Indicator:</i>					
PAR Category: Business Relations					
<i>Performance Indicator:</i>					
PAR Category: Management of Key Personnel and Resources					
<i>Performance Indicator:</i>					
PAR Category: Safety					
<i>Performance Indicator:</i>					

¹ See “Metrics Codes and Guidelines for Use” table at end of Attachment B

ATTACHMENT C
Quality Assurance Report

Quality Assurance Report (QAR)

1 The QAR should address following topics; customize as necessary to fit the work scope assessed.
2

3 1) Contract No. / Delivery Order No.
4

5 2) Site Name
6

7 3) Personnel contacted and their respective positions on the project
8

9 4) Date(s) of QA assessment
10

11 5) Describe QA methods used (or reference where they are documented) and pass/fail criteria
12

13 6) Summarize QA activities (including data quality when applicable) performed (field or office) and
14 describe any special conditions or circumstances encountered
15

16 7) Describe any constraints or problems encountered
17

18 8) Provide a list of all Corrective Action Requests issued and describe the corrective actions taken
19

20 9) List/describe lessons learned
21

22 10) Include a final statement that contract requirements were met regarding the quality of services
23 provided or if not include a statement of how the corrective actions will remedy the deficiencies
24 found
25

26 11) List supporting data/references and where they are filed
27

28 12) Signature of Project Engineer/Technical Manager preparing the report and date
29

Quality Assurance Report (QAR)

QUALITY ASSURANCE REPORT		No.
Contract No. _____		Delivery Order No. _____
Project Name _____	Project Location _____	
Contractor name: _____		
Personnel Contacted:		
_____	_____	
_____	_____	
_____	_____	
Date(s) Assessment Performed: _____		
QA methods used:	Pass/Fail criteria:	
_____	_____	
_____	_____	
_____	_____	
Summary of QA activities: _____		
Description of conditions, constraints or problems encountered: _____		
Corrective Action Request(s) issued:	Describe any corrective actions taken:	
_____	_____	
List/describe lessons learned: _____		
Were contract requirements met? Yes <input type="checkbox"/> No <input type="checkbox"/>		
Comments: _____		
Supporting data/references:	File location:	
_____	_____	
_____	_____	
_____	_____	
USACE Representative Signature:	Date: _____	
Distribution: _____		

ATTACHMENT D
Corrective Action Request

Corrective Action Request (CAR)

CORRECTIVE ACTION REQUEST		No.
Section A (to be completed by USACE Representative)		
USACE Representative: _____		
Date Issued: _____		
Issued to (Contractor name): _____		
Response Due Date: _____		
Contract No. _____		Delivery Order No. _____
Project Name _____		
Project Location _____		
Nonconformance Type: Critical <input type="checkbox"/> Major <input type="checkbox"/> Minor <input type="checkbox"/>		
Description of Condition Found: _____		
Apparent Cause: _____		
Section B (to be completed by Contractor)		
Actual Cause: _____		
Action Taken to Correct Condition: _____		
Action Taken to Prevent Recurrence: _____		
Action Taken to Monitor Effectiveness of Corrective Action: _____		
Contractor Signature: _____		Date: _____
Section C (to be completed by USACE Representative)		
1) Has condition improved? Yes <input type="checkbox"/> No <input type="checkbox"/>		
2) Additional corrective action required? Yes <input type="checkbox"/> No <input type="checkbox"/>		
Comments: _____		
Date completed form provided to USACE Contracting Officer: _____		

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ATTACHMENT E
Project Areas of Concern

Table E-1. Project Areas of Concern

Task 2: Areas of concern requiring achievement of 1) Records of Decision for soil, dry sediment, wet sediment, and surface water and 2) approved RI/FSs for ground water.	Optional Task 5: RIP, RC, O or SC for soil, dry sediment, wet sediment and surface water at the following sites:
RVAAP-06: C-Block Quarry	RVAAP-06: C-Block Quarry
RVAAP-12: Load Line 12 ^a	RVAAP-12: Load Line 12
RVAAP-13: Building 1200	RVAAP-13: Building 1200
RVAAP-19: Landfill North of Winklepeck Burning Grounds	RVAAP-19: Landfill North of Winklepeck Burning Grounds
RVAAP-29: Upper and Lower Cobb Ponds	RVAAP-19-R-01: Landfill North of Winklepeck Burning Grounds
RVAAP-33: Load Line 6	RVAAP-29: Upper and Lower Cobb Ponds
RVAAP-38: NACA Test Area	RVAAP-33: Load Line 6
RVAAP-39: Load Line 5	RVAAP-38: NACA Test Area
RVAAP-40: Load Line 7	RVAAP-39: Load Line 5
RVAAP-41: Load Line 8	RVAAP-40: Load Line 7
RVAAP-42: Load Line 9	RVAAP-41: Load Line 8
RVAAP-43: Load Line 10	RVAAP-42: Load Line 9
RVAAP-44: Load Line 11	RVAAP-43: Load Line 10
RVAAP-45: Wet Storage Area	RVAAP-44: Load Line 11
RVAAP-46: F-15 and F-16	RVAAP-45: Wet Storage Area
RVAAP-48: Anchor Test Area	RVAAP-46: F-15 and F-16
RVAAP-50: Atlas Scrap Yard	RVAAP-48: Anchor Test Area
Task 4: Achieve approved interim Record of Decision	RVAAP-50: Atlas Scrap Yard
RVAAP-12 Groundwater	RVAAP-50-R-01: Atlas Scrap Yard
RVAAP-66 Facility-wide Sewers	RVAAP-67: Facility-Wide Sewers

^a Record of Decision for surface water and wet sediment only.

O = Remedial Action
RC = Response Complete
RIP = Remedy in Place
SC = Site Closeout

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ATTACHMENT F
Contractor Evaluation Form – LRL Quality Assurance Team

Contractor Evaluation form – LRL QA Team

Evaluator: _____

Name of Contractor: _____

Evaluation Time Period: _____

Document Evaluated: _____

Contractor Quality/Attribute	Evaluation	Remarks
Thoroughness of field work		
Compliance with applicable published manuals		
Accuracy of plans		
Clarity of plans		
Plans support project objective(s)		
Adherence to schedule		
Defensible rationale for proposals		
Knowledge of laws/regulations		
Compliance with Orders, laws, regulations		
Acceptable written reports		
Acceptable presentations		
Re-submittals		
Repeat comments		
Responsiveness		
Innovative approaches		
Effective communication		
Health & Safety		

1 Overall Evaluation¹: E VG S M U

2 (See Attachment B for guidelines on evaluation metrics categories)

3 Overall comments: _____

4 ¹ E= Exceptional; VG = Very Good; S = Satisfactory; M = Marginal; U = Unsatisfactory

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