

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Environmental Cleanup and Protection Management Plan for Military Programs

1. Reference:

a. CECG memorandum dated 19 Jun 95, subject: "Adjusting to the Downward Trend in Military Workload" -- Decisions on Corporate Direction.

b. CEMP-ZK memorandum dated 9 Aug 95, subject: "Adjusting to the Downward Trend in Military Workload" -- Specific Alternatives Adjustment Package Report.

2. This memorandum transmits the approved "Environmental Cleanup and Protection Management Plan for Military Programs" for immediate implementation.

3. In reference a above, the Chief of Engineers approved a corporate policy that included an HTRW management plan aligning all Department of Defense related HTRW work with military district missions and boundaries.

4. A draft of this plan was sent to HQ elements and MSC commanders for review and comment as part of reference b. After careful consideration of all comments, we finalized the plan. The Executive Summary provides the key elements of the plan.

5. This environmental management plan, combined with a new brokering policy now in final preparation, will provide MSC and district commanders more flexibility in allocating resources, accommodating customers, and assigning project workload.

6. By separate action, we will request that MSC commanders prepare transition plans to transition work in an efficient and timely manner to minimize disruptions. New projects will be assigned in accordance with this plan. CEMP-R will promptly issue separate guidance and instructions on the transition plans. I expect your full support in implementing this plan and in reaching its goals.

CEMP-RT (200-1a)

SUBJECT: Environmental Cleanup and Protection Management Plan for Military Programs

/S/

ALBERT J. GENETTI, JR.

Major General, USA

Director of Military Programs

DISTRIBUTION:

COMMANDER, MAJOR SUBORDINATE COMMANDS

HTRW CX

OE CX

CEMP-ZA

CECW-ZA

CERD-ZA

CERE-ZA

CEHR-ZA

CEMP-E

CEMP-C

CEMP-M

CEMP-R

CF:

CECS

CECC-ZA

ODEP

AEC

FOREWORD

The U.S. Army Corps of Engineers (USACE) assists the Army, other Department of Defense (DoD) agencies, Environmental Protection Agency (EPA), Department of Energy (DOE), and other customers in meeting the challenges of protecting and cleaning up our environment. The Corps' expertise is being applied in new and innovative ways to solve the complex and ever changing environmental problems our nation faces. I cannot praise too highly the response of the Corps team, particularly at the project level, in the successful execution of this program as it grew beyond all expectations.

This Environmental Cleanup and Protection Management Plan for Military Programs provides the guidelines necessary to effectively manage our environmental programs and ensure we provide high quality services to our customers. The plan sets forth the guiding principles that will steer our environmental programs and identifies roles and responsibilities of various USACE elements.

The importance of our environmental responsibilities cannot be overstated. I endorse this plan and expect all members of the USACE team to follow its guidance and procedures to achieve our program goals and objectives.

ARTHUR E. WILLIAMS
Lieutenant General, USA
Commanding

*Environmental Cleanup and Protection
Management Plan for Military Programs*

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*Environmental Cleanup and Protection
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EXECUTIVE SUMMARY

Management of hazardous, toxic, and radioactive waste (HTRW) work, as it rapidly grew into a major USACE program, has proven to be a complex and challenging task. Previous HTRW management plans have focused on maintaining the highest technical standards while distributing the workload equitably across the Corps. The program has matured and has been successful because of extraordinary effort at district, division, and center of expertise levels. We have, however, experienced a growing problem from the customer's perspective, relating to the number of USACE entities involved in cleanup activities in various phases of environmental work. This problem has been exacerbated by USACE districts working outside their boundaries.

As the Corps emerges from various restructuring and downsizing initiatives, it becomes imperative that we maintain our customer responsiveness while being prudent stewards of our budget resources. To accomplish this, we must retain and enhance technical capability, simplify execution, and improve efficiency which are the drivers in a management plan that aligns military funded HTRW work with military district missions and boundaries. Our ultimate goal is to have each military installation supported by one district subject to workload and staffing constraints. This management plan, as presented, depicts the end state in reaching that goal. The new brokering policy is a transition tool to assist us in getting from today's management structure to the ultimate end state. Reference ER XX-XX, Brokering Policy. We expect MSC Commanders to use brokering in a disciplined manner that allows transition to the end state over a prescribed period of time without severely impacting the districts that may lose workload.

The new HTRW policy focuses responsibility and accountability by reducing hand-offs and making the geographic military district PM for all military HTRW work. Specialized expertise is concentrated in military HTRW districts. Since our military programs environmental mission is broader than just HTRW, the plan is titled the "Environmental Cleanup and Protection Management Plan for Military Programs". Some of the key aspects of the plan are as follows:

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EXECUTIVE SUMMARY (cont.)

* Military-funded HTRW work (including FUDS) is aligned with military districts and boundaries.

* Each installation will be supported by one district from a customer perspective.

* Geographic military districts will perform PM and construction supervision, and may perform "routine" HTRW investigation and design.

* Military HTRW design districts will execute all environmental restoration investigation and design, excluding "routine" functions which may be executed at geographic military districts.

* MSC commanders will determine "routine" environmental restoration functions. However, routine functions should closely adhere to the definition provided in guiding principle (d).

* Military districts meeting the requirements of the minimum capability model (which are nominated by their parent MSC and approved by CEMP-R) will become military HTRW design districts and will execute cradle-to-grave all military-funded environmental work within their geographic boundaries; will execute military-funded environmental investigation, design, and real estate work for geographic military districts; and may conduct environmental work for civil works districts and non-DoD agencies for their parent MSC.

* Existing "civil works only" HTRW design districts (CELMS, CEORN, and CENCN) may continue to conduct civil works related HTRW work, and HTRW work for non-DoD Federal agencies for their respective parent MSC.

* Environmental support provided by military HTRW design districts to Civil Works facilities will follow Civil Works command lines. Policy and guidance for the HTRW work associated with Civil Works projects are the responsibility of the appropriate Civil Works office in accordance with ER 1165-2-132, in coordination with CEMP-R.

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EXECUTIVE SUMMARY

- * The EPA Superfund program will continue to be supported by assigned districts.
- * New England Division will continue its military programs environmental work.
- * USACE will promote a uniform "one management approach" philosophy for all environmental cleanup and protection programs.
- * The HTRW and OE Centers of Expertise will continue to provide technical oversight and support.
- * The Transatlantic Programs Center (TAC) and CEPOD are military HTRW design districts.
- * Total Environmental Restoration Contract (TERC) roles and relationships will continue as set forth in the TERC Management Plan which is a living document.

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PURPOSE

The Environmental Cleanup and Protection Management Plan for Military Programs provides guidance for the effective management and execution of U.S. Army Corps of Engineer environmental mission assignments. The guidance is intended to be flexible enough to meet the needs of our customers and the Corps, while responding to the ever changing demands on our environmental programs. This management plan supersedes the USACE HTW Management Plan dated 17 June 1988, all draft management plans, and CEMP-RT memorandum dated 11 Sep 91 (17 Guiding Principles).

In those instances in which this management plan conflicts with program specific management plans or other existing guidance, this management plan will supersede that guidance. Upon receipt of this management plan, MSC commanders will prepare transition plans for achieving the goals, objectives, and principles contained in this plan.

APPLICABILITY

This Environmental Cleanup and Protection Management Plan for Military Programs is applicable to all USACE activities involved in military funded environmental work. The EPA Superfund program will continue to be supported by assigned districts. The Environmental Support For Others (ESFO), a civil reimbursable program, will follow the basic guidelines within this plan, with assignments based on good business sense.

MISSION

The Directorate of Military Programs provides environmental restoration of land and water contaminated with hazardous, toxic, and radioactive waste (HTRW) and/or ordnance and explosives (OE) for the Department of Defense and non-DoD customers. In addition, support to Army installations, DoD agencies, and other Federal agencies is provided in the areas of compliance, conservation, and pollution prevention.

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VISION STATEMENT

Provide premier environmental engineering services to the nation, through quality management and technical expertise, applying an objective stewardship of taxpayer funds to the pursuit of responsible protection of all life and the environment.

STRATEGY

Military-funded HTRW work (including FUDS) is aligned with military districts and boundaries. Existing military HTRW design districts will continue to perform environmental investigation and design work within their assigned boundaries. Geographic military districts will perform PM and construction supervision, and may perform "routine" HTRW investigation and design only. Military districts meeting the requirements of the minimum capability model, Appendix A (which have been nominated by their parent MSC and approved by CEMP-R) will become military HTRW design districts and will execute all military-funded environmental work within their geographic boundaries; will execute military-funded environmental investigation, design, and real estate work for geographic military districts; and may conduct environmental work for civil works districts and non-DoD agencies for their parent Major Subordinate Command (MSC). Existing "civil works only" HTRW design districts may continue to conduct civil works related HTRW work, and HTRW work for non-DoD Federal agencies for their respective parent MSC. Brokering will be used as a tool to achieve this end state. MSC commanders will have 90 days to submit a transition plan following issuance of the "Environmental Cleanup and Protection Management Plan for Military Programs".

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ORGANIZATIONAL RESPONSIBILITIES

a. **HQUSACE:** General responsibilities are contained in OM 10-1-1, Organization and Functions, HQUSACE.

(1) **Directorate of Military Programs:** The Environmental Restoration Division performs program management; develops, monitors, coordinates, and establishes program management and technical policies and guidance; provides for HTRW and OE training; and provides funding and manpower to the program customers as set forth in the "Environmental Programs" section of this document. The Environmental Restoration Division monitors program execution and allocates Military Programs (DERP, Superfund, and ESFO) FTE to the MSC. The Construction Division establishes policies to guide construction field office execution of the military and civil works mission, including contract administration policies and guidance, management of the quality assurance program, and management of construction training programs which cover the functions in the environmental area.

(2) **Directorate of Civil Works:** Policy and guidance for the HTRW work associated with Civil Works projects are the responsibility of the appropriate Civil Works office in accordance with ER 1165-2-132, in coordination with the Environmental Restoration Division.

(3) **Other HQUSACE Elements:** The Safety and Occupational Health Office has overall USACE responsibility for environmental restoration safety and health in accordance with ER 385-1-92. Other major HQUSACE element support includes the Directorate of Real Estate, the Office of the Chief Counsel, the Directorate of Resource Management, and the Office of the Principal Assistant Responsible for Contracting.

b. **MAJOR SUBORDINATE COMMANDS (MSCs):** MSCs provide program oversight of all military funded environmental projects conducted within their respective military boundaries, and for environmental cleanup support funded by EPA, DOE, and other non-DoD Federal agencies. There will be no MSC technical review.

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ORGANIZATIONAL RESPONSIBILITIES (cont.)

c. **MILITARY DISTRICTS:** Military districts meeting the requirements of the minimum capability model, Appendix A (which have been nominated by their parent MSC and approved by CEMP-R) will be designated military HTRW design districts and will execute all military-funded environmental work within their geographic boundaries; will execute military-funded environmental investigation, design, and real estate work for geographic military districts; and may conduct environmental work for civil works districts and non-DoD agencies for their parent MSC. Military HTRW design districts will provide specialized environmental, HTRW, and ordnance and explosives (OE) expertise for the management and execution of all aspects of environmental projects in accordance with HQUSACE, Department of the Army, and DoD policies.

d. **EXISTING "CIVIL WORKS ONLY" HTRW DESIGN DISTRICTS:** Existing "civil works only" HTRW design districts may continue to conduct civil works related HTRW work and HTRW work for non-DoD Federal agencies.

e. **HTRW CENTER OF EXPERTISE (CX):** The HTRW CX has primary responsibility for maintaining state-of-the-art HTRW technical capability, developing technical and legal guidance documents in support of HQUSACE, providing technical and legal assistance to other USACE elements, providing mandatory review of designated HTRW documents, and providing technical, legal, and management support as requested by HQUSACE. Mission and function statements are contained in ER 1110-3-109, Corps-Wide Centers of Expertise Assigned to MSCs and Districts.

f. **OE CX:** The OE CX has primary responsibility for maintaining state-of-the-art OE capability, developing technical and legal guidance documents in support of HQUSACE, providing technical and legal assistance to other USACE elements, providing mandatory review of designated OE documents, and providing technical, legal, and management support as requested by HQUSACE. Mission and function statements are contained in ER 1110-3-109, Corps-Wide Centers of Expertise Assigned to MSCs and Districts.

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ORGANIZATIONAL RESPONSIBILITIES (cont.)

g. **OE DESIGN CENTER:** The OE Design Center performs removal site inspections, Engineering Evaluation and Cost Analyses (EE/CA), and removal design phases of OE projects. The U.S. Army Engineering and Support Center, Huntsville (HNC) will continue to be the technical manager (TM) for OE projects until such time as OE design decentralization to military HTRW districts is completed. The OE Design Center will be transitioned to the OE CX as decentralization of OE design to military HTRW districts occurs.

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GUIDING PRINCIPLES

- a. Military-funded HTRW work (including FUDS) is aligned with military districts and boundaries.
- b. Each installation will be supported by one district from a customer perspective.
- c. Geographic military districts will perform project management (PM) and construction supervision, and may perform "routine" HTRW investigation and design. When a project requires investigation or design work at a military HTRW design district, the PM will retain only enough funds at the geographic military district to fund PM services.
- d. Routine HTRW work includes building demolition/debris removal (BD/DR) and containerized HTRW projects (Con HTRW), transformer and hydraulic system removals in FUDS, and underground storage tank removals. Routine HTRW work does not include any project requiring extensive investigation and design.
- e. Military HTRW design districts will execute all environmental restoration investigation and design, excluding "routine" functions which may be executed at geographic military districts.
- f. MSC commanders will determine "routine" environmental restoration functions. However, routine functions should closely adhere to the definition provided in principle (d) above.
- g. Military districts meeting the requirements of the minimum capability model (which are nominated by their parent MSC and approved by CEMP-R) will become military HTRW design districts and will execute cradle-to-grave all military-funded environmental work within their geographic boundaries; will execute military-funded environmental investigation, design, and real estate work for geographic military districts; and may conduct environmental work for civil works districts and non-DoD agencies for their parent MSC.
- h. Existing "civil works only" HTRW design districts (CELMS, CEORN, and CENCN) may continue to conduct civil works related HTRW work, and HTRW work for non-DoD Federal agencies for their respective parent MSC.

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GUIDING PRINCIPLES (cont.)

i. Environmental support provided by military HTRW design districts to Civil Works facilities will follow Civil Works command lines. Policy and guidance for the HTRW work associated with Civil Works projects are the responsibility of the appropriate Civil Works office in accordance with ER 1165-2-132, in coordination with CEMP-R.

j. The EPA Superfund program will continue to be supported by assigned districts.

k. New England Division will continue its military programs environmental work.

l. USACE will promote a uniform "one management approach" philosophy for all environmental cleanup and protection programs. USACE will use the same technical guidance and procedures for all environmental cleanup and protection activities across all programs. Program guidance and approach will be as uniform as possible, adjusted to program needs.

m. MSC commanders without a military mission or an existing HTRW military district may utilize existing "civil works only" HTRW design districts to perform civil works related HTRW work and HTRW work for non-DoD agencies.

n. USACE personnel will promote and support the concept of responsiveness to installations, customers, and stakeholders. Military HTRW design districts will demonstrate the advantages of a single point of service, and strive to accommodate the needs of the customer.

o. HQUSACE will empower MSCs and military HTRW design districts with key decisionmaking authority and delegate approval to the lowest possible level.

p. Because of the unique technical and program nature of HTRW work, the following brokering policies apply:

(1) The authority to broker any phase or type of military environmental work may be delegated to the military HTRW design district commander. The military HTRW design district commander is responsible to the MSC for execution, quality, and customer care.

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GUIDING PRINCIPLES (cont.)

(2) Work may be brokered to level short duration peak workload conditions in a district, or to meet special situations where special expertise is required. Work shall not be brokered to a district until it is determined that the receiving district has the technical capability to perform the work (see appendix A) and all brokered work will contain "sunset" provisions that cause the temporary assignment to expire.

(3) Nothing in this plan is intended to prohibit or discourage continued use of existing specialized assets, e.g. the outstanding archive search capabilities at Rock Island and St. Louis districts, to support both military and civil works environmental programs.

q. The unauthorized solicitation of work (poaching) is expressly forbidden by the Chief of Engineers in accordance with CEMP-MF memorandum dated 5 Dec 94, subject: Division/District Geographic Boundaries. No MSC, district, technical center, laboratory, or other field operating activity personnel may transact any business with a customer within the civil works or military boundaries of another MSC or district without having first obtained the permission, formally or informally of the geographic district commander.

r. The HTRW and OE Centers of Expertise will continue to provide technical oversight and support and will maintain their current roles and responsibilities. See appendix B, Technical Roles and Responsibilities.

s. The OE Design Center will prepare a plan for approval by the Director of Military Programs to decentralize OE design to military HTRW design districts within 90 days of approval of this plan.

t. Military HTRW design districts will develop robust technical environmental cleanup and protection expertise. Each military HTRW design district should complete a minimum of 10% of its environmental restoration design and technical activities using in-house resources with a goal of 25%. The amount of in-house design and technical activities for Superfund projects must be coordinated through CEMP-RS with EPA.

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GUIDING PRINCIPLES (cont.)

u. HQUSACE, MSCs, military HTRW design districts, and geographic military districts will promote the use of innovative solutions to the complex and dynamic challenges facing USACE in providing environmental support to its customers. All USACE personnel will encourage the use of innovative technology during the early stages of the planning process and encourage the use of acquisition planning and innovative contracting techniques including Total Environmental Restoration Contracts (TERC), where appropriate.

v. USACE will continue to use project management procedures for all environmental support activities in accordance with ER 5-7-1, Project Management.

w. MSCs and military HTRW design districts are encouraged to begin discussions with new customers that could lead to national support agreements, however final negotiations, agreements, and work distribution will be conducted by HQUSACE. Information about regional work should be reported to HQ for possible nationwide application. Current HTRW memorandums of agreement and interagency agreements will be reviewed by HQUSACE for possible responsibility adjustments.

x. Environmental Partnering initiatives along with Alternate Disputes Resolution procedures involving regulators, interested private parties, contractor and program management personnel should be implemented whenever feasible in the earliest stages of the planning process. These initiatives should be utilized throughout project performance to promote effective and economical execution practices that will be protective of the environment and public health.

y. TAC and CEPOD are military HTRW design districts and will continue to operate to meet their respective unique geographic conditions and varying host nation laws. CEMP-R, HTRW CX, and OE CX will provide support as requested.

z. TERC roles and relationships will continue as set forth in the TERC Management Plan (a living document).

aa. All military Real Estate functions will only be accomplished by military HTRW districts.

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ENVIRONMENTAL PROGRAMS

Our philosophy is to promote a uniform management approach across programs. The following existing reference documents provide detailed program information. It is expected that they will be updated in the near future to reflect the changes in this plan. In the meantime, guidance set forth in this plan will govern over the following referenced guidance documents:

a. **Formerly Used Defense Sites (FUDS) Program:** The Corps, acting as Execution Agent for DoD, manages and executes cleanup projects at former DoD sites. For further information, refer to the "Program Manual for Formerly Used Defense Sites" or contact the FUDS Branch at (202) 761-4705.

b. **Installation Restoration Program (IRP):** The Corps performs studies, designs, and remedial actions at active Army, Air Force, and Defense Logistics Agency (DLA) installations. For further information, refer to the "USACE Execution and Management Plan for the Army Installation Restoration Program" or contact the Installation Restoration Branch at (202) 761-0415.

c. **Base Realignment and Closure (BRAC) Environmental Restoration Program:** The Corps performs environmental restoration services at Army and Air Force BRAC installations. For further information, refer to the "USACE Base Realignment and Closure Environmental Restoration Program Management Plan" or contact the Installation Restoration Branch at (202) 761-4693.

d. **Defense and State Memorandum of Agreement (DSMOA) Program:** The Corps manages and is the DoD Execution Agent for the DSMOA program which funds states and territories for technical services they provide to support the cleanup of DoD facilities. For further information, refer to the "Management Workplan for the DSMOA/CA Program" or contact the Installation Restoration Branch at (202) 761-1176.

e. **EPA Superfund Program:** The Corps provides design, construction, real estate assistance, enforcement oversight, and technical assistance to EPA in support of the Superfund Program. Project assignments are determined by CEMP-RS in coordination with EPA HQ and the respective EPA Region. For further information, contact the EPA Superfund Branch at (202) 761-8879.

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ENVIRONMENTAL PROGRAMS (cont.)

f. **Environmental Support for Others (ESFO) Program:** The Corps provides environmental support and services for non-DoD agencies (other than EPA), states, and other local government agencies that request our assistance to manage their environmental mission. For further information, contact the Interagency Environmental Assistance Branch at (202) 761-5051.

g. **Environmental Non-Restoration Support Program:** The Corps provides compliance, conservation, and pollution prevention support to Army installations and other DoD agencies. For further information, contact the Installation Restoration Branch at (202) 761-7058.

h. **Environmental Restoration Support to Civil Works Projects:** Support to Civil Works projects will be in accordance with ER 1165-2-132. For further information, contact the Directorate of Civil Works, Office of Environmental Policy at (202) 761-4909.

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FUNCTIONAL AREAS

a. **Directorate of Real Estate:** The Directorate of Real Estate provides real estate support to the Superfund Program, the Defense Environmental Restoration Program, and the Base Realignment and Closure Program.

b. **Safety and Occupational Health Office:** The Safety and Occupational Health Office provides health and safety management of the USACE HTRW program.

c. **Construction Division:** The Construction Division establishes policies to guide construction field office execution of the military and civil works mission, including contract administration policies and guidance, management of the quality assurance program, and management of construction training programs which cover the functions in the environmental area.

d. **Office of the Chief Counsel:** The Office of Counsel provides legal interpretation and advice on applicability of environmental statutes and regulatory requirements, contract acquisition and claims issues, and PRP negotiation and litigation matters, including review for legal sufficiency of all associated settlement agreements and environmental restoration decision documents.

e. **Directorate of Resource Management:** The Directorate of Resource Management provide program and financial management policy on the execution of USACE HTRW programs.

f. **Office of the Principal Assistant Responsible for Contracting:** The Office of the Principal Assistant Responsible for Contracting (OPARC) provides acquisition policy and guidance, contracting advice, approvals of justification and approval documents (J&A)s, approvals of deviations and waivers, approvals of source selections and unique contracts as required, and support to program and project managers.

APPENDIX A, CAPABILITY MODELS

**DISTRICT ENGINEERING DIVISION DESIGN WORKLOAD
CAPABILITY AND STAFFING MODELS**

FOR

MILITARY HTRW DESIGN

1. This appendix contains two engineering division design workload staffing models to support the HTRW Program; one for baseline or “minimum capability” and the second for “technically enriched capability” engineering and architectural services. Unlike the conventional military construction program where thresholds are expressed in terms of the total district construction program, thresholds for the HTRW models are expressed in terms of investigation and design income. HTRW activities tend to be more investigation and design oriented and therefore vary significantly in relation to construction placement. Accordingly, the HTRW models are based on investigation and design direct income rather than program amount.
2. Design, as used here, include site inspections (SI), remedial investigation/feasibility studies (RI/FS), remedial design (RD), and design support during remedial action, but excludes all routine HTRW work and potentially responsible party (PRP) projects.
3. “Routine “ HTRW work includes building demolition/debris removal (BD/DR), containerized HTRW projects, underground storage tank removals (not requiring soil or groundwater investigation or design), as well as containerized transformer and hydraulic system removals.

CAPABILITY AND STAFFING MODELS
FOR
MILITARY HTRW DESIGN

MINIMUM CAPABILITY MODEL

1. GENERAL REQUIREMENTS

a. These are the approximated staffing and workload levels necessary to maintain a minimum investigation and design capability in a military HTRW district. At these levels, it should be possible to maintain a technical staff capable of responding to the normal HTRW investigation and design requirement normally associated with the military HTRW programs. Loss of staff below this level would generally result in erosion of the district's technical HTRW investigation and design capability beyond an acceptable level.

b. At least 10% of total design workload is accomplished in-house. This workload must include some actual RD activities.

c. A minimum \$15 million investigation and design workload is necessary to support the minimum specialty technical and support staff identified below.

2. MINIMUM STAFFING

<u>DISCIPLINES</u>	<u>HTRW MANYEARS</u>
Project Manager	3
Technical Manager	5
Attorney Real Estate	1
Contract Specialist	2
 <u>TECHNICAL SUPPORT</u>	
Chemical Engineer	2
Chemist	4
Civil Engineer	1
Cost Engineer	1
Environmental Engineer	1
Electrical Engineer	0.5
Geologist	4
Geotechnical Engineer	2
Industrial Hygienist	2
Mechanical Engineer	0.5
Regulatory Specialist	1
Risk Assessment Specialist	1

Safety Officer	0.5
<u>Technical Support</u>	<u>1.5</u>
Total	33

Some technical job series may be substituted for certain of the listed disciplines if the individuals are qualified. Drill and survey crews are also a desirable part of a military HTRW district.

3. Staffing needs must continually be evaluated to assure that all technical and legal requirements are met.

CAPABILITY AND STAFFING MODELS
FOR
MILITARY HTRW DESIGN

TECHNICALLY ENRICHED CAPABILITY MODEL

1. GENERAL REQUIREMENTS

a. These are the approximate staffing and workload levels necessary to maintain a thriving military HTRW district. At these levels it should be possible to maintain a capable work force despite normal gains and losses of staff and small fluctuations in workload.

b. In order to maintain this workforce at top capability 10%-25% of the total design workload should be accomplished in-house. In-house projects must include some actual remedial design activities.

c. A \$60 million investigation and design work load is necessary to support the specialty technical and management staff shown below.

2. TECHNICALLY ENRICHED STAFFING

<u>DISCIPLINES</u>	<u>HTRW MANYEARS</u>
Senior Project Manager	5
Project Manager	15
Senior Technical Manager	5
Technical Manager	25
Attorney, Real Estate	1
Attorney, Environmental	1

TECHNICAL SUPPORT

Chemical Engineer	5
Senior Chemist	2
Chemist	15
Civil Engineer	1
Cost Engineer	2
Contract Specialist	5
Environmental Engineer	10
Electrical Engineer	1
Geologist	15
Geotechnical Engineer	10
Senior Industrial Hygienist	2
Industrial Hygienist	8
Mechanical Engineer	1
Regulatory Specialist	2
Risk Assessment Specialist	2

Safety Officer	5
<u>Technical Support</u>	<u>10</u>
	148

Some technical job series may be substituted for certain of the listed disciplines if the individuals are qualified. Drill and survey crews are also a desirable part of a military HTRW district.

3. Staffing needs must continually be evaluated to assure that all technical and legal requirements are met.

Minimum Military HTRW District 1/

TYPE OF WORK	CONTRACT WORK	MINIMUM # OF CONTRACTS	DOLLAR VALUE /DURATION
Containerized HTRW, Fence, Roads, etc.	RFP Firm-fixed-price Indefinite delivery	1-4	\$ 5 M/3 yrs
Study, Investigations Design, Installation Support	A-E Indefinite delivery Cost reimbursable Firm-fixed-price	1-2 1-2	\$12 M/5 yrs
Environmental Services	RFP Firm-fixed-price Indefinite delivery	1-2	\$ 3 M/3 yrs
Remediation	RFP Cost-reimbursable Firm-fixed-price	1-2 1-2	\$50 M/5 yrs \$50 M/5 yrs

Technically Enriched Military HTRW District 2/

Containerized, HTRW Fence, Roads, etc.	RFP Firm-fixed-price Indefinite delivery	1-4	\$ 5 M/3 yrs
Study, Investigations Design, Installation Support	AE Indefinite delivery	1-2	\$20 M/5 yrs
	Cost-reimbursable Firm-fixed-price	1-2	\$20 M/5 yrs
Environmental Services	RFP Firm-fixed-price Indefinite delivery	1-2	\$ 5 M/3 yrs
Remediation	RFP Cost-reimbursable	2	\$50 M/5 yrs
	Firm-fixed-price	2	\$50 M/5 yrs
Study/Design/Remediate Total Environmental Restoration Contract (TERC)	RFP Indefinite delivery Cost-reimbursable	1	\$200 M/10 yrs

Minimum Recommended HTRW Contracting Capability
For Military HTRW Districts

1/ Annual HTRW investigation and design workload more than \$15 million

2/ Annual HTRW investigation and design workload of a robust district
approaching \$60 million

**APPENDIX B,
TECHNICAL ROLES AND RESPONSIBILITIES**

**APPENDIX C,
KEY DEFINITIONS**

KEY DEFINITIONS

Military HTRW Design Districts - current military HTRW design districts, and military districts which have been nominated by their parent MSC and approved by CEMP-R to execute military- funded environmental work. Military HTRW design districts must meet the requirements of the minimum capability model, Appendix A. Military HTRW design districts will execute cradle-to-grave all military-funded environmental work within their geographic boundaries; will execute military-funded environmental investigation and design work for geographic military districts; and may conduct environmental work for civil works districts and non-DoD agencies for their parent Major Subordinate Command (MSC).

* **Minimum Military HTRW Design Districts** - Military HTRW design districts meeting the requirements of the minimum capability model, but not approaching the requirements of the robust capability model. A minimum \$15 million investigation and design workload is necessary to support the minimum specialty technical and support staff identified in appendix A, Capability Models.

* **Technically Enriched Military HTRW Design Districts** - Military HTRW design districts with an investigation and design workload approaching \$60 million. That dollar figure is necessary to support the technical and support staff identified in appendix A, Capability Models.

HTRW Design Districts - districts which were nominated by MSC commanders and approved by HQUSACE during the decentralization of HTRW workload in accordance with HTW Management Plan dated 17 Jun 88. Current HTRW design districts are as follows:

- * New England Division
- * Baltimore District
- * Savannah District
- * Buffalo District
- * Nashville District
- * St. Louis District
- * Tulsa District
- * Omaha District
- * Kansas City District
- * Sacramento District
- * Seattle District
- * Honolulu District
- * Alaska District

KEY DEFINITIONS (cont.)

"Civil Works Only" HTRW Design Districts - civil works districts which were previously designated as HTRW design districts and *may* continue to conduct HTRW work for non-DoD Federal agencies. These districts are as follows:

- * Buffalo District
- * St. Louis District
- * Nashville District

Routine HTRW work - includes building demolition/debris removal (BD/DR) and containerized HTRW projects (Con HTRW), transformer and hydraulic system removals in FUDS, and underground storage tank removals. Routine HTRW work does not include any project requiring extensive investigation and design.

Work Allocation - the assignment of projects or programs by HQUSACE for study or execution through their respective MSC to districts by the appropriate program director at HQUSACE.

Brokering - the reassignment of projects and/or studies or portions thereof at the field level, to districts within or between MSC's, based upon agreements between the losing and gaining organizations and coordination with the customer.

Poaching - the unauthorized solicitation of work by an MSC or district in another MSC's or district's area or operational responsibility.

**APPENDIX D,
ACRONYMS**

ACRONYMS

AEC - Army Environmental Center

BCOE - Biddability, Constructability, Operability, and Environment

BRAC - Base Realignment and Closure

CEMP-MF - Air Force Branch, Programs Management Division

CEMP-R - Environmental Restoration Division

CEMP-RT - Environmental and Chemical Engineering Branch, Environmental Restoration Division

CX - Center of Expertise

DoD - Department of Defense

DOE - Department of Energy

DSMOA - Defense and State Memorandum of Agreement

EC - Engineer Circular

EE/CA - Engineering Evaluation/Cost Analysis

EPA - Environmental Protection Agency

ER - Engineer Regulation

ESFO - Environmental Support for Others

FTE - Full Time Equivalent

FUDS - Formerly Used Defense Sites

HQUSACE - Headquarters, United States Army Corps of Engineers

HTW - Hazardous and Toxic Waste

HTRW - Hazardous, Toxic, and Radioactive Waste

ACRONYMS (cont.)

IRP - Installation Restoration Program

MSC - Major Subordinate Command

OE - Ordnance and Explosives

OM - Office Memorandum

PM - Project Management/Manager

PRP - Potential Responsible Party

TERC - Total Environmental Restoration Contract

TM - Technical Management/Manager

USACE - United States Army Corps of Engineers

UST - Underground Storage Tank