

STATEMENT OF WORK

FOR

UTILITIES PRIVATIZATION ANALYSES

FOR

ELECTRIC, WATER, AND WASTEWATER SYSTEMS

AT

**143 AIRLIFT WING (AW)
QUONSET STATE AIRPORT, RI
AIR NATIONAL GUARD (ANG)**

AND

**COVENTRY AIR NATIONAL GUARD STATION (CANGS)
COVENTRY, RI**

AND

**NORTH SMITHFIELD AIR NATIONAL GUARD STATION (NSANGS)
NORTH SMITHFIELD, RI**

30 July 1999

1.0. **Background.** The Air Force Civil Engineer Support Agency (AFCESA) is supporting the United States Air Force in its initiative to privatize its electric, natural gas, water, and wastewater systems except for those needed for unique security reasons or when privatization is not economical. For the purposes of this Statement of Work (SOW), *privatization* is defined as the transfer of ownership and operations of utility systems to the private sector. The *private sector* includes all potential purchasers including privately-owned and publicly-owned entities.

1.1. The vision of the Air Force is to divest itself of utility systems and to transfer to the private sector the responsibility for planning, financing, designing, constructing, operating, and maintaining the Air Force utilities infrastructure. The objective of this program is to transfer ownership of utility systems to obtain better economies.

1.2. The Air Force has developed a three-phased approach to privatizing its utility systems. This approach is described in the U.S. Air Force Utilities Privatization Policy and Guidance Manual, dated October 1998, and provides general guidance for performing this SOW. Where there are conflicts or differences between this SOW and the Manual, this SOW shall take precedence.

1.3. **The three-phase privatization approach includes the following:**

1.3.1. **The Project Plan and Feasibility Analysis Phase.** This phase includes the project plan, utility requirements analysis, state and local government regulatory review, industry market analysis, operational impact/Operational Risk Management (ORM) analysis, and preliminary economic analysis.

1.3.2. **The Comprehensive Analysis and Approval Phase.** This phase begins with the Phase I results and includes an environmental baseline survey, real estate documentation (type and proposed terms and conditions, legal description of property, and Government appraisal as required), the environmental impact analyses process, transition plans, a project summary, and a draft request for proposal (RFP).

1.3.3. **The Final Feasibility and Implementation Phase.** This phase focuses on soliciting proposals through a two-step process, preparing a draft and final certified economic analysis, obtaining Air Force headquarters approvals, Congressional notification, and planning and executing the transfer of utility ownership and operation. If, during any phase of this process, it is determined that privatization would not be economical, or readiness needs arise, the project and any further analysis may be canceled. On the other hand, if it is found that the utility could be transferred to the private sector and this transfer is economically feasible, the process shall conclude with a transfer of ownership and operations from the Air Force to a new owner.

2.0. **Utility Systems.** Utility systems are defined as those systems that provide electrical power, water supply, and wastewater collection/treatment. These systems apply to the main base at Quonset State Airport and its geographically separated units (GSU) as explained in paragraph 3.1. The natural gas system at the main base is already privatized and does not exist at either of the GSUs. The utility systems covered by this SOW include but are not limited to the following:

	QSAP	COV	NS
2.1. Electrical System.			
2.1.1. Structures devoted exclusively to the electric distribution system	NO	NO	NO
2.1.2. Generating Equipment (includes generating plants that feed into the electrical system, but does not include emergency generators for facilities)	NO	NO	NO
2.1.3. Substations and supporting facilities	YES	YES	YES
2.1.4. Poles, towers, and fixtures	YES	YES	YES
2.1.5. Overhead and underground conductors, conduit, and devices	YES	YES	YES
2.1.6. Junction Boxes, Manholes, and Equipment Vaults	YES	YES	YES
2.1.7. Overhead, Pad-Mount, and Underground Transformers	YES	YES	YES
2.1.8. Service drops and service laterals to facilities	YES	YES	YES
2.1.9. Metering Equipment	YES	YES	YES
2.1.10. Street lights, parking lot lights, exterior pole-mounted lights, sports lighting, ramp lighting, and signal systems; including controls and branch circuits	YES	YES	YES
2.2. Natural Gas System.	NA	NA	NA
2.3. Water System			
2.3.1. Structures devoted exclusively to the water system	NO	YES	YES
2.3.2. Wells and Other Supply Resources	NO	YES	YES
2.3.3. Treatment plant and equipment	NO	NO	NO
2.3.4. Distribution mains and associated valves	YES	YES	YES
2.3.5. Storage tanks (elevated and ground level)	NO	NO	NO
2.3.6. Pumping equipment to include controls and standby generators	NO	YES	YES
2.3.7. Hydrants	YES	YES	YES
2.3.8. Service laterals to facilities	YES	YES	YES
2.3.9. Meters	YES	YES	YES

2.3.10. Chemical treatment systems; e.g., fluoridation, chlorine, etc.	NO	NO	NO
2.3.11. Back-flow prevention systems	YES	YES	YES
2.4. Wastewater System (not applicable to Industrial Wastewater collection and treatment systems)			
2.4.1. Structures devoted exclusively to the wastewater system	YES	YES	YES
2.4.2. Treatment plant(s)	NO	NO	NO
2.4.3. Collection mains and manholes	YES	YES	YES
2.4.4. Pumping equipment	YES	YES	YES
2.4.5. Service laterals to facilities	YES	YES	YES
2.4.6. Meters	NO	NO	NO
2.5. Assets jointly and exclusively used by the Electric, Natural Gas, Water, and/or Wastewater Systems	NA	NA	NA

3.0. Scope of Work:

3.1. The contractor shall provide HQ AFCESA and ANG with technical support and assistance in the performance of the utilities privatization process for the electric, water, and wastewater systems at the 143 AW and its GSUs: Coventry ANGS and North Smithfield ANGS. The 143 AW has 13 buildings (247295 SF) on 79 acres of leased land. The CANGS has 14 buildings (56016 SF) on 17 acres of Air Force owned land (licensed to the RIANG). The NSANGS has 9 buildings (64260 SF) on 34 acres of Air Force owned land (licensed to the RIANG). CANGS is located at Coventry, RI, approximately 18 miles from the 143 AW and NSANGS is located at North Smithfield, RI, approximately 33 miles from the 143 AW. The utility systems shall be evaluated on an individual basis; but the privatization shall combine and group as many systems as feasible under a single RFP. The contractor shall furnish all services, materials, facilities, plant, labor, transportation, equipment, research, and supervision required to complete the requirements of this SOW. The technical work to be provided by the contractor includes components in each of the three phases as identified in this SOW. All tasks shall be reviewed and approved by the AFCESA project manager.

3.2. As a minimum, the contractor shall prepare a project plan that contains Air Force agreed-upon Gantt charts for accomplishing project work efforts and time activity

schedules for products to be developed and delivered. The Gantt charts shall be in Microsoft Project (Win 95 v.4.1 or earlier). The project plan shall also include a table that lists each deliverable, when the deliverable is due, and a brief description of the deliverable. The project plan shall be briefed at the kickoff meeting at the 143 AW covered by this SOW. Copies of slides, handouts, and other briefing support materials shall be provided to ANG, the 143 AW, and HQ AFCESA upon completion of the briefings. At the Air Force's discretion, the project plan schedule shall be subject to change as the project evolves in development. The kickoff meeting and initial meetings at the 143 AW will be conducted similar to a charrette, which is an intensive on-site series of interviews between the various offices, e.g., AFCESA, the Contractor, interested base offices, the Base Civil Engineering staff, and the project management team(s).

3.3. This SOW shall be performed as a team(s) effort between the Air Force and the contractor. Tasks associated with each work phase shall be performed as described in the Air Force Utilities Privatization Policy and Guidance Manual. The responsibilities of the individual team(s) members for performance of individual tasks are as noted in parentheses at the beginning of each of the following task descriptions. In some instances, certain tasks identified for performance by the Air Force may be performed by another contractor.

3.4. Phase I—Project Plan and Feasibility Analysis

3.4.1. **Project Plan (*Joint Air Force and Contractor Responsibility*):** The contractor shall develop the project plan in accordance with the Air Force Utilities Privatization Policy and Guidance Manual and the SOW. The contractor shall develop and deliver a Draft Project Plan three days prior to the Kickoff Meeting. The contractor shall present the Draft Project Plan at the kickoff meeting to be held within thirty days of contract award. The 143 AW and ANG points of contacts (POCs) will become knowledgeable of the Air Force Utilities Privatization Policy and Guidance Manual, SOW, Government Furnished Materials (GFM) provided through AFCESA's web page, and also GFM which the 143 AW will be required to provide to the contractor (at kickoff meeting) as outlined in Appendix A. The 143 AW and ANG POCs will assemble a privatization team(s) that will participate in and carry out the utilities privatization process in conjunction with the AFCESA POC and the contractor. The privatization team(s) members should be consistent with the requirements specified in the policy and guidance and should include representatives from contracting, real estate, cost and finance, community planning, legal, environmental, engineering, maintenance engineering, public affairs, safety, manpower, and civilian personnel. The 143 AW will provide a listing of privatization team(s) member's telephone numbers, e-mail addresses, fax numbers, etc., at the kickoff meeting. Both the contractor and the Air Force privatization team(s) will work together at the kickoff meeting to review/comment on the draft project plan. The contractor shall deliver the finalized project plan within two weeks following the kickoff meeting. The contractor shall review and update the project plan throughout the entire process to ensure schedule, personnel, and points of contact are correct and appropriate.

3.4.2. **Utility Requirements Assessment (*Contractor Responsibility*):** The contractor shall assess future utility requirements to ensure they are taken into consideration. This assessment shall be accomplished by quantifying the impact of

planned construction and mission changes on the current utility requirement, including some provision for mobilization/contingencies and the condition of the existing system. Once the future requirement is known, it will be used to determine if, for the foreseeable future: 1) The existing system meets regulatory requirements and is adequate without major modification; 2) The project should include some increase in the existing system capacity; 3) Excess capacity exists that might have some value to the competitors for the system; or 4) The system can be abandoned and the service provided by existing utility providers off-base. The contractor shall perform a facility condition assessment on the inventoried system to include a physical inventory review and spot checking in order to confirm the system and its condition and maintenance/repair backlog. Information should be developed such that a facility condition index can be ascribed to each system for the Preliminary Economic Analysis. This utility requirements assessment will drive the acquisition strategy. The contractor shall identify possible strategies for the purchasing and billing of the utility commodity, ownership and operation of the utility system, and the procurement of comprehensive utility service (transportation/wheeling, etc.) to meet the needs of the installation. The contractor shall evaluate any potential impact that (a) deregulation, and restructuring, or other legislative/regulatory initiatives and (b) Energy Performance Savings Contracts/Demand Side Management has on the economics of the utilities identified in this SOW to be privatized. The contractor shall provide an Interim Utility Requirements Assessment.

3.4.3. State and Local Government Regulatory Review (Contractor Responsibility): (A State specific Defense Energy Support Center regulatory review/evaluation report will be provided by the Air Force – See Government Furnished Materials in Section 4.0). The contractor shall identify the jurisdiction of the installation (exclusive, concurrent, proprietary) and identify the public utility commission or other regulatory body that has jurisdiction over the sale of and subsequent operation of the utility system to be privatized. The contractor shall determine the impact of federal, state, or local law or that regulation may have on the privatization project so the appropriate acquisition strategy can be formulated. This project will entail the sale of the base system, with the procurement of either on-base distribution/utility service or complete bundled utility service (on-base and off-base utility service). This could also range from sale to the local utility to full and open competition. The contractor should take into consideration the impact of any penalties, stranded cost assessment, or termination liability that may occur in the privatization process. The contractor shall determine all metering options (consider a maximum of four options for each utility system and limit them to the most reasonable and logical options available) and potential utility rate structures associated with the metering options available under local, state, and federal regulations. The contractor shall identify all existing real estate instruments associated with *the 143 AW and its GSUs*, to include but not limited to leases, licenses, easements, permits and deeds. The contractor shall provide a recommendation as to the applicability of deviating from the standard utilities privatization process which supports competition, by seeking a waiver from competition, through real property instructions, thus, enabling renegotiations of existing real estate instruments to bring about the divestiture of utility systems. The contractor shall provide an Interim Regulatory Review report.

3.4.4. Industry Market Analysis (Contractor Responsibility): The contractor shall conduct an industry market analysis to determine, given the regulatory setting, if adequate interest and capacity exists for privatization to occur. Interest levels will be

assessed among local and national utility service providers. The contractor shall provide draft documents (e.g., Project Description, Request For Interest (RFI), CBD Announcement, letters of interest to local and regional utility providers, notices published in trade publications, etc.) for Government approval prior to conducting the Industry Market Analysis. The contractor shall also provide an Interim Industry Market Analysis of the assessment results; including electronically scanned documents received from potential bidders and responsible agencies. (See Policy and Guidance for level of analysis required) Analysis shall include a recommendation for best marketing strategy for a successful privatization effort.

3.4.5. Operational Impact/ORM Analysis (Contractor Responsibility): The contractor shall work closely with the 143 AW privatization team(s). They shall conduct ORM workshop with the 143 AW privatization team(s) to discern the potential impacts of the proposed action on existing and projected operations in and around the proposed site. The operational impacts of activities external to installations shall also be included in the analysis such as existing and projected land use; federal, state, and local regulatory agency interface dealing with applicable laws, statutes, rules, and ordinances; state implementation plans and other external factors; and development of proposed mitigation actions to reduce potential negative impacts. The analysis shall be for the five-year planning period, and shall include potential effects and impacts beyond that five-year period. The privatization process requires a mission specific impact analysis prior to the privatization of utility systems. The contractor shall use the risk management practices established in Air Force Pamphlet 91-215, "Operational Risk Management (ORM) Guidelines and Tools", and Appendix F of the Air Force Policy and Guidance Manual to identify potential hazards, assess risk, and analyze control measures. The contractor shall provide an interim ORM report within five working days following the workshop. The contractor shall develop and deliver a Microsoft PowerPoint (97 or earlier) presentation of the ORM analysis for the 143 AW privatization team(s) within five working days following Government receipt of the interim ORM report.

3.4.6. Preliminary Economic Analysis (Contractor Responsibility): The contractor shall conduct a preliminary economic analysis. The contractor shall complete the "Preliminary Economic Analysis" process described in the Air Force Utilities Privatization Policy and Guidance Manual and recommend whether an RFP for utility privatization should be issued. The intent of this analysis will be to eliminate from further evaluation utility privatization prospects that are highly likely to be uneconomic. Under conditions in which the economics of utility privatization appear positive or uncertain from the preliminary economic analysis, the contractor shall recommend the issuance of an RFP for utility privatization. This recommendation shall identify the best market strategy for a successful RFP. Using the preliminary economic evaluation process outlined in the Air Force Utilities Privatization Policy and Guidance Manual, the contractor shall document the preliminary economic analysis and recommendation relevant to the issuance of an RFP. The contractor shall evaluate potential risks, costs, and performance implications of the various metering options allowable under local, state, and federal regulations.

3.4.7. Feasibility Analysis Report (Contractor Responsibility): The contractor shall assemble and present a feasibility analysis report at the conclusion of Phase I. The contractor shall participate in a video-teleconference with the 143 AW, ANG, and AFCESA to discuss concerns regarding the draft feasibility analysis prior to assembling

the final report. This report shall include the utility requirements assessment, regulatory review, industry market analysis, operational impact/ORM analysis and the preliminary economic analysis.

3.4.8. Review and Notification (*Air Force Responsibility*): As a result of the analysis developed by the contractor, the Air Force will decide whether to commit additional resources to further define the project and proceed to Phase II of the privatization process. ANG review and approval is required prior to making a final decision. If one or more systems are determined to be uneconomical, SAF/MII review and approval must be obtained before the contractor or Air Force proceeds to Phase II. Should the Air Force determine that the privatization process or a portion of the process proceeds no further, this SOW shall be revised by the Contracting Officer (CO) and the project fee adjusted accordingly.

3.5. Phase II—Comprehensive Analysis and Approvals

3.5.1. Environmental Baseline Survey (*Air Force Responsibility*): The Air Force will conduct an environmental baseline survey (EBS) to establish the environmental condition of (a) real estate being assessed for privatization potential and (b) adjacent real estate that may be affected by utility operations. This work will be done in accordance with the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA), Section 120(H), Air Force Instruction 32-7066, Environmental Baseline Surveys in Real Estate Transaction, and other applicable regulations. In performing this work, the Air Force will thoroughly review and compile environmental records and other activities related to the condition of the property as of the date of the report. Where needed, concurrence of appropriate federal, state, and local environmental regulatory agencies will be required. The Air Force will prepare a report that documents the environmental condition of the property so that future questions regarding responsibility for environmental contamination can be readily addressed. The report will provide information to the potential privatizing entities regarding the past storage, release, and disposal of hazardous substances on the affected property. The report will also support a Finding of Suitability to Transfer (FOST) or a Finding of Suitability to Lease (FOSL). Preparation of the EBS will be concurrent with conducting the Environmental Impact Analysis Process (EIAP) and preparation of EIAP documentation. The EBS will be performed by the Air Force Center of Environmental Excellence (AFCEE).

3.5.2. Real Estate Documents (*Joint Air Force and Contractor Responsibility*): The ANG real estate and engineering offices, with support from HQ AFREA, will have the primary responsibility for identifying the real estate that will be affected and the best conveyance method (right-of-way and/or lease) of this property in accommodating the utility privatization project. The Air Force, if authorized by special legislation, may develop deeds for conveying real estate ownership to the new utility provider, primarily when plants are involved. The Air Force will develop the appropriate real estate instruments to grant long-term use of real estate, grant access to on-base systems transferred to the new owner, and grant temporary use of facilities as part of the ownership transition. The contractor shall assist in the development of these documents, to include providing help by recommending the terms and conditions of the real estate instrument(s). The Air Force shall bear the responsibility to provide interim descriptions (i.e., existing maps and descriptions). If more detailed descriptions (metes

and bounds) are required, these descriptions may be provided by the ultimate provider of the privatized utility. *Funding for these services, if necessary, is not part of this SOW.*

3.5.3. Environmental Impact Analysis Process (Contractor Responsibility): (The Air Force will provide an outline of an Environmental Assessment - See Government Furnished Materials). The contractor shall produce analyses and reports as a single environmental assessment addressing all utilities as required by AFI 32-7061, the Environmental Impact Analysis Process, the National Environmental Policy Act of 1969 (NEPA), Executive Order 12114, the Council on Environmental Quality (CEQ) Regulations for Implementing the Procedural Provisions of the NEPA (40 CFR Parts 1500-1508 referred to as the CEQ Regulations), their implementing regulations, and other regulations, as appropriate. The Description of the Proposed Action and Alternatives (DOPAA) is (a) Proposed Action – Transfer ownership, operation, and maintenance of the specified utilities to private or other public entities, and (b) Alternative – No Action. Detailed environmental studies, such as wetlands delineation, protected species of cultural resources surveys will not be conducted. The Air Force will prepare, issue, and publish any required notices. No public meetings (including scoping) will be held. This effort is anticipated to include at least two separate, 2-3 day visits to the 143 AW. The contractor shall develop a draft EIAP report for inclusion in the draft and final Comprehensive Analysis Report. The deliverable shall provide an assessment and recommendation of whether EIAP requirements can be satisfied by a Categorical Exclusion (CATEX), Environmental Assessment (EA) or Environmental Impact Statement (EIS). It is assumed that the EIAP requirements shall, for the most part, be met through the preparation of an EA for utilities to be privatized. Should the Air Force determine that an EIS or a CATEX is required in lieu of or in addition to an EA, this SOW shall be revised by the contracting officer (CO) and the project fee adjusted accordingly. The 143 AW will be the signature authority for this document. The EIAP work shall be coordinated with the AFCEE environmental base-line survey contractor. A final EIAP will be developed and included in the Updated Comprehensive Analysis Report.

3.5.4. Transition Plans (Contractor Responsibility): The contractor shall develop three transition plans: an employee transition plan, an operational transfer plan, and a post-award project management plan. Draft transition plans will be included in the draft and final Comprehensive Analysis Report. Final transition plans will be included in the Updated Comprehensive Analysis Report.

3.5.4.1. Employee Transition Plan: This plan will evaluate the impact of utility privatization on Air Force employees and AF contractors currently operating on the 143 AW and its GSUs, and develop a plan to mitigate the impacts. The plan will include the following: Air Force personnel office coordination with the unions representing employees as soon as any significant prospect for privatization is identified; communicating the schedule and conditions for the potential transfer; and assistance available to affected employees as soon as possible in the process and continuously thereafter. The transition plan shall also include provisions for submitting requests for separation incentive, early retirement authorizations, setting up out-placement and job transition assistance, explaining that OMB Circular A-76 competition requirements do not apply to privatization projects, and providing for “right of first refusal” for work with the new service provider for the utility being privatized.

3.5.4.2. **Operational Transfer Plan:** Working with the 143 AW privatization team(s), the contractor shall develop criteria for a smooth operational transition without degradation to the quality/reliability of the utility service. These criteria shall be included in the RFP in order to obtain a contractor-developed transition plan that can be addressed as part of each technical proposal. The RFP shall include requests for the following components of the plan:

3.5.4.2.1. Schedule for transfer of system operation and maintenance, including a period of joint operation or on-site system familiarization and training for new employees and supervisors.

3.5.4.2.2. Schedule for construction or installation of any connection requirements, such as meters, pipelines, feeders, switch gear, transformers, and associated outages.

3.5.4.2.3. Transfer or modification of environmental permits, if appropriate (often takes six months or more.)

3.5.4.2.4. Joint inventories of personal property to be purchased by a private entity and transferred to them, such as special tools, equipment, and spare parts.

3.5.4.2.5. Provision for transferring operations manuals and maintenance records.

3.5.4.2.6. Initial meter readings for billing purposes.

3.5.4.2.7. Establish procedures for rates/cost of service adjustments, system extensions to new facilities, system upgrades to renovated facilities, and associated demolition during any facility life cycle.

3.5.4.3. **Post-Award Project Management Plan:** This plan shall include the establishment of an Air Force post-award project management team(s) to provide quality assurance/quality control; serve as a customer relations liaison; assess contractor performance, if required; confirm services received; and process payments, etc.

3.5.5. **Draft Request for Proposal (RFP) Development (*Joint Air Force and Contractor Responsibility*):** The draft RFP shall be developed as a joint project by the Air Force and the contractor. It shall include the following subtasks:

3.5.5.1. **Acquisition Plan (*Air Force Responsibility*):** The acquisition plan will address the procurement goals, contract type, any terms and conditions resulting from the environmental findings in real estate document development, incentives or disincentives desired, qualifications desired of the private entity, the method of conveyance as it relates to the follow-on utility contract, post-award contract management, and quality control.

3.5.5.2. **Source Selection Plan (*Air Force Responsibility*):** The source selection plan shall provide an outline of the source selection organization, responsibilities, schedules, and procedures.

3.5.5.3. **Statement of Work (Contractor Responsibility):** For each utility or combination of utilities included in Section 2.0, the contractor shall develop a SOW for use in the RFP. Provisions shall be made for private entities to continue utility service from the local utility company after the system is acquired, if necessary. The contractor shall develop the optimum strategy for the purchasing and billing of the utility commodity, ownership and operation of the utility system, and the procurement of comprehensive utility service, to meet the needs of the 143 AW. The contractor will evaluate alternative methods for the utility system operator to sell utility service to existing on-base reimbursable customers and will recommend a method for the continued provision of utility service to these customers.

3.5.5.4. **Evaluation Criteria (Contractor Responsibility):** The recommended evaluation criteria shall be developed to ensure the offeror's ability to perform and maintain or improve the level of service (quality, quantity, and reliability, as appropriate). Key factors to be considered in establishing the evaluation criteria are provided in Section 3 to the Air Force Utilities Privatization Policy and Guidance Manual.

3.5.6. **Comprehensive Analysis Report (Contractor Responsibility):** The contractor shall assemble and present a comprehensive analysis report at the conclusion of Phase II. This report shall include a summary of the environmental baseline survey, the real estate documents, the environmental impact analysis process, transition plans, and a copy of the draft RFP.

3.5.7. **Presentation and Approvals (Joint Air Force and Contractor Responsibility):** When the draft RFP and comprehensive analysis report are complete, the 143 AW and the contractor will brief ANG, the Air Force staff and SAF, on the findings of the analysis. Approvals will be obtained as outlined in the Air Force Utilities Privatization Policy and Guidance Manual. When all approvals are obtained, the SAF/MII will issue a decision to proceed and assign the source selection authority. Should the Air Force determine that the privatization process or a portion of the process proceeds no further, this SOW shall be revised by the contracting officer (CO) and the project fee adjusted accordingly.

3.6. Phase III—Final Feasibility and Implementation

3.6.1. **Final Request for Proposal (RFP) (Joint Air Force and Contractor Responsibility):** After the draft RFP approval, the Air Force, with contractor assistance, will prepare a final version of the RFP. In developing this RFP, the Air Force will conduct site visits/tours and provide technical information to prospective offerors. This shall include developing and opening a library or other centralized source of information. RFPs will clearly state that the Air Force may decide not to award a contract or make a selection, and such a decision involves no liability to the Air Force.

3.6.2. **Commerce Business Daily (CBD) Announcement (Joint Air Force and Contractor Responsibility):** The contractor shall develop a draft announcement of the RFP for publication in the CBD. This announcement shall be referred to as the "CBD Announcement." The CBD announcement shall describe, in detail, the qualification process and how qualification requirements are to be submitted by each offeror. The Air Force shall review and comment on the draft CBD announcement.

3.6.3. Qualification Phase – Step 1 (Air Force Responsibility): In the CBD announcement, the Air Force shall request the submission of “statements of qualifications.” On the basis of these qualifications, the Air Force will determine the private entities from which technical proposals will be requested.

3.6.4. Technical Proposal Phase – Step 2 (Joint Air Force and Contractor Responsibility): The Technical Proposal phase shall be performed primarily by the Air Force. It shall include the following tasks:

3.6.4.1. Request Technical (and Cost) Proposals

3.6.4.2. Conduct Site Visit and Pre-proposal Conference

3.6.4.3. Proposal Preparation by Offerors

3.6.4.4. Review and Evaluation of Proposals: The contractor shall assist the Air Force by independently (without knowing the identity of offerors and results) evaluating technical and cost proposals submitted. This effort is anticipated to include at least two meetings for two days each at the 143 AW. The contractor shall contact the 143 AW POCs identified in Section 8.0. of this SOW to schedule on-site meetings.

3.6.5. Draft Economic Analysis (Contractor Responsibility): The contractor shall prepare and present a draft of the economic analysis in accordance with the Air Force Utilities Privatization Policy and Guidance Manual. All responsive/competitive proposals submitted in response to the RFP shall be evaluated. It is understood that the privatization of all of the utilities (in Section 2.0) may not be economical. The Draft Economic Analysis shall include a recommendation to privatize all, some, or none of the utilities. Proposals received shall be the basis for determining a fair market value for each utility system. Therefore, the contractor shall not estimate the fair market value using any of the standard estimating measures (original cost less depreciation, replacement cost new less depreciation or capitalized earnings value). If it becomes necessary to develop any of these estimates, the CO shall adjust the SOW and associated fee for this SOW by contract modification.

3.6.6. Negotiate Final Proposals and Select Firm. (Joint Air Force and Contractor Responsibility): If the Draft Certified Economic Analysis recommends that the Air Force proceed with privatization, the Air Force will negotiate with qualified offerors and secure their final proposal revisions. The contractor shall provide negotiation assistance to include:

3.6.6.1. Assisting in the development of the negotiation strategy. Providing technical support to the evaluation of proposals. Conducting two separate, 3-4 day negotiation support meetings to be held at the 143 AW. Should the Air Force determine that contractor assistance is not required at one or both of the negotiation meetings, a modification to the contract shall be processed by the CO and the project fee adjusted accordingly.

3.6.7. Certified Economic Analysis (Contractor Responsibility): The contractor shall prepare the Final Economic Analysis for Air Force certification based on comments

received from the Draft Certified Economic Analysis and the terms and conditions negotiated with the successful offeror.

3.6.8. Updated Comprehensive Analysis Report (Contractor Responsibility): The contractor shall update and present the comprehensive analysis report to include the certified economic analysis, a description of the acquisition process, the negotiated utilities contract (pending final Air Force approval), and the real estate document.

3.6.9. Package for Approval (Air Force Responsibility): The Air Force will include a summary of the comprehensive analysis report in a project approval package for a formal submission to SAF/MII. When the project is approved, SAF/MII will coordinate congressional notification.

4.0. Government Furnished Materials: The government will make available to the contractor the following:

4.1. Air Force Utilities Privatization Policy and Guidance Manual, HQ USAF/ILEI, Washington DC, October 1998. (Available through HQ AFCESA Web site: www.afcesa.af.mil)

4.2. Environmental Impact Analysis Process. Air Force Instruction (AFI) 32-7061 (Available through HQ AFCESA Web site: www.afcesa.af.mil)

4.3. Economic Analysis, AFI 65-501. (Available through HQ AFCESA Web site: www.afcesa.af.mil)

4.4. Economic Analysis, US Air Force Manual 65-506. (Available through HQ AFCESA Web site: www.afcesa.af.mil)

4.5. Operational Risk Management (ORM), Air Force Pamphlet 91-215. (Available through HQ AFCESA Web site: www.afcesa.af.mil)

4.6. Defense Energy Support Center regulatory review/evaluation report. (Available through HQ AFCESA Web site: www.afcesa.af.mil)

4.7. Detailed information regarding the 143 AW, to the extent it is available, will be submitted to the contractor at the kickoff meeting as outlined in Appendix A, in tabulated format and synopsized in an excel spreadsheet.

4.8. Environmental Base-line Survey (EBS) for the 143 AW when made available by AFCEE.

4.9. Monthly Status Reports, generic format. (Available through HQ AFCESA Web site: www.afcesa.af.mil)

5.0. Performance Period: The performance period for this contract is 675 calendar days from award. The project schedule shall follow the Air Force process for privatizing utilities.

6.0. **Travel:** To accomplish the work specified herein, it is anticipated that approximately 25-30 person round trips to the 143 AW shall be required. These trips shall average three days each. Additional travel to support additional discussions or negotiations with potential utility providers, beyond this SOW, shall be an Air Force option to be added by modification by the CO. The contractor shall contact the 143 AW points-of-contact to arrange on-site meeting dates.

7.0. **Reports, Briefings, and Other Deliverables:** The Air Force and the contractor shall accomplish the following reports and other deliverables as part of the work described in Section 3.0 of this SOW. A letter of transmittal for each deliverable shall be furnished to HQ AFCESA/CEOC. Documentation for each report shall include a listing and description of methods and assumptions used in the analysis. Source materials, electronic data base(s) developed, electronically scanned documentation, records of relevant correspondence, worksheets, and project notes shall be included in an appendix section to the report. All deliverables and the number of mailed hard copies depicted on Table 1 shall include one electronic copy sent via Email per receiving organization in Microsoft Office 97 format. Gantt charts will be in Microsoft Project (Win 95 v. 4.1 or earlier). An electronic version of the Economic Analysis (EA) shall be submitted to each receiving organization. The electronic version of the EA shall be in Microsoft Excel (97 or earlier), the Corps of Engineers' ECONPACK for Windows, US Army Construction Engineering Research Laboratory's Life Cycle Cost In Design (LCCID), or National Institute of Standards and Technology's Building Life Cycle Cost (BLCC) format. All software shall be Year 2000 (Y2K) compliant.

Phase I

7.1. **Task 1a: Briefing Material for Kickoff Meeting (Contractor Responsibility):** The contractor shall prepare a kickoff presentation for the project team(s). A draft of the briefing shall be delivered three days prior to the kickoff meeting. The contractor shall deliver the presentation as part of the kickoff meeting at the 143 AW covered by this SOW within 30 days of contract award. The presentation shall consist of a review of the three-phase privatization process at the 143 AW covered by this SOW and the draft project plan. (Draft and Final)

7.2. **Task 1b: Project Plan (Air Force/Contractor Responsibility):** The project plan shall include a list of the 143 AW privatization team(s) members, POCs for the project, project schedule and project scope, etc. A draft project plan shall be delivered three days prior to and presented at the kickoff meeting. The final project plan shall be submitted within two weeks following the kickoff meeting. (Draft and Final)

7.3. **Task 2: Feasibility Analysis Report (Contractor Responsibility):** The contractor shall provide interim reports of the Utility Requirements Assessment and the State and local Government Regulatory Review. The contractor shall submit draft documents providing notice and assessing the interest from potential utility providers for Government approval prior to conducting the Industry Market Analysis, and an interim report of the Industry Market Analysis results. The contractor shall conduct the ORM workshop and provide an interim report of the ORM workshop within five working days following the workshop. The contractor shall prepare, within five working days of Government receipt of the interim report, a presentation of the ORM analysis, including workshop results, for the 143 AW privatization team(s). At the end of Phase I, the

contractor shall prepare a report on the preliminary feasibility of privatization of the utilities listed in Section 2.0. This written report shall include separate chapters for each of the first five steps of the analysis (Utility Requirement Assessment, State and Local Regulatory Review, Industry Market Analysis, Operational Impact/ORM analysis and the Preliminary Economic Analysis). The contractor shall present findings from the draft Feasibility Report to Air Force representatives at the 143 AW covered by this SOW. (Draft and Final)

Phase II

7.4. Environmental Baseline Survey (*Air Force Responsibility*): To be performed by the AFCEE contractor.

7.5. Task 3a: Real Estate Terms (*Air Force/Contractor Responsibility*): The contractor shall provide real estate terms and conditions for Air Force developed Real Estate Documents. (Draft and Final)

7.6. Task 3b: Transition Plans (*Contractor Responsibility*): The contractor shall prepare transition plans (employee, operational and post-award project management). (Draft and Final)

7.7. Task 3c: Comprehensive Analysis Report (*Contractor Responsibility*): At the end of Phase II, the contractor shall present analysis and conclusions regarding environmental impacts, transition plans, real estate documents, and a copy of the Draft RFP at the 143 AW covered by this SOW. (Draft and Final)

7.8. Task 4: Environmental Impact Analysis Process (*Contractor Responsibility*): The contractor shall develop the EIAP. See Government Furnished Materials in Section 4.0. (Draft and Final)

7.9. Task 5a: Draft RFP documents (*Air Force/Contractor Responsibility*): The contractor shall prepare the statement of work and evaluation criteria for inclusion in the RFP. (Draft)

Phase III

7.10. Task 5b: Final Request for Proposal (*Air Force/Contractor Responsibility*): The contractor shall assist the Air Force in preparing the final version of the RFP. The Air Force shall issue the Request for Proposal. (Final)

7.11. Task 5c: CBD Documents (*Air Force/Contractor Responsibility*): The contractor shall develop a draft announcement of the RFP for publication in the CBD. (Draft)

7.12. Qualification Phase (*Air Force Responsibility*)

7.13. Technical Proposal Phase (*Air Force/Contractor Responsibility*): The contractor shall provide support during the technical proposal phase. The contractor shall submit findings and recommendations on each proposal to the Air Force.

7.14. **Task 6: Certified Economic Analysis (Contractor Responsibility):** The contractor shall present an Economic Analysis report for review and certification by the Air Force. Prior to selection of offerors for final negotiations, the contractor shall prepare analysis and conclusions regarding the economics of utility privatization to Air Force representatives at the 143 AW. (Draft and Final)

7.15. **Task 7: Updated Comprehensive Analysis Report (Contractor Responsibility):** The contractor shall update and present the comprehensive analysis report from Phase II to include a summary of the certified economic analysis, a description of the acquisition process, the negotiated utilities contract (pending final Air Force approval), and the real estate document.

7.16. **Approval Package (Air Force Responsibility)**

7.17. **Task 8: Monthly Status Reports (Contractor Responsibility):** The contractor shall deliver monthly status reports to ANG, the 143 AW, Tyndall Air Force Base Contracting, HQ AFCESA/CEOC, and HQ AFCESA/CES, not later than the 15th calendar day of the following month. Monthly status reports shall contain detailed information about contract performance, schedule, and cost. (A generic format for monthly status report will be provided by the Air Force – See Government Furnished Materials in Section 4.0).

8.0. **Air Force Points of Contact:** The following are the primary points of contact for information necessary to complete this SOW:

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Table 1
SCHEDULE OF DELIVERABLES

The contractor shall use the following breakdown of deliverables into tasks for proposal preparation for the 143 AW:

Task 1 = Briefing Material for Kickoff Meeting (Para 7.1) and Project Plan (Para 7.2)

Task 2 = Feasibility Analysis Report (Para 7.3)

Task 3 = Real Estate Documents, Transition Plans and Comprehensive Analysis Report (Para 7.5,7.6,7.7)

Task 4 = Environmental Impact Analysis Process (Para 7.8)

Task 5 = Draft RFP, Final RFP, CBD Documents, & Independent Technical Proposal Evaluation (Para 7.9, 7.10, 7.11, 7.13)

Task 6 = Certified Economic Analysis (Para 7.14)

Task 7 = Updated Comprehensive Analysis Report (Para 7.15)

Task 8 = Monthly Status Report (Para 7.17)

Deliverable	Responsibility	The 143 AW & ANG	AFCESA /CEOC	HQ USAF /LEI
7.1. Briefing Material for Kickoff				
Draft Briefing prior to kickoff mtg	Contractor	1 / 1	1	0
Final Briefing present at kickoff	Contractor	1 / 1	1	0
Kickoff Briefing Material/Handouts	Contractor	20 / 0	0	0
7.2. Project Plan				
Draft Project Plan	AF/Contractor	3 / 1	2	0
Kickoff Briefing Material/Handouts	Contractor	20 / 0	0	0
Final Project Plan	AF/Contractor	18 / 2	3	2
7.3. Feasibility Analysis Report				
Interim Utility Rqmts Assessment	Contractor	0	1 email cy	0
Interim Regulatory Review	Contractor	0	1 email cy	0
Draft Request For Interest docs	Contractor	0	1 email cy	0
Interim Industry Market Analysis	Contractor	0	1 email cy	0
Interim ORM Report	Contractor	0	1 email cy	0
ORM Presentation	Contractor	3 / 1	10	0
Draft Feasibility Analysis Rpt	Contractor	6 / 2	10	2
Final Feasibility Analysis Rpt	Contractor	3 / 1	10	2
Briefing Material/Handouts	Contractor	3 / 1	2	2

Deliverable	Responsibility	The 143 AW & ANG	AFCESA /CEOC	HQ USAF /ILEI
7.4. Environmental Base-line Survey	Air Force			
7.5. Real Estate Documents				
Terms/conditions				
Draft Report	AF/Contractor	1 / 1	2	1
Final Report	AF/Contractor	1 / 1	2	1
7.6. Transition Plans				
Draft Report	Contractor	3 / 1	2	1
Final Report	Contractor	3 / 1	2	1
7.7. Comprehensive Analysis Report				
Draft Report	Contractor	3 / 1	10	2
Briefing Material/Handouts	Contractor	18 / 2	2	2
Final Report	Contractor	2 / 2	10	2
7.8. Environmental Impact Analysis Process				
Draft Report	Contractor	1 / 1	3	1
Final Report	Contractor	1 / 1	3	1
7.9 Draft RFP				
Draft Report	AF/Contractor	3 / 1	2	1
7.10. Final Request for Proposal				
Final	AF/Contractor	3 / 1	2	1
7.11. CBD Documents				
Draft	AF/Contractor	3 / 1	2	1
7.12. Qualification Phase	Air Force			
7.13. Technical Proposal Phase	AF/Contractor	1 / 1	1	0
7.14. Certified Economic Analysis Report				
Draft Report	Contractor	3 / 1	10	1
Final Report	Contractor	3 / 1	10	1
7.15. Updated Comprehensive Analysis Report				
Final Report	Contractor	3 / 1	10	1
Briefing Material	Contractor	10 / 0	1	10
7.16. Approval Package	Air Force			
7.17. Monthly Status Reports	Contractor	1 / 1	2	1

APPENDIX A

Air Force Utility Privatization Study 143 AW

Data Request

A. 143 AW and GSUs Information

1. Identification of 143 AW privatization team members (name, telephone number, fax number, address, and e-mail address) per Section 3.4.1 of the Statement of Work (SOW) for this project
2. Communications plan for the privatization project (per Section 3.4.1 of the SOW for this project)
3. Base General Plan (or Comprehensive Plan)
4. Base Civil Engineering Cost Report For FY 98-99 (when available) and associated User Guide *[The reports are: CE Cost Report PCN SF 022-455 (Cumulative), CE Cost Report RC HAF LEE (SA) 7101 (Mar-Sep), BCE Current Month Cost Report PCN 022-461 (Monthly)].* **NOT APPLICABLE TO ANG UNITS.**
5. EEIC Codes for the base
6. Descriptions of planned changes at 143 AW and GSUs in terms of adding new facilities and closing existing facilities. Provide related documentation (e.g. 1391s).
7. Identification of secured areas on 143 AW and GSUs where a portion of the utility system would need to remain under Air Force ownership and control
8. Identification of the most significant concerns about the impact privatization would have on 143 AW and GSUs
9. Maps showing the regulatory jurisdiction status of the installation (exclusive, proprietary, and /or concurrent). *[This is available from Legal or Real Estate]*
10. Location of 143 AW and GSUs relative to nearest city limits *[This is available from Legal or Real Estate]*
11. Copies of all pertinent property leases, easements, and records of purchase or sale

B. Data Requested for Each Utility System (Electric, Gas, Water, and Wastewater)

1. Full size system maps (G Tabs) with:
 - a. Edits showing changes since maps were prepared
 - b. Approximate ages of system facilities through color coding or other designation
 - c. Identification of areas that historically experience problems during peak conditions
 - d. Dashed lines (or similar separate designation) for planned facilities
2. Available information on system inventory for each utility. [*Check the Real Property Inventory Report (Resources Flight) and the Recurring Work Program Report (Operations Flight)*]
3. USAF Real Property Report, to include geographically separated areas (current). [*SAF/MII 7115*]
4. Expenditures for the utility system over the past 5 years – 1994-1999 (List by project)
5. Description of planned system improvements/major renewals and replacements over the next 5 years. Please provide associated 1391s or other documentation.
6. System operating instructions and procedures manuals; system construction specification manuals
7. Listing of existing meters on 143 AW and GSUs, and description of the usage metered. Also provide a copy of any metering plan or description of metering needs.
8. Organization chart for utility system operations, if applicable.
9. Any comprehensive system plans and other system planning, O&M, design and regulatory studies conducted relative to the utility system over the last three years. Include pertinent sections from the 143 AW and GSUs master plan; identify any studies in progress and provide any working documents/draft reports.
10. Energy Conservation plans and description of any conservation initiatives (including Energy Saving Performance Contracts (ESPCs) and Demand Side Management (DSM) projects)

11. A copy of any modeling reports prepared for the system
12. For all on-base internally-provided utility services that are to be studied, provide the following information:
 - a. The annual consumption or usage for the most recent 12-month period
 - b. The maximum capability
 - c. Specify peak usage for the most recent 12-month period, and a forecast of peak usage for the future annual usage
13. "Rate Set-up Sheet" (Air Force Form 3556 – Utility Sales Rate Computation Worksheet) for 1998 and 1999 (when available). *[Ref: AFI 32-1062, Para 3.8 (other computerized worksheet)]*
14. If Rate Set-up Sheets are not available, for all on-base utility services that are sold to third parties, provide the following information:
 - a. The name of the on-base purchaser, and indicate whether the purchaser is governmental, military or private sector.
 - b. The amount of utility service that is purchased for the most recent 12-month period that the data is available.
 - c. The rates that were charged or the revenues received from each purchaser
 - d. Indicate if the consumption is estimated or metered
15. Work Order Reports for the utility for 1998 and 1999 *[Information associated with BCE Work Orders (AF Form 327) can be obtained from the Completed Work Order Cost Report for each completed work order]*. Provided by Cost Center, with the following information: **ANG UNITS SEE NOTE 1.**
 - a. Title and description
 - b. Work order number
 - c. Labor Utilization Code (LUC)
 - d. Cost Account Code
 - e. Civilian and military labor hours
 - f. Material cost
 - g. Total cost
16. All Labor Utilization Codes for 1999. **NOT APPLICABLE TO ANG UNITS.**

17. Shop Rate Analysis Report for 1998 and 1999, (when available). Include information that shows whether a central shop rate is used or if each shop has its own rate. *[The reports are Shop Rate Analysis (Cost Center Summary) PCN SF22-474, and the Shop Rate Category Summary, PCN SF022-475].* **ANG UNITS SEE NOTE 2.**
18. Information on Government vehicles supporting the utility systems. Include vehicle identification numbers, vehicle type, annual mileage, annual fuel cost, annual maintenance cost and standard replacement value. *[This information can be obtained through the local Transportation Organization (Fleet Management and Maintenance Control and Analysis functions)]*
19. Service Contract List for 1998 and 1999 (when available). Include costs incurred with each service contract, for environmental services, lab work, and cleaning of oil-water separators. *[This information should be available in the Operations Flight (Maintenance Engineering)]*
20. Costs incurred from one-time contracts over the past 5 years (for example, contract cost associated with latest NPDES permit)
21. For the existing utility supplier:
 - a. Name
 - b. Contact, if any, and telephone number
 - c. Copy of the rate schedule under which the rate obtains service
 - d. Copy of any contracts that exist with the utility supplier
 - e. Copy of invoices for 1997 and 1998
 - f. If available, a separate spreadsheet summarizing these invoices from month to month, and monthly usage (KW, KWH, cf, mg)
22. Any correspondence with existing or prospective utility suppliers relative to privatization of the utility system
23. Any existing analysis on the privatization of the utility system
24. Forecast of system loads (peak and average)
25. Copies of all regulatory permits for the utility system
26. Record of IMPAC and Form 9 purchases for the utility systems

27. Provide, as appropriate, electric, water, wastewater and gas utilities maintenance shop floor space by utility type. Also provide an estimate of operations and maintenance costs for the shops. **ANG UNITS SEE NOTE 3.**

C. Additional Data requested for the Electric Utility System

1. System outage reports for the past 2 years. **ANG UNITS SEE NOTE 4.**
2. PCB conditions (including location, quantity, surveys, etc.)
3. Transformer data sheets showing KVA, phase and age if available
4. Most recent power system study
5. System drawings clearly indicating substations, feeders, feeder sizes and their approximate date of construction
6. Base street lighting drawings (if street lighting is included in study scope) or an estimate of the percentage of electric consumption that is related to street lighting
7. Provide an estimate of the amount of electric service that is underground and overhead

D. Additional Data requested for the Natural Gas Utility System

1. Gas leak detection logs and reports. **ANG UNITS SEE NOTE 4.**
2. Cathodic protection system maps
3. A list of all gate and regulator stations with cross street locations
4. Identification of areas that historically experience frequent leaks
5. A system map with highlights showing Maximum Allowable Operating Pressure (MAOP) (i.e. low intermediate, medium, and high pressures), if available.

E. Additional Data requested for the Potable Water System

1. Summary of water main breaks and service disruption over the last 3 years

2. Operational descriptions and capacities for existing water treatment plants, lift stations, water wells, reservoir capacities, etc.
3. Laboratory and operations reports for the past 12 months that show testing requirements, test results, water production and water quality
4. Equipment lists including motor sizes
5. All reports for the past 12 months that pertain to meeting regulatory statutes submitted to appropriate regulatory agency
6. Actual utility (electricity and natural gas) usage and chemical bills for the past 12 months for well, pumping stations, water treatment plants, and lift stations
7. Results of any manhole inspections or surveys and the approach and status of repairs
8. Results of any valve inspections or surveys and the approach and status of repairs
9. Fire Hydrant location list and maintenance records
10. Water storage tank cleaning and maintenance histories and future plans

F. Additional Data requested for the Wastewater Utility System

1. Operational descriptions and capacities for existing wastewater treatment plants, lift stations, and pumping stations
2. Laboratory and operations reports for the past 12 months that show testing requirements, test results, chemical usage, bacteriological sampling and testing, influent, effluent quality, and plant processes, etc.
3. All reports for the past 12 months that pertain to meeting regulatory statutes submitted to appropriate regulatory agency
4. Equipment lists including motor sizes
5. Actual utility (electricity and natural) gas usage and chemical bills for the past 12 months for wastewater treatment plants and utility bills for lift stations
6. Copy of any Administrative Orders, Consent Decrees, most recent inspection report findings, laboratory inspections, or correspondence by any regulatory agency

currently in effect

7. Subcontracts or agreements for sludge hauling, instrumentation calibration, contracted maintenance, outside laboratory testing, etc., that are currently in effect. Include costs, period of performance, and amounts typically included
8. Sludge analyses-metals, nutrients solids, TCLP, etc. for past 2 years
9. Listing of waste contributing industries, SIC codes, type of wastes and quantities
10. Copy of industrial waste ordinance or pre-treatment program or exemption, if applicable
11. Results of any manhole inspections or surveys and the approach and status of repairs
12. Results of any valve inspections or surveys and the approach and status of repairs
13. Sewer line cleaning history and future plan
14. Description of waste water collection system problem areas

G. Additional Data Request for the Heating/Chilled Water System (If Applicable)

1. Plant Fuel Consumption Data
2. Piping and Instrumentation Diagrams (P&ID's)
3. Major equipment list if drawings are not available. Include items such as boilers, chillers, cooling towers, generators, diesel engines, and large pumps, e.g. 50 hp and larger
4. Flow and/or production data of peak for the steam heat, chilled water or other primary systems such as hot water or electric power production. Monthly peak and total data for each system if available.

H. Other Utility Plants (If Applicable)

1. Plant Fuel Consumption Data
2. Meter Reading Records

3. Long Range Plan
4. Plant Mission and Operation

I. Environmental Impact Analysis Process (EIAP) Data

1. Environmental Assessment Reports on NEPA actions (limit to the last five years)
2. Environmental Impact Statement (EIS) Reports (limit to the last five years)
3. Integrated Natural Resources Management Plan (INRMP), including any Protected Species Studies or Natural Resources Management Plan and Survey Report and Management Plan for Threatened or Endangered Species
4. Historic and Cultural Resources Management Plan
5. Any Environmental Baseline Surveys (EBSs) with in the last five years
6. Hazardous Materials Management Plan
7. Hazardous Waste Management Plan
8. Asbestos Management Plan
9. Lead-Based Paint Management Plan
10. Buildings Proposed for Demolition (if not covered in base Comprehensive/Master Plan)
11. Air Emissions Reports and Emission Inventories
12. Storm Water Pollution Prevention Plan
13. Spill Prevention and Response Plan or Spill Prevention Control and Countermeasures (SPCC) Plan
14. Environmental Compliance Assessment and Management Program (ECAMP) Reports with in the past five years
15. Tank Management Plan (USTs/ASTs) and map of tank locations
16. Installation Restoration Program (IRP) Reports, along with a map identifying any sites
17. Remedial Investigation/Feasibility Study Reports (only if done specifically on the

utility(s) being studied)

18. RCRA Facility Assessment
19. Installation population broken down in to military, civilian, tenants, dependents
20. Number of Housing units by type
21. Land Use Maps (if not covered in the Base Master/Comprehensive Plan)
22. Zoning Maps for abutting areas and Zoning descriptions
23. Aerial Photos
24. Soil Survey maps and supporting text (if not covered in the Master/Comprehensive Plan)
25. Traffic counts
26. Future Land Use Plan (if not covered in the Master/Comprehensive Plan)
27. Calculated economic impact of base on surrounding community (if available, typically a standard information package maintained by PA)

J. Environmental Baseline Survey Data

1. Current and discontinued NPDES permits
2. Ordnance records and locations where ordnance is stored or historically used
3. Radioactive materials and waste records
4. Radon survey reports
5. Drinking water quality data
6. Medical/Biohazardous waste records
7. Pesticide usage records/Management Plan, with locations of storage areas
8. Location of prime and unique farmland
9. Location of groundwater wells
10. List of Oil Water Separators
11. Facility Response Plan (FRP) if available

12. Environmental Data Management and Decision Support Report (EDMS)

13. Smoke test reports if conducted

NOTES:

1. ANG units must provide the following information for all job orders, work orders, collection work orders, service contracts and construction projects directly related to the maintenance, repair, renovation and construction of water, waste-water, natural gas and electric utility systems for FYs 98 and 99:
 - a. Title and description.
 - b. Job/work order number.
 - c. Type of work (routine/urgent/emergency job order, recurring work, planned work order, collection work order, programmed minor construction and MCP).
 - d. Cost account code.
 - e. Labor hours.
 - f. Hourly rate (includes salary, benefits and overhead)
 - g. Material cost.
 - h. Total cost.
2. Since ANG units usually don't have dedicated shops for utility maintenance, they should estimate a shop labor hourly rate that includes salary, benefits and any overhead associated with job/work order accomplishment.
3. This is only applicable to ANG units that have dedicated utility maintenance shops.
4. Provide electric outage information for the last 24 months to include cause of failure, time the system was down, corrective actions and total cost of the corrective actions. For gas leakage include cause and description of leak, location, corrective actions and total cost of corrective actions.

