PAGE OF PAGES

ORDER FOR SUPPLIES OR SERVICES

IMPORTANT: Mark all packages and papers with contract and/or order numbers.

1. DATE OF ORDER

2. CONTRACT NO. *(If any)* EP-W-07-066

3. ORDER NO. 0060

4. REQUISITION/REFERENCE NO. PR-HQ-09-12703

5. ISSUING OFFICE *(Address correspondence to)* Environmental Protection Agency

6. SHIP TO:
a. NAME OF CONSIGNEE ANGELA COMMISSO, TOPO
b. STREET ADDRESS 75 HAWTHORNE STREET
c. CITY SAN FRANCISCO d. STATE CA e. ZIP CODE 94105
f. SHIP VIA

7. TO:
a. NAME OF CONTRACTOR TECHLAW, INC.
b. COMPANY NAME
c. STREET ADDRESS 14500 AVION PARKWAY SUITE #300
d. CITY Chantilly e. STATE VA f. ZIP CODE 20151

8. TYPE OF ORDER
[ ] a. PURCHASE REFERENCE YOUR: ___
Please furnish the following on the terms and conditions specified on both sides of this order and on the attached sheet. If any, including delivery as indicated.
[X] b. TASK -- Except for billing instructions on the reverse, this task order is subject to instructions contained on this side only of this form and is issued subject to the terms and contitions of the above-numbered contract.

9. ACCOUNTING AND APPROPRIATION DATA See Attached

10. REQUISITIONING OFFICE Same as Block 6

11. BUSINESS CLASSIFICATION (Check appropriate box(es))
[] a. SMALL [X] b. OTHER THAN SMALL [] c. DISADVANTAGED [] d. WOMEN

12. F.O.B. POINT Same as Block 6

13. PLACE OF
a. INSPECTION Same as Block 6
b. ACCEPTANCE Same as Block 6

14. GOVERNMENT B/L NO.

15. DELIVER TO F.O.B. POINT ON OR BEFORE *(Date)*

16. DISCOUNT TERMS N/A

17. SCHEDULE *(See reverse for Rejections)*

ITEM NO. (a)	SUPPLIES OR SERVICES (b)	QUANTITY ORDERED (c)	UNIT (d)	UNIT PRICE (e)	AMOUNT (f)	QUANTITY ACCEPTED (g)
	See Attached					

18. SHIPPING POINT

19. GROSS SHIPPING WEIGHT

20. INVOICE NO.

17(h). TOT. *(Cont. pages)*

21. MAIL INVOICE TO:
a. NAME U.S. Environmental Protection Agency
b. STREET ADDRESS (or P.O. Box) RTP-Finance Center (D143-02) 109 T.W. Alexander Drive
c. CITY Durham d. STATE NC e. ZIP CODE 27711

SEE BILLING INSTRUCTIONS ON REVERSE

$25,000.00 — 17(i). GRAND TOTAL

22. UNITED STATES OF AMERICA BY *(Signature)*

23. NAME *(Typed)* SUSAN B. NEIHEISEL
TITLE: CONTRACTING/ORDERING OFFICER

This Task Order is based upon the approval of Techlaw's proposal dated 06/12/09.

Summary Information

Title:		Fort Ord Privitization
Period of Performance:	From:	07/03/09
	To:	07/02/12
Award Date:		
Total Funding:		$25,000.00

Accounting/Appropriation Data

POP	DCN	BFYS	Appr.#	Org	Program Element	Site/ Project	Cost Org	Obj Clss	Amount	P/C
Opt 1	KRS154	09	TR2	09K0XQJ	302D41CB5	09QJOX13	C002	2505	$25,000.00	P

Funding Breakout

Acct.Info	Funding Category	Amount
FY2009 - KRS154	Cost Ceiling	$25,000.00
	Total:	$25,000.00

Procurement Management Roles

TASK ORDER PROJECT OFFICER:

U.S. E.P.A.
Attn: ANGELA COMMISSO
75 HAWTHORNE STREET
SAN FRANCISCO, CA 94105

Mail Code:
Phone Number:
Fax Number:
E-Mail Address: commisso.angela@epa.gov

Task Order Totals

Category	POP	Amount
Cost Ceiling	Option 1	$25,000.00

Performance Work Statement

NAME: **Fort Ord Privatization**
CONTRACT #: EP-W-07-066
TO #: 066- -09QJ
REVISION #: **0**
Period of Performance: July 3, 2009 – July 3, 2012

I. Scope of Work

This Performance Work Statement (PWS) tasks the ROC contractor to provide EPA-Region IX with technical assistance for the oversight of CERCLA activities at Fort Ord Privatization in Region IX. CERCLA oversight activities include Preliminary Assessments (PA), Site Inspections (SI), Remedial Investigation (RI), Feasibility Studies (FS), Proposed Plans (PP), Records of Decision (ROD), Remedial Designs (RD), Remedial Actions (RA) which include construction and Operation and Maintenance (O&M) of cleanups, Removal Actions and related documents such as Engineering Evaluation/Cost Analysis (EE/CA) reports, Action Memoranda, etc. The oversight also includes review of documents prepared to evaluate the environmental condition of parcels for transfer under the Base Realignment and Closure (BRAC) program.

II. General Requirements

Please refer to the Contract-Level PWS for general requirements. In addition, the Task Order Proposal shall describe in detail how each task will be performed and managed. It shall provide estimated costs for completing the tasks and detail the assumptions used in deriving those costs. Travel and other direct costs (i.e., supplies, equipment) shall be broken out in detail. The budget for this Task Order may be updated periodically. At this time, the budget for this Task Order covers Award Term 1. Attachment 1 provides the Proposal assumptions for this Task Order.

III. Background

This PWS is designed to provide oversight support for Fort Ord Privatization. As with all federal facilities, operable units would be expected to include landfills that have operated before RCRA regulations with indiscriminate disposal of hazardous waste. Other common operable units include operational and disposal practices of industrial activities such as machine shop work, aviation/automobile maintenance, and/or specialized instrument and electronic repair. Disposal of hazardous waste includes radionuclides, various solvents, and wastewater with metals or semi-volatile organics. Other releases are from underground storage tanks and indiscriminate land disposal. Petroleum related wastes are also common to military facilities. Requests for support on these operable units shall occur on an as-needed basis and will be assigned to the Contractor via a written Technical Direction (TD).

Unless specifically directed via TD by the Contract-Level COR, for billing purposes, all work conducted in this Task Order shall be charged to Action Code OX, Operable Unit 13, Sequence Number C002.

Site Background

The 27,827-acre Fort Ord site was established in 1917 by the US Army as a maneuver area and field artillery target range. In 1991, Fort Ord was selected for decommissioning but the post did not formally close until 1994. Prior to closing in September 1994, the base's primary mission was training infantry military personnel. EPA placed the site on the National Priorities List in 1990. Several areas of contamination exist on site. The facility contained leaking petroleum underground storage tanks, containers of waste oil and various automotive chemicals, chemical storage areas, oil-waste separators, target ranges, and landfills. One on-site area is a 150-acre landfill that was primarily used to dispose of residential waste, as well as small amounts of commercial waste generated by the base. Other areas include a former fire drill area, motor pool maintenance areas, small dump sites, and small arms target ranges. An 8,000-acre firing range, and other limited areas on-site, pose threats from unexploded ordnance. Approximately 40,000 people obtain drinking water from wells located within 3 miles of the site. The Salinas River alluvial basin, El Toro Creek, and Monterey Bay border the site.

On-site groundwater is contaminated with volatile organic compounds (VOCs). One such plume near the City of Marina has migrated offsite. In no cases is contaminated groundwater being consumed.

On-site soils in several vehicle maintenance and motor pool areas, and a 150-acre landfill and other minor dump sites have been contaminated with chemicals that spilled onto the ground. In addition, soils at target ranges are contaminated with lead. These contaminated soils have been addressed, as described below, significantly reducing or eliminating the potential threat to public health. Unexploded ordnance and munitions and explosives of concern on an 8,000-acre firing range/impact area and at limited on-site areas may pose safety hazards. Types of ordnance found at Fort Ord include artillery projectiles, rockets, hand grenades, land mines, pyrotechnics, bombs and other demolition materials. The Army has an extensive site security program and they ensure that known munitions sites are fenced, posted with warning signs and are off-limits to unauthorized people.

Fort Ord is participating in the Installation Restoration Program, a program established by the Department of Defense (DOD) in 1978 to identify, investigate, and control the migration of hazardous contaminants at military and other DOD facilities. In 1990, the Army signed a Federal Facility Agreement with the EPA and the State of California to address on- and off-site contamination at the former Fort Ord. Fort Ord was officially closed in 1994. The Army plans to retain 812 acres of Fort Ord's 27,827 acres. As of 2009, the Army has transferred over 17,000 acres, with 7,212 going to the Bureau of Land Management. The other major recipient of Fort Ord property has been the California State University (CSU) system. The CSU Monterey campus is located on the site of the former Fort Ord and continues to expand. Cleanup activities are not affected by base closure activities, except to the extent that they are being accelerated to facilitate more rapid land transfers.

The groundwater treatment systems at the former fire practice area, the Landfill, and the Site 2/12 area, the capping of the landfill and removal and treatment of landfill gas, successful completion of a pilot soil vapor extraction system for volatile organic compounds in the vadose zone above the carbon tetrachloride plume, and the removal of soil and debris have reduced the potential of

exposure to contaminants. Munitions and explosives of concern (MEC) removal actions, fencing, warning signs, and patrols have further reduced exposure to MEC. Contaminated groundwater is not being used for drinking water.

IV. Personnel Qualifications

The contractor shall furnish personnel who possess knowledge and expertise sufficient to successfully complete the tasks required under this Task Oder.

For each project conducted under this Task Order, the contractor's Project Manager is expected to have the institutional knowledge and experience with the project to be able to integrate various areas of expertise and put it in context with EPA↘s overall site-specific and national goals. EPA expects the Project Manager to assess the level of detail needed to provide valuable input. The project manager will be responsible for all comments and will be the principal who will defend, explain or clarify comments. The project manager shall be the principal contact for specific aspects of the project.

V. Performance Based Application

This document is a performance-based service requirement. There are Performance Requirements and Performance Standards for each of the four Tasks listed below. There are also Monitoring Methods and Incentives/Disincentives associated with each of the four Tasks. See Attachment 2 for information regarding the Performance Standards, Attachment 3 for information regarding the Monitoring Methods, and Attachment 4 for information on the Incentives/Disincentives.

VI. Technical Requirements

Task 1 – Technical Reviews

Performance Requirement:

After a technical direction (TD) is issued by EPA, the contractor shall review, evaluate, and comment on the technical adequacy of Facilities↘ documents and work products. The technical review shall also assess consistency of deliverables with CERCLA, NCP, and applicable EPA guidance. The contractor project manager and any staff performing the review are responsible for obtaining, understanding and using appropriate EPA guidance.

In a format to be specified by the EPA Contracting Officer↘s Representative (COR), the contractor shall submit a technical memorandum or letter report to EPA which provides an assessment of the technical adequacy of the particular document. The contractor shall also make recommendations for additional work to be performed by the Facility and corrections or changes

to be made to the document. The contractor shall provide a rationale (e.g. compliance with EPA guidance) for any recommendations and corrections or changes to documents. The contractor shall focus the technical reviews on identifying and providing recommendations for issues of major/critical importance. The contractor shall also review the documents for technical accuracy, correctness and completeness in the coverage of technical issues, comprehensiveness in meeting the data quality objectives, additional data needs, and compliance with applicable or relevant and appropriate requirements (ARARs).

The contractor shall be expected to provide staff of appropriate technical background and expertise to review technical documents which can include but are not limited to the following types of documents:

Preliminary Assessments and/or Site Inspection Work Plans or other documentation
Remedial Investigation and/or Feasibility Study Work Plans or other documentation
Field Sampling Plan
Quality Assurance Project Plan (QAPjP)
Laboratory Data and Analysis
Data Validation Documentation
Monitoring Report
Community Involvement Plan
RI Report
FS Report
Proposed Plan
Record of Decision (ROD)
Remedial Design Work Plan
Preliminary Remedial Design
Final Remedial Design
Remedial Action Work Plan
Construction Quality Assurance Plan
Contingency Plan
Operation and Maintenance Plan
Interim and Final Remedial Action Reports
Five Year Review Report
Preliminary and Final Closeout Reports
Engineering Evaluation/Cost Analysis (EE/CA) for Removals
Action Memorandum for Removals
Other Removal Documents
Site Characterization Summaries
Sampling & Data Results
Treatability Studies Work Plan
Treatability Studies Report
Initial Screening of Alternatives
Baseline Risk Assessment
Ecological Risk Assessment
Human Health Risk assessment
Well closure methods and procedures
Cost-benefit analysis

Base Closure documents (EBS, FOSL, FOST, etc.)
Unexploded Ordnance
Radiation
Technical Memorandums or Other Technical Documents
Operating Properly and Successfully Determination

EPA will issue a written TD to clarify which of the above technical documents will be reviewed and the type of review required, i.e. comprehensive review, detailed review, or cursory review. Although comprehensive, detailed, and cursory reviews can encompass any or all of the requirements specified below, in general, comprehensive reviews shall require the most amount of time to complete, detailed reviewed shall require a moderate amount of time to complete and cursory reviews shall require the least amount of time to complete. EPA will also issue a TD if support is required in the areas of ARARs identification, technology not addressed by the Facility, and/or Facility/Site summary technical reports.

The Contractor shall review the Facility's documents for:

1) Assessment of whether the stated objectives are being met;
2) Completeness in the coverage (is stated logic adequate);
3) Technical accuracy and correctness (number "crunching"); and
4) Compliance with EPA regulation and guidance.

See Attachment 2 and 3 for Standards and Monitoring Methods associated with this Task.

Task 2 – Meeting Support

Performance Requirement:
The contractor shall provide technical support to EPA during meetings/conference calls either internal to EPA or with other Federal, state, non-Federal PRP, or facility contractor personnel. The contractor may be called upon to defend, clarify, or explain any comments it offered related to a project. This may entail the contractor delivering a formal presentation using visual aids such as maps, computer programs (e.g., PowerPoint), or overhead transparencies.

In addition to technical support, the contractor may be required to provide logistical support to EPA at designated locations in the planning and facilitation of meetings/conference calls, and may be required to submit meeting minutes or summaries of discussions for which the contractor was present.

Task 3 – Field Activities and Data Review

For purposes of this contract, field activities and data review entail field audits and inspections, field sampling, and data review. Successful accomplishment of Task 3 might involve the use of certain activities under Tasks 1, 2, or 4. See the Contract-level PWS, Attachments B and C present the Quality Assurance Requirements applicable to Task 3. When these activities are required, a written TD will be issued by the Project-level COR detailing the specific requirements and requesting the contractor to provide the personnel, services, materials, and

equipment needed.

Performance Requirement:

3.1 Field Audits and Inspections

The contractor shall conduct field audits and inspections to evaluate facilities' compliance with Preliminary Assessment(PA)/Site Inspection (SI), Remedial Investigation(RI)/ Feasibility Study (FS), treatability study, Remedial Design(RD)/Remedial Action (RA), and removal and operation and maintenance (O&M) activities, as specified in CERCLA, as well as activities related to RCRA Facility Assessment (RFA), RCRA Facility Investigation (RFI), underground storage tanks (USTs), off-site treatment, storage, and disposal (TSD) requirements, multi-media inspections, and land disposal restriction (LDR) inspections under RCRA. The contractor shall notify EPA's project-level COR immediately if the Facility (or any of its representatives) performs any seriously deviant or non-compliant activities, especially if these activities are imminently dangerous to human health or the environment. The contractor may conduct a site visit as part of an orientation to the facility to view its physical and environmental setting.

This activity includes the implementation of work plans, sampling and analytical plans, and quality assurance project plans (QAPjPs) in the field. It can also include: (1) preparing a Field Audit Plan/Split Sample Plan which explicitly describes field audit activities the contractor will undertake, including a checklist of such activities; (2) observing sampling activities for compliance with the FFA, IAG, or settlement documents, approved sampling and analysis plan, and quality assurance program plan (QAPP); and (3) maintaining a diary or log of detailed observations at the site, including interactions with all parties, results of field tests, observations about conformance with the approved plans, FFAs, IAGs, and settlement documents. Deviations from the approved plans shall be noted as well. Diaries and logs may be supplemented by photographs and/or videotaping. Letter reports documenting the field audit or inspection activities performed may be required.

3.2 Field Sampling

The contractor shall provide technical support to EPA in collecting samples from the facility. In general, activities the contractor shall conduct can include: (1) developing and submitting a field sampling plan (FSP) and a QAPP to EPA for critical review, comment, and approval; (2) preparing a site Health and Safety Plan (HSP); (3) providing coordination support to EPA through the EPA Contract Laboratory Program, Regional EPA laboratories, and private laboratories; (4) procuring appropriate subcontractor support required for sampling, if necessary; (5) conducting sampling activities in accordance with the QAPP; (6) providing sample management (e.g., FORMS II Lite, SCRIBE, Chain-of Custody sample tracking, sample retention, and maintenance of sample integrity); and (7) managing investigative derived waste (IDW).

3.3 Data Review (Validation, Evaluation, and Reporting)

The contractor shall provide or procure data review/validation services on the usability of the data in accordance with EPA National Functional Guidelines for Data Review (NFGs).

The contractor shall compile analytical data. Typical activities shall include data reduction, tabulation, and evaluation. If required, the contractor shall format the data for input into a Regional or other database.

The contractor shall verify and report to EPA that adequate sample management was performed and the appropriate EPA tracking software was used. If required, the contractor shall format the data for input into a Regional or other database.

Task 4 – Other Technical Support

The Contractor will be issued a TD on an as-needed basis, providing specific details for other Technical Support activities. These tasks may include the following:

4.1 CERCLA Site Assessment Support
4.2 RI/FS Support
4.3 Removal Support
4.4 RD Support
4.5 Post-Record of Decision (ROD) Activities
4.6 Community Involvement and Outreach Activities
4.7 Data Management Support
4.8 Military Munitions Response/Munitions and Explosives of Concern Support
4.9 Radiation Support
4.10 Negotiations Support
4.11 EPA Initiative and/or Project-Specific Support

See the Contract-level PWS, Tasks 4.1-4.11 for additional information on these activities.

In some cases, execution of activities in Task 4 may involve technical review, meeting support, field activities and data review, and/or other Task 4 activities. This may occur when performing the following types of activities:

- Base Closure support
- Identification of ARARs
- Facility/Site summary report
- Evaluation of Treatment Alternatives

The report for Task 4 activities shall be compiled from data that the Contractor has gathered in performing the technical or management activities as required. Reports may be required in hard-copy format, electronic format via CD, disk, e-mail, or in electronic format with HTM (Hyper-Text Mark-up Language) coding for display over the World Wide Web. All reports required will be specified through TDs. Periodic meetings with the COR may be required to discuss contract issues or report/information requirements.

If tasked by EPA and the contractor uses a computer program in the public domain, (e.g.

Oracle, or any other standard development package) the code base including the source code of all component pieces will become the property of EPA at the completion of the task or work assignment. If a specific software package is purchased and utilized for this work assignment, the licensed copy of the software package and data base shall become the property of EPA at the completion of the task or work assignment. The Contractor shall obtain the COR↘s approval in advance of developing any database, data entry and/or the purchase of a software package. Any hardware or software shall be compatible with EPA standard systems.

VII. Schedule and Contractor Deliverables

Scoping Meeting

Within 5 business days of receipt of this performance statement of work, the Contractor may be required to meet with the EPA COR, at EPA, to discuss preparation of the Task Order proposal.

Draft Proposal

One copy of the draft proposal shall be delivered to the EPA Contracting Officer, and two copies of the draft proposal shall be delivered to the Contract-level COR within 15 business days of issuance of the Task Oder.

Final Proposal

The Final Proposal (if required) shall be delivered to the EPA Contracting Officer (one copy), and Contract-level COR (two copies), within seven calendar days of receipt of EPA comments, unless otherwise directed by the Contracting Officer. Once the Contracting Officer approves the Task Order Proposal, no changes to overall the project-level budget shall occur without Contracting Officer approval.

Task Order Closeout Letter

At completion of period of performance the contractor shall submit to the Contracting Officer and Contract-level COR a final cost estimate for work assignment closeout within 3 weeks of EPA↘s acceptance of the final deliverable.

Document Reviews

If not specifically directed otherwise by TD, the Contractor shall provide comments within 15 calendar days for cursory review, 30 calendar days for detailed review, and 45 calendar days for comprehensive review.

Within one week of receipt of EPA's comments, the Contractor shall fully incorporate those comments and modifications and then submit the revised letter report to the COR for

review and approval, or further modification and comment.

Contractor review of Revised Federal Facility documents shall be provided within two weeks of receipt of the Revised Federal Facility document.

Meeting Minutes

Contractor shall provide meeting minutes via e-mail within 5 calendar days.

Field Audit Letter Report

As directed by TD, conduct field audit and prepare summary of field observations within one week of the activity.

Sampling (and/or Split Sampling)/Documentation

As clarified by TD, prepare FSP (or FSSP), QAPjP, HSP, conduct field sampling, and prepare data results documentation.

Other Technical Support

As clarified by TD.

VIII. Reporting Protocol for Technical Reviews

Unless specified differently under a TD, the Contractor's reviews of Facility documents shall be in the form of letter reports.

Contractor's review of draft documents shall be provided to the Project-Level COR in accordance with the schedule for document reviews listed above unless specified in the TD. The Contractor shall make available to the COR, electronically, copies of all letter reports in Word or other EPA compatible format.

All draft letter reports submitted to the Project-level COR shall be clearly marked "DRAFT" with a revision number. Upon COR approval, the letter report shall be marked "FINAL".

No letter reports or documents shall be released to other parties without consent from Project-level COR.

ATTACHMENT 1

ASSUMPTIONS FOR COST ESTIMATING

Budget Estimate is for 36 months

A) For cost estimating purposes the contractor should assume that the types of reviews (i.e. cursory, detailed, comprehensive) requested will remain the same as the contractor has experienced in the past and as is captured in the document review table.

	7/2009-6/2010	7/2010-6/2011	7/2012-6/2012
Comprehensive review pages	13	0	0
Detail review pages	266	266	265
Cursory review pages	296	295	295

Task 2.0 Attendance/Assistance at Meetings and/or Telephone Conference.
For estimating purposes only, the contractor should assume the following:

At EPA offices or the site (include conf calls)	7/2009-6/2010	7/2010-6/2011	7/2012-6/2012
# Meeting	24	24	24
# People	1	1	1

Task 3.0 Field Activities

July 2009-July 2012	3.1 Field Audits	3.2 Splits	3.3 Sampling
# People	1	0	
# Days (8 hrs)	1	0	
Travel time fr Seattle	Per diem rules		
# trips	3	0	0
Prep Time	8 hrs		
# Samples	0		
Report writing	8 hrs		

Task 4.0 Other Technical Support

For bugetary purposes, the contractor can assume that it will be required to provide a relatively low level of effort (e.g. approx two days per year during the task order period of performance) for support to EPA on the tasks outlined under Task 4.0, Other Technical Support. For cost estimation purposes, assume that staffing should be the average contract labor spread.

Project Management

Techlaw should assume project management activities for this task order for the remainder the of work assignment's period of performance.

Attachment 2, Performance Standards

The following Performance Standards are specifically applicable to **Task 1, Technical Review**:

Deliverables, which document the findings from the technical reviews, shall demonstrate that the reviewed items are: (1) in compliance with most recent agreements and orders (e.g., Federal Facility Agreement (FFA), Interagency Agreement (IAG), or Order (Unilateral or Consent Decree)), CERCLA or RCRA, Federal and state guidance, the National Contingency Plan (NCP), where applicable, and other programmatic/Federal facility guidance; (2) conducted in accordance with general industry or professional standards; and, (3) conducted in accordance with written direction provided by EPA in an individual technical direction communication. The deliverable shall also demonstrate that appropriate relevant documentation was considered when developing the comments (e.g., state documents, comments from other regulators, other documentation affecting the technical review, etc.). Attachment B provides a listing of typical Federal guidance documents, references, and standards that may be used during technical reviews.

Deliverables shall focus on the technical adequacy of the reviewed item and shall identify any deficiencies of major or critical importance (e.g., failure to identify all applicable or relevant and appropriate requirements (ARARs), a certain technology not addressed by the facility, incorrect engineering assumptions, or data gaps involving environmental pathways, etc.). The contractor's deliverable shall include the rationale behind any recommended changes to the item reviewed (e.g., facility failed to comply with certain EPA guidance or ineffective design or implementation of the selected corrective action). If appropriate, recommendations for additional work to be performed by the facility shall be included with the comments.

The following performance standard is applicable to **all Tasks** in the PWS:

The contractor shall demonstrate that the contractor provided support in accordance with: professional standards, the guidance listed in Attachment B of the Contract Level PWS, other applicable guidance, and/or the direction provided in a technical direction communication.

Contractor personnel performing under the contract shall meet the standards of the position as described in the contract schedule. The integration and coordination of all activity needed to execute the task, (e.g., problem identification/resolution strategy; responses to inquiries, and/or technical, service, administrative issues, etc.) shall be timely, complete and effective.

Attachment 3, Monitoring Method

1.0 Introduction. The Quality Assurance Surveillance Plan (QASP) is an EPA developed and applied document which describes a systematic quality assurance surveillance method to be used in the administration of the Performance-Based Service Contract for the Regional Oversight Contract (ROC). The QASP describes the mechanism for documenting noteworthy accomplishments or discrepancies for work performed by the ROC contractor. Information generated from EPA's surveillance activities will directly feed into the EPA's performance discussions with contractors and into the EPA ROC Performance Incentive Plan.

1.1 Purpose. The QASP provides EPA Contract Manager (i.e. Remedial Project Managers (RPMs), Technical Specialists, Contract-Level Contracting Officer Representatives (CL-COR) and Contracting Officers/Specialists (COs/CSs) the ability to conduct surveillance activities of contractor performance during the life of the contract. The QASP details how and when EPA will monitor, evaluate, and document contractor performance according to the ROC Performance Base Service Statement of Work (SOW).

1.2 Roles and Responsibilities of Government Officials. The QASP is a guide to be used by EPA personnel in the conduct of surveillance activities of the ROC contractor after contract award. Technical deliverables and work products generated by the ROC contractor will be reviewed by RPMs and other specialists. CL-CORs and COs/CSs will also conduct reviews of contract specific reports or work, work plans, invoices, etc. The CL-COR and the CO will utilize the QASP as a tool to evaluate if the contractor-provided service meets the performance standards in the contract and will be the basis for determining incentives and disincentives for ROC contractor.

1.3 Functions Surveyed. The QASP focuses on the performance categories of quality, cost control, timeliness and business relations of contract deliverables for Task 1, 2, 3, 4 and contract management which includes specific Reports of Work for the ROC as well as ad hoc reports.

2.0 Surveillance Methodology. EPA will utilize monitoring/customer feedback as the surveillance method. This surveillance method consists of monthly, surveillance of deliverables for Task 1,2,3, 4 and contract specific Reports of Work generated by the ROC contractor, followed by a formal annual performance evaluation summarizing the past year's surveillance activities under the Contractor Performance System (CPS) administered by National Institute of Health.

3.0 Performance Requirements Summary. The ROC Performance Requirements Summary (Appendix 1) presents the tasks or deliverables under surveillance; provides the surveillance methodology for each task; provides the acceptable performance rating for each task; and states the frequency of each deliverable being monitored.

4.0 Surveillance Documentation. The ROC Surveillance Activity Verification Form (Appendix 2) will be used by the EPA personnel conducting monthly monitoring/evaluation of contractor's performance for the ROC. This Form includes the performance categories of quality, cost control, timeliness and business relations. In addition, on an annual basis the Contractor

Performance Evaluation Form (Appendix 3) will be completed and submitted to the CL-COR for appropriate action. The Contractor Performance Evaluation Form will be used to document findings for the past year's surveillance activities for the contractor's performance under the ROC and will the basis for an annual performance discussion between EPA personnel and the ROC contractor representatives under the CPS.

5.0 References: **http://www.knownet.hhs.gov/acquisition/pbc.htm**
https://cps.nih.gov/

Appendices
1. ROC Performance Requirements Summary
2. ROC Surveillance Activity Verification Form
3. EPA Contractor Performance Evaluation Form

ROC Performance Requirements Summary

(See Footnote # 1-3)

Tasks, Deliverable Monitored, Performance Requirements and Standards **See PWS and Att 3,& 4 for details**	**Surveillance Methodology**	**Acceptable Overall Performance Rating**	**Surveillance Frequency**
Task 1- Technical Reviews	Assessment by Gov't personnel of contractor comments.	3-good 4- excellent * 5- outstanding *	Monthly followed by annual formal evaluation
Task 2 - Meeting Support	Assessment by Gov't personnel of contractor support for meetings and conference calls	3-good 4- excellent * 5- outstanding *	Monthly followed by annual formal evaluation
Task 3- Field Activities and Data Review	Assessment by Gov't personnel of field and data activities provided by the contractor.	3-good 4- excellent * 5- outstanding *	Monthly followed by annual formal evaluation
Task 4 - Other Technical Support	Assessment by Gov't personnel of Other Technical Support provided by the contractor	3-good 4- excellent* 5- outstanding *	Monthly followed by annual formal evaluation
Overall Contract Management	Assessment by Gov't personnel of Reports or Work, Invoices, Ad Hoc Reports, contract management, etc.	3-good 4- excellent* 5- outstanding *	Monthly followed by annual formal evaluation

1. EPA will issue a written technical direction message (TDM) to clarify the document to be reviewed, to specify the due date, and to provide specific instructions concerning the deliverable required, i.e. perform a comprehensive review, detailed review, or cursory review. If not specifically directed otherwise in a TDM, the contractor shall review the Facility's documents for:

a) Assessment of whether the stated objectives are being met;
b) Completeness in the coverage (is stated logic adequate);
c) Technical accuracy and correctness (number ''crunching''); and
d) Compliance with EPA regulations and guidance.

Although comprehensive, detailed, and cursory reviews can encompass any or all of the requirements specified above, in general, comprehensive reviews shall require the most amount of time to complete, detailed reviews shall require a moderate amount of time to complete, and cursory reviews shall require the least amount of time to complete.

2. Please refer to the ROC-3 Contract for a listing of the Reports of Work.

3. See Appendix 3 - Contractors Performance Evaluations for the description of performance categories (quality, timeliness, cost control and business relations) and the performance ratings

(0,1,2,3,4, &5), and for definitions associated with the various ratings.

*** Performance Ratings of 4 (Excellent) or 5 (Outstanding) may contribute to a contractor receiving a possible incentive under the ROC . For more details, please refer to the ROC Performance Incentive Plan (Attachment 5).**

PROJECT SURVEILLANCE ACTIVITY VERIFICATION FORM

THIS FORM SHOULD BE RETURNED TO ANGIE COMMISSO (SFD-8) BY

Date: (Monthly Report and Invoice Distributed to Project Manager):

PROJECT MANAGER:	**CONTRACT-LEVEL COR: Angie Commisso**
Invoice #	**Period:**
Contractor:	**Contract Number:**
Project Number:	**Project Name:**

Please check one of the statements below and provide verification signature. Keep a copy of the verification form along with the invoice and monthly report for your record. **Any unreasonable and/or confusing information should be brought to the attention of the contractor and the contract-level COR in a prompt fashion.**

_____ I agree with this invoice and the deliverables provided. Sufficient progress has been made by the contractor to support payment of work performed.

_____ Contractor must provide additional justification for verification of costs on this project.

_____ Cost listed below should be withheld since they cannot be verified.

Comments/Explanation:

Monthly Contractor Surveillance/Performance Evaluation

In accordance with the Quality Assurance Project Plan, a performance evaluation for deliverables submitted this period will be completed for all projects. Any criteria that fall below average (or a score of 3) or any problem areas indicated below will be addressed immediately by the Contract-Level COR and the Project Manager. Please rate each criterion:

5 - Outstanding 4 - excellent 3 - good 2 - fair 1 - poor 0 - unsatisfactory

QUALITY Rating: _____

- Compliance with contract requirements
- Accuracy of reports
- Effectiveness of personnel
- Technical excellence

TIMELINESS OF PERFORMANCE Rating: _____

- Met interim milestones
- Reliability
- Responsive to technical direction
- Completed on time, including wrap-up and contract administration
- No liquidated damages assessed

COST CONTROL Rating: _____

- Record of forecasting and controlling target costs
- Current, accurate and complete billings
- Relationship of negotiated costs to actuals
- Cost efficiencies

BUSINESS RELATIONS Rating: _____

- Effective management, including subcontracts
- Reasonable/cooperative behavior
- Responsive to contract requirements
- Notification of problems
- Flexibility
- Proactive vs. Reactive
- Effective small/small disadvantaged business program

LIST ANY POSITIVE FEEDBACK OR PROBLEM AREAS THAT NEED TO BE ADDRESSED:

SIGNATURE AND DATE
I have reviewed the monthly deliverables, progress report and financial report and verify to the best of my ability the cost incurred.

Appendix 3 EPA Contractor Performance Evaluation

CONTRACTOR PERFORMANCE EVALUATION

Contractor	**PERFORMANCE EVENT REPORT**
Contract Name & Number:	Evaluation Criteria Score Sheet
Project Name	Project Number
Project Manager	Evaluation Period: Final: __No ___Yes

PERFORMANCE CRITERIA	**RATING**	**SUPPORTING COMMENTS**
QUALITY	_____5 _____4 _____3 _____2 _____1 _____0	
COST CONTROL	_____5 _____4 _____3 _____2 _____1 _____0	
TIMELINESS	_____5 _____4 _____3 _____2 _____1 _____0	
BUSINESS RELATIONS	_____5 _____4 _____3 _____2 _____1 _____0	
SUBCONTRACTS: **Are subcontracts involved?**	**____ Yes** **____ No**	**Comments: (Please comment on those subcontractors that have provided a significant contribution to overall contract performance)**
KEY PERSONNEL **Key Management:**		**Comments:**

Contractor	PERFORMANCE EVENT REPORT	
CUSTOMER SATISFACTION: **Was the contractor committed to customer satisfaction?** **If this is the final report after contract expiration, would you recommend the selection of this contractor again?**	____ Yes ____ No ___ Yes ____ No	**Comments:**

Project Manager Signature_____ Date:_____

CL-COR Signature_____ Date:_____

Ratings and Performance Categories

The contractor shall be evaluated based on the following ratings and performance categories:

Ratings:

0 = unsatisfactory
1 = poor
2 = fair
3 = good
4 = excellent
5 = outstanding

Performance Categories:

Quality: Compliance with contract requirements; accuracy of reports; effectiveness of personnel; and technical excellence.

Rating:

0 - Contractor is not in compliance and is jeopardizing achievement of contract objectives
1 - Major problems have been encountered
2 - Some problems have been encountered
3 - Minor inefficiencies/errors have been identified
4 - Contractor is in compliance with contract requirements and/or delivers quality products/services
5 - The contractor has demonstrated an outstanding performance level that justifies adding a point to the score. It is expected that this rating will be used in those circumstances when contractor performance clearly exceeds the performance level described as "Excellent."

Cost Control: Record of forecasting and controlling target costs; current, accurate and complete billings; relationship of negotiated costs to actuals; cost efficiencies.

Rating:

0 - Contractor is unable to manage costs effectively
1 - Contractor is having major difficulty managing costs effectively
2 - Contractor is having some problems managing costs effectively
3 - Contractor is usually effective in managing costs
4 - Contractor is effective in managing costs and submits current, accurate and complete billings
5 - The contractor has demonstrated an outstanding performance level that justifies adding a point to the score. It is expected that this rating will be used in those circumstances when contractor performance clearly exceeds the performance level described as "Excellent."

Timeliness of Performance: Met interim milestones; reliability; responsive to technical direction; completed on time, including wrap-up and contract administration; met delivery schedules; no liquidated damages assessed.

Rating:

0 - Contractor delays are jeopardizing performance of contract objectives
1 - Contractor is having major difficulty meeting milestones and delivery schedule

2 - Contractor is having some problems meeting milestones and delivery schedule
3 - Contractor is usually effective in meeting milestones and delivery schedule
4 - Contractor is effective in meeting milestones and delivery schedule
5 - The contractor has demonstrated an outstanding performance level that justifies adding a point to the score. It is expected that this rating will be used in those circumstances when contractor performance clearly exceeds the performance level described as "Excellent."

EPA CONTRACTOR PERFORMANCE EVALUATIONS DEFINITIONS (Appendix 3 Continued)

Business Relations: Effective management, including subcontracts; reasonable/cooperative behavior; responsive to contract requirements; notification of problems; flexibility; pro-active versus reactive.

Rating:

0 - Response to inquiries, technical/service/administrative issues is not effective
1 - Response to inquiries, technical/service/administrative issues is marginally effective
2 - Response to inquiries, technical/service/administrative issues is somewhat effective
3 - Response to inquiries, technical/service/administrative issues is usually effective
4 - Response to inquiries, technical/service/administrative issues is effective
5 - The contractor has demonstrated an outstanding performance level that justifies adding a point to the score. It is expected that this rating will be used in those circumstances when contractor performance clearly exceeds the performance level described as "Excellent."

Attachment 4, Incentives/Disincentives

I. INTRODUCTION

The Performance Incentive Plan (PIP) is an EPA-developed plan that provides a mechanism for giving an incentive for excellent or outstanding performance as well as a mechanism for giving disincentives for the contractor's unacceptable (fair, poor or unsatisfactory) performance. These performance ratings (outstanding, excellent, good, fair, poor, and unsatisfactory) are presented in EPAAR 1552.209-76 (October 2002).

The decision to exercise an award term incentive option under the contract is dependent upon government need, availability of funding, and the contractor's performance over the evaluation periods. The evaluation portion of the award term decision is based upon an evaluation by the program office and contracting personnel regarding the contractor's performance. The purpose of the award term incentive is to motivate the contractor to provide excellent or outstanding performance of activities both collectively and individually on all projects issued under the contract.

The contract consists of a base period (two years) with a minimum contract value of $100,000 and one or two three-year award terms.

Please refer to the Attachments 3 and 4 for performance evaluation methodology and surveillance information. This information is summarized in Attachment 4, Appendix 1.

II. BASIS AND PROCEDURES FOR EVALUATING PERFORMANCE

After the completion of each contract year, the Contract-level Contracting Officer Representative (CL-COR) will obtain an annual evaluation form for each project from the project managers using this contract. The CL-COR will complete an additional evaluation focusing upon the overall management of the contract. All evaluations will address Quality of Product or Service, Cost Control, Timeliness and Business Relations. The ratings for each of these areas will use the scales and format of the EPA Contract Performance Evaluation Form (See Attachment 4, Appendix 3). The annual evaluations will be supported by the monthly Project Surveillance Activity Verification forms completed by the project managers and the CL-COR (see Attachment 4, Appendix 2).

The numeric performance ratings (0, 1, 2, 3, 4, 5) will be applied to the performance categories (quality, timeliness, cost control and business relations). The ratings for each category will then be given a straight average to arrive at the Contract's overall rating. This yearly Contract Rating will factor into the determination of application of the award term incentive.

PROCEDURES

The contracting officer shall initiate the process for completing interim reports within five (5) business days after the end of each 12 months of contract performance. In addition, the contracting officer shall initiate the process for completing final Reports within five (5) business

days after the last 12 months (or less) of contract performance by requesting the project officer to evaluate contractor performance for the final Report. The final Report shall cover the last 12 months (or less) of contract performance.

1. Within thirty (30) business days after the CL-COR receives a request from the contracting officer to complete an evaluation, the CL-COR shall:

(a) Complete a description of the contract requirements;

(b) Evaluate contractor performance and assign a rating for quality, cost control, and timeliness of performance categories (including a narrative for each rating);
(c) Provide any information regarding subcontracts, key personnel, and customer satisfaction;
(d) Assign a recommended rating for the business relations performance category (including a narrative for the rating); and
(e) Provide additional information appropriate for the evaluation or future evaluations.

2. Once the CL-COR submits the required information, the contracting officer shall:

(a) Review the CL-COR's evaluation and verify that the evaluation is supportable.
(b) Concur with or revise the CL-COR ratings after consultation with the CL-COR officer;
(c) Provide any additional information in the performance categories if deemed appropriate for the evaluation or future evaluations (if any), and provide any information regarding subcontracts, key personnel, and customer satisfaction; and
(d) Forward the Report to the contractor within ten (10) business days after the contracting officer receives the CL-COR's evaluation.

3. The contractor shall be granted thirty (30) business days from the date of the contractor's receipt of the Report to review and provide a response to the contracting officer regarding the contents of the Report. The contractor shall:

(a) Review the Report;
(b) Provide a response (if any) to the contracting officer on company letter head or electronically;
(c) Complete contractor representation information; and
(d) Forward the Report to the contracting officer within the designated thirty (30) business days.

4. The contractor's response to the Report may include written comments, rebuttals (disagreements), or additional information. If the contractor does not respond to the Report within the designated thirty (30) business days, the specified ratings in the Report are deemed appropriate for the evaluation period. In this instance, the contracting officer shall complete the Agency review and sign the Report within three (3) business days after expiration of the specified 30 business days.

5. If the contractor submits comments, rebuttals (disagreements), or additional information to the contracting officer which contests the ratings, the contracting officer, in consultation with the CL-COR, shall initially try to resolve the disagreement(s) with the contractor.

6. If the disagreement(s) is (are) not resolved between the contractor and the contracting officer, the contracting officer shall provide a written recommendation to one level above the contracting officer for resolution as promptly as possible, but no later than five (5) business days after the contracting officer is made aware that the disagreement(s) has (have) not been resolved with the contractor. The individual who is one level above the contracting officer shall:

(a) Review the contracting officer's written recommendation; and
(b) Provide a written determination to the contracting officer for summary ratings (ultimate conclusion for ratings pertaining to the performance period being evaluated) within five (5) business days after the individual one level above the contracting officer receives the contracting officer's written recommendation.

7. If the disagreement is resolved, the contracting officer shall complete the Agency review and sign the Report within three (3) business days after consultation.

8. The contracting officer shall complete the Agency review and sign the Report within three (3) business days after the contracting officer receives a written determination for summary ratings from one level above the contracting officer.

9. An interim or final Report is considered completed after the contracting officer signs the Report. The contracting officer must provide a copy of completed Reports (interim and final) to the contractor within two (2) business days after completion.

III. APPLICATION OF INCENTIVE/DISINCENTIVE (s)

At the conclusion of each contract year, a contract rating will be determined using the basis and procedures specified in Section II of the Performance Incentive Plan. The first Award Term Incentive decision shall occur at the conclusion of the contract's first year. The CL-COR shall apply a straight average of ratings. The results of that average rating will translate into the following:

Performance Rating	Incentive/Disincentive
4.0 to 5.0	Extend contract for 36 months (Contract Year 5)
3.9 or less	Contract ends after completion of base period and/or reaching minimum contract value (Contract Year 2 or less)

Should the first award term incentive be granted, the second Award Term Incentive decision shall occur at the conclusion of the contract's fourth year. The CL-COR will apply a straight average of ratings for Years 2, 3, and 4 utilizing yearly ratings (interim reports). The results will translate into the following:

Performance Rating	Incentive/Disincentive
4.3 to 5.0	Extend contract for 36 months (Contract Year 8)

4.2 or less	Contract ends after completion of first award term incentive period (Contract Year 5)

IV. INDIVIDUAL PROJECTS

In the event that the contractor has performed less than satisfactorily (fair, poor, unsatisfactory) on an individual project during a contract year, EPA reserves the right to require the contractor to correct the deficiencies, as provided in FAR 52.246-6 (May 2001) INSPECTION-TIME AND MATERIAL AND LABOR-HOUR and/or remove work assigned to the contractor for a project that is rated overall poor or unsatisfactory. The deficient effort will be documented on the ROC Surveillance Activity Verification Form (QASP, Appendix 2). The government reserves the right to increase surveillance activities of similar type work and may request revision of the contractor's Quality Management Plan at no additional cost to the government.

V. CANCELLATION OF AWARD TERM INCENTIVE

The Government has the unilateral right to cancel award term incentive option periods, prematurely end an incentive period, and terminate the award term incentive option plan if:

1. The Government no longer has a need for the award term;
2. The Government does not have funds available for the award term option period; or
3. The contractor has failed to achieve a score of good (3.0) or better for one or more evaluation periods.

For more details, refer to EPAAR 1552.217-76 (April 1984) for guidance on administration of award term incentives.

Performance Work Statement

NAME: **Fort Ord Privatization**
CONTRACT #: EP-W-07-066
TO #: 066-60-09QJ
REVISION #: **Award Term 2**
Period of Performance: July 3, 20012 –July 2, 2015

This Performance Work Statement (PWS) is being provided to obtain contractor support for additional work for Fort Ord Privatization, Task Order Number 60. The requirements of the original PWS approved by EPA on July 8, 2009, have not changed.

The assumptions for cost estimating purposes included below are provided to assist in scoping Task Order Activities for the next Award Term.

ASSUMPTIONS FOR COST ESTIMATING

Budget Estimate is for 36 months. There will be no remaining funds from Award Term 1 available to be used in Award Term 2.

For cost estimating purposes the contractor should assume that the types of reviews (i.e. cursory, detailed, or comprehensive) requested will remain the same as the contractor has experienced in the past. Assume each document is assumed to be 25 pages in length.

	7/3/2012- 7/2/2015
Comprehensive review # document	
Detail review # documents	
Cursory review # documents	

Task 2.0 Attendance/Assistance at Meetings and/or Telephone Conference.

For estimating purposes only, the contractor should assume the following:

Meetings and Conference Calls	7/3/2012-7/2/2015
# Meeting at Fort Ord	
# People	
Meeting length	hrs
Travel time	
Preparation time	hrs
# Meetings in Sacramento	
# People	
Meeting length	hr
Travel time	
Preparation time	hr
# Mtg in San Louis Obisbo	
Meeting Length	hr
Travel Time	
Preparation Time	hr
# Meeting in San Francisco	
Meeting Length	hr
Travel Time	
Preparation Time	hr
# Meeting in Santa Rosa	
# People	
Meeting length	hrs
Travel time	
Preparation Time	0 hrs
Conference Calls – __ hr; __ people	

Task 3.0 Field Activities:

July 3, 2012 – July 2, 2015	3.1 Field Audits/ Inspections	3.2 Splits N/A	3.3 Sampling N/A
# People			
# Days (8 hrs)			
Travel time r/t			
# trips			
Prep Time	__ hr each per event		
# Samples	NA		
Report writing	__page report		

Task 4.0 Other Technical Support

For budgetary purposes, the contractor can assume that it will be required to provide a relatively low level of effort for support to EPA on the tasks outlined under Task 4.0, Other Technical Support. Activities may involve technical review, meeting support, field activities, and/or other Task 4 activities (for example, Community Involvement Activities) equivalent to _#__ _(type)__ reviews as described earlier. For cost estimation purposes, assume that staffing should be the average contract labor spread.

Project Management

Techlaw should assume project management activities for this task order for the remainder the of Task Order's period of performance.

Performance Work Statement

NAME: **Fort Ord Privatization**
CONTRACT #: EP-W-07-066
TO #: 066-60-09QJ
REVISION #: **Award Term 2 Extension**
Period of Performance: July 3, 2015 –April 2, 2017

This Performance Work Statement (PWS) is being provided to obtain contractor support for additional work for Fort Ord Privatization, Task Order Number 60. The requirements of the original PWS approved by EPA on July 8, 2009, have not changed.

The assumptions for cost estimating purposes included below are provided to assist in scoping Task Order Activities for the next Award Term.

ASSUMPTIONS FOR COST ESTIMATING

Budget Estimate is for 21 months. There will be no remaining funds from Award Term 1 available to be used for the Award Term 2 Extension.

For cost estimating purposes the contractor should assume that the types of reviews (i.e. cursory, detailed, or comprehensive) requested will remain the same as the contractor has experienced in the past. Assume each document is assumed to be __ pages in length.

	7/3/2015- 4/2/2017
Comprehensive review # document	
Detail review # documents	
Cursory review # documents	

Task 2.0 Attendance/Assistance at Meetings and/or Telephone Conference.

For estimating purposes only, the contractor should assume the following:

Meetings and Conference Calls	7/3/2015-4/2/2015
# Meeting at Fort Ord	
# People	
Meeting length	hrs
Travel time	
Preparation time	hrs
# Meetings in Sacramento	
# People	
Meeting length	hr
Travel time	
Preparation time	hr
# Mtg in San Louis Obisbo	
Meeting Length	hr
Travel Time	
Preparation Time	hr
# Meeting in San Francisco	
Meeting Length	hr
Travel Time	
Preparation Time	hr
# Meeting in Santa Rosa	
# People	
Meeting length	hrs
Travel time	
Preparation Time	0 hrs
Conference Calls – __ hr; __ people	

Task 3.0 Field Activities:

July 3, 2015 – April 2, 2017	3.1 Field Audits/ Inspections	3.2 Splits N/A	3.3 Sampling N/A
# People			
# Days (8 hrs)			
Travel time r/t			
# trips			
Prep Time	__ hr each per event		
# Samples	NA		
Report writing	__page report		

Task 4.0 Other Technical Support

For budgetary purposes, the contractor can assume that it will be required to provide a relatively low level of effort for support to EPA on the tasks outlined under Task 4.0, Other Technical Support. Activities may involve technical review, meeting support, field activities, and/or other Task 4 activities (for example, Community Involvement Activities) equivalent to _#__ _(type)__ reviews as described earlier. For cost estimation purposes, assume that staffing should be the average contract labor spread.

Project Management

Techlaw should assume project management activities for this task order for the remainder the of Task Order's period of performance.