

Sacramento Valley National Cemetery

SPECIFICATIONS/WORK STATEMENT

2.2 PERFORMANCE WORK STATEMENT

1. GENERAL INFORMATION:

a. This is a performance-based contract for cemetery facilities maintenance services at Sacramento Valley National Cemetery, Dixon, California, hereafter referred to as "Cemetery." The overall responsibility of the Contractor is to plan, coordinate, organize, manage, and perform the activities described herein, which are required to maintain an appearance of the cemetery grounds in accordance with the National Cemetery Administration National Shrine Commitment Operational Standards and Measures Version 4.0 (October 2009).

b. National cemeteries are a resting place for our nation's heroes and as such, the standards for management, maintenance and appearance of these cemeteries have been established by the National Cemetery Administration to reflect this nation's concern and respect for those interred there. The National Cemetery Administration (NCA) mission: the NCA honors veterans with a final resting place and lasting memorials that commemorate their service to our nation.

2. INTRODUCTION:

This Performance Work Statement describes the basic objectives of the Cemetery. The Performance Based Service Contract provides potential offerors the flexibility to develop cost effective solutions and the opportunity to propose innovative alternatives to meet the stated objectives. It also presents the Government with an opportunity to assess the offeror's understanding of all aspects of the effort to be performed by eliminating the "how to" instructions to accomplish the required effort normally contained on the Statement of Work that the Government traditionally provides to prospective offerors.

Minimum levels of performance and disincentive for failure to meet the minimum levels are outlined in the "Performance Of Work Requirements Summary" contained in Attachment C.

3. BACKGROUND:

The National Cemeteries are National Shrines. The standards of maintenance and appearance at these cemeteries must reflect this nation's concern for those interred there.

For this reason, strict adherence to the specifications is required as well as National Cemetery Administration standards.

The Cemetery is located at 5810 Midway Road, Dixon, California 95620-9735.

Total developed cemetery acres are approximately 50 acres.

The approximate areas to be maintained in this contract include:

Asphalt roads: 292,804 square feet;
Columbaria areas and other hardscape: 2 acres
Committal shelters: 2
Buildings: 6,829 square feet

Irrigated turf: 28.4 acres
Irrigated landscape beds: 17.3 acres
Non-irrigated buffer areas: 44.5 acres

Note: All measurements are estimated and must be confirmed by the Contractor for their pricing purposes.

4. DESCRIPTION OF SERVICES:

All services shall be performed in accordance with NCA Directives: 3000/1 - Operational Standards for National Cemeteries; 3410 - Integrated Pest Management at VA National Cemeteries; and NCA Handbook 3420 – Turfgrass Maintenance at VA National Cemeteries and any other relevant NCA Directives and Handbooks. To receive copies of these handbooks call the Contracting Officer at (540) 658-7204 or Mr. Dean L. Moline, Director, Sacramento National Cemetery at (707) 693-2465.

The contractor shall provide all personnel, equipment, tools, supervision, and other items and services necessary to ensure that grounds maintenance is performed at the Cemetery in a manner that will maintain healthy grass, trees, shrubs, and plants and present a clean, neat, and professional appearance throughout. The Contractor shall incorporate in his/her operations Integrated Pest Management (IPM) practices as directed in 3410 - Integrated Pest Management at VA National Cemeteries .

Services include, but are not limited to: maintenance of grounds; regular mowing, edging and trimming; weed, pest and disease control; removal of leaves and debris as well as, sweeping or blowing off roads and sidewalks; maintenance of gravesites and headstones, and the alignment and washing of headstones; headstone installation and maintenance/ turf maintenance,. Weed control and fertilization; irrigation system monitoring, maintenance and repair; tree, shrub, groundcover training and landscape bed maintenance; sunken grave repair; trash removal; and janitorial services. All work will be done during normal Federal workdays, 8:00 a.m.-4:30 p.m. The exception is Memorial Day, which shall be considered a work day at the Cemetery.

5. PROGRAM OBJECTIVES:

a. The Contractor shall be responsible for full management of the facility's maintenance services described herein. The Government's objectives are described in the NCA's "Operational Standards and Measures." (Call the telephone number (s) above for a copy of the handbook). The Contractor shall develop a "Performance Work Plan" that contains solutions to accomplish the same objectives as stated in the NCA "Operational Standards and Measures", as

they are applicable to the services required in the Schedule. The Contractor may use whatever method he/she chooses to meet the objectives, as long as the end result satisfies the minimum acceptable levels of performance as defined in the "Performance Work Requirements Summary" contained in Attachment E.

The NCA Handbook 3420 – Turfgrass Maintenance at VA National Cemeteries, (Call telephone number (s) above for a copy of the handbook) shall be used as a guide.

b. The Contractor shall be responsible for:

All labor, supervision, professional expertise, equipment, products/product lists (Material Safety Data Sheets and labels), materials, and planning tools to include, but not limited to: time lines, bench marking, schedules, grounds maintenance plans, preventative/ maintenance schedules, and Electronic Record Keeping/Reporting System, necessary to meet the requirements to maintain Sacramento Valley VA NC National Cemetery in compliance with National Cemetery Administration National Shrine Commitment Operational Standards and Measures (October 2009) through the *activities* specified herein:

001 Mowing, Marker Trimming; Edging; Turf Renovation by Sod or Seed, Fertilizer Application; Aerification; Thatch Removal ; Weed, Insect; Vertebrate Pest, Disease Control; Debris and Trash Removal/Maintenance; Sweeping or Blowing Debris Off Roads and Walkways, Main Entrance, Columbaria and Committal Shelter areas; Electronic Record Keeping; Contractor Conduct, Safe Practices; 001A Tree, Shrub and Groundcover Pruning and Care, Tree Inventory Record Keeping, and Landscape Bed Maintenance, Fertilization, Weed and Pest Control 001B Irrigation of Plant Material and Irrigation system Management and Maintenance, and Irrigation Record Keeping 001C Maintenance of irrigation ponds and detention areas; 002 Facility Maintenance; 003 Headstone Cleaning and Maintenance; 004 Headstone Raising and Lowering; 005 Headstone Realign, Bump & Run 006 Headstone Inspection, Receiving and Setting; 007 Columbarium Niche Cover Inspection, Receiving and Setting; 008 Turf Placement by Sod of Casket Grave sites; 009 Turf Placement by Sod of Cremation Grave sites; 010 Buffer area Sod Placement; 011 Sunken Grave Repair Casket; 012 Sunken Grave Repair Cremation; 013 Mowing and Maintenance of Buffer Areas 6X per year.

In addition, the Contractor shall report any sunken graves to the COTR the same day of discovery. The Contractor shall take all necessary precautions to prevent damage to turf, trees, headstones, markers, monuments, flower vases and other cemetery structures during execution of this contract. The Contractor shall immediately report any and all damage to the COTR. As directed by the COTR, the Contractor shall repair or replace in a timely manner any damaged or destroyed item, at the Contractor's expense. The Contractor shall be charged current replacement costs for headstones or other property damaged as a result of actions by Contractor personnel. Contractor shall comply with NCA floral regulations as applicable and any training provided by the Director of SVNC. The contractor is responsible for the cost of disposing refuse, debris, hazardous materials, and shall not use Sacramento Valley NC's refuse box.

The Contractor shall provide all mulch to maintain the landscape beds at a uniform 3 inch dept. The Contractor shall provide mulch samples to the COTR for inspection and approval.

All fertilizer is Government provided.

6. NATIONAL CEMETERY ADMINISTRATION'S CONTRACT OBJECTIVES:

- a. To use an innovative and creative technical approach to manage the cemetery facilities and grounds maintenance operations at the Cemetery in order to maintain the high standards of appearance as a National Shrine, in accordance with standard commercial practices and the NCA's "Operational Standards and Measures" (Version 4.0, October 2009).
- b. To have the Contractor propose a business solution using performance based contracting techniques with incentives and disincentives designed to reward superior performance.
- c. Specifically, the Contractor shall establish a performance plan focusing on criteria such as Integrated Pest Management, healthy grass, and a clean, neat, and professional appearance overall. The plan shall include a performance work schedule, list of materials and labor, and a quality control plan to monitor the contractor's performance in meeting the cemetery goals.

7. STANDARDS OF EMPLOYEE CONDUCT:

- a. Contractor and Contractor personnel shall be required to adhere to the following standards of dress and conduct while performing work in the National Cemetery. These standards and regulations are enforceable under Title 38, U.S.C., Part I, Chapter 9, Section 901.
 - i. Be fully clothed at all times, to include long slacks or pants and shirt, buttoned up from neck to waist. Clothing shall be clean each day. Any soiled clothing should be cemetery work-related that day. T-shirts and/or tank tops as outer garments are prohibited. Shoes/boots will have no holes or loose soles. Steel toed shoes will be required in accordance with OSHA requirements. Contractor employees will maintain personal hygiene.
 - ii. Shall not engage in loud or boisterous behavior or use profane or abusive language. Shall show proper reverence during committal services.
 - iii. Shall neither eat nor drink beverages (except water or non-alcoholic drinks) in the work areas, nor in site of committal shelter during a service. Use of intoxicating beverages and/or drugs is strictly prohibited.
 - iv. Contractor personnel shall not lean, sit or stand on or against headstones or monuments. No tools, equipment or other items will be placed or leaned on headstones or monuments.
 - v. The only designated smoking area for the Cemetery is located by the maintenance building. All other areas are designated as NO SMOKING.

8. PARKING AND VA REGULATIONS:

Contractor employees may park privately owned vehicles in the area designated for parking by the COTR. It is the responsibility of the Contractor to ensure his employees park in the appropriate designated parking areas. The Cemetery will not invalidate or make reimbursement for parking violations of the Contractor's employees under any conditions. Smoking is prohibited inside any buildings at the Cemetery. Possession of weapons is prohibited. Enclosed containers, including tool kits, shall be subject to search. Violations of VA regulations may result in citation answerable in the United States (Federal) District Court, not a local district, state, or municipal court.

9. USE OF CEMETERY FACILITIES:

- a. The Government shall not be responsible for any loss, damage, or theft of Contractor items. Contractor shall be responsible for acceptable standards of housekeeping and custodial maintenance of Cemetery facilities used by Contractor's employees.
- b. Storage Facilities: The Contractor shall be responsible for providing storage facilities for store of supplies, equipment, etc. The government will provide a designated area for contractor's use. The contractor shall store all materials, equipment, etc within the designated area and maintain the area in a neat and orderly manner. Storage of any items not directly related to and for the sole purpose of this contract is strictly prohibited. The contractor is limited to establishing facilities of reasonable size for office space, covered storage for equipment and supplies. Submit plans of any structure(s), storage building(s), or trailer(s) or structures in advance for approval by the COTR.
- c. Parking: Contractor employees shall park in designated spaces only. The COTR will designate the spaces.
- d. Utilities: In order to maintain a peaceful and serene atmosphere, use of any power generator is prohibited. The contractor is allowed, at their own expense, to connect to the cemetery's non-potable water for the purpose of providing non-potable water to their designated area for the periods of time when water is available from the Solano Irrigation District (SID). The contractor may, at their expense, connect into the cemetery's electrical system, provided the total need does not exceed 20 amps. Both non-potable water and electrical usage will be used strictly for work directly related to maintaining the cemetery and will be free of charge. All connections shall be in full compliance with local and national codes. Coordinate all connections with the COTR. No other utilities will be provided by the government.
- e. The Contractor shall request the approval of the COTR if the Contractor desires to store any hazardous materials at the Cemetery. If approval is granted the Contractor shall be responsible for safely storing any chemicals, pesticides, herbicides, cleaning solutions, etc. in accordance with all federal, state and county laws and regulations and manufacturers recommendations.

MSDS (Material Safety Data Sheet) are required on-site for all chemicals, pesticides,

herbicides and cleaning solutions.

d. Water, electricity and phone service will NOT be furnished by the Government for the contractor's work area.

10. INSPECTION AND CLEANING OF CEMETERY FACILITIES:

a. The Contractor shall perform a daily inspection. During this inspection the appearance of the cemetery will be observed, and any deficiencies noted within the scope of the contract will be corrected as soon as practicable. Items that need correcting outside the scope of the contract will be reported to the Contracting Officer or COTR.

b. The Contractor shall be required to submit inspection reports and work accomplished to the COTR weekly. The COTR is located at Sacramento Valley NC, Dixon, California. The inspection forms will be provided to the Contractor.

11. SUPERVISION AND TRAINING:

a. The Contractor shall provide a supervisor who speaks fluent English on-site at all times.

b. The Contractor shall be responsible for maintaining satisfactory standards of personnel conduct and work performance and shall administer disciplinary action as required. The Contractor shall remove employees for cause, to include, but not limited to, misconduct in performance of duty under these specifications and/or conduct contrary to the best interests of the Government.

c. The Contractor shall also be responsible for training and safety precautions for Contractor employees performing work under these specifications. OSHA standards shall be observed by the Contractor in all work performed. Appropriate safety equipment shall be furnished by the Contractor to Contractor personnel and shall be used as prescribed by OSHA standards, including hard hats, safety shoes, safety glasses, and hearing protection devices. The following OSHA and NFPA standards and codes shall be adhered to:

i. National Fire Protection Association (NFPA): 10-1998 Standard for Portable Fire Extinguishers

ii. Occupational Safety and Health Administration (OSHA) 29 CFR 1910 Safety and Health Regulations for Personal Protection, Safety Color Codes, Portable Power Tools, Electrical Safety and Portable Electric Equipment.

iii. Site and Building Access: Maintain free and unobstructed access to facility emergency services and for fire, police and other emergency response forces in accordance with NFPA 241.

iv. The Contractor shall be fully licensed to purchase and apply pesticides as required.

v. The Contractor shall fully comply with all applicable Federal, State, City, and County, laws and regulations

vi. The Contractor shall have an International Society of Arboriculture Certified Arborist supervising the pruning of all trees and shrubs.

vii. The Contractor shall have an Irrigation Association Certified Irrigation Auditor schedule and manage the irrigation system.

12. PLACEMENT OF ORDERS:

a. Delivery Orders for services at the Cemetery will be placed by the COTR through the Contracting Officer and may be placed initially via facsimile (fax) or electronic mail (e-mail). Orders may be followed up with a copy forwarded by either U. S. Mail or a commercial courier service, to ensure legibility.

b. Agents/Branches; if the Contractor maintains agents/branches, the Department of Veterans Affairs is to be provided with a list containing any information necessary indicating how and with whom orders are to be placed.

13. MAINTENANCE DURING CEMETERY FUNCTIONS:

Contractor personnel shall not operate motorized equipment or conduct other commercial activities within the designated area during interment services. The COTR will set the designated area. The COTR or his/her representative shall furnish the Contractor with a schedule of all interments and/or ceremonies no later than the close of business of the day prior to the scheduled interment, and a minimum of three (3) days before any ceremonial events.

14. PERFORMANCE EVALUATION MEETING:

a. The issuance of a Contract Discrepancy Report (CDR) may be cause for the scheduling of a meeting among the Contractor, Contracting Officer, and the COTR. A mutual effort will be made to resolve all problems identified. The Government will prepare written minutes of the meeting. The Contractor, Contracting Officer, and the COTR will sign minutes of the meeting(s).

b. Should the Contractor not concur with the meeting minutes, he shall state in writing to the Contracting Officer within ten calendar days any areas he does not concur and explain the reasons for non-concurrence. The Contracting Officer will review and consider the reasons submitted for the Contractor's non-concurrence and make a decision. The Contracting Officer will notify the Contractor of the decision in writing within ten calendar days.

15. ACTIONS:

a. Normally, the COTR will verbally advise or give a written inspection report to the Contractor of discrepancies the first time they occur and ask the Contractor to correct the

problem. A notation will be made on the COTR checklist of the date and the time the deficiency was discovered and the date and time the Contractor was notified.

b. If the Government created any of the discrepancies, these will not be counted against the Contractor's performance. When the Government has caused the Contractor to perform in an unsatisfactory manner, the COTR will forward a written notice to the responsible organizational element requesting corrective action be taken.

c. When the Contractor is not meeting the limits of satisfactory performance, a CDR will be issued to the Contractor. The seriousness of the failures should govern whether to issue CDR at the end of the period, or as soon as the limits of satisfactory performance are exceeded.

d. When a CDR is issued for a service, the Contracting Officer (CO) must deduct from the periodic payment, a percentage of that payment as indicated in the Performance of Work Requirements Summary as attached hereto.

e. If the Contractor does not achieve satisfactory performance by the end of the next period or agreed suspense date, another CDR will be issued and the appropriate amount deducted from the periodic payment in accordance with the disincentive rate listed in the attached Performance Requirements Summary.

f. A third CDR will be the cause for a Cure Notice. However, the Contracting Officer may issue a Cure Notice at any time he/she deems appropriate. Depending on the overall performance of the Contractor, an unsatisfactory reply to the Cure Notice should require a Show Cause letter to be issued, followed by consideration of termination of the contract.

16. CONTRACTOR'S QUALITY CONTROL PLAN (QCP):

a. The Contractor shall establish and maintain a complete Quality Control Plan (QCP) to ensure that the requirements of this contract are met as specified. This QCP will be forwarded to the Contracting Officer (CO) along with the requested initial quotation. The CO will review the QCP and list any needed clarifications, and return to Contractor for response, if necessary. The Contractor's QCP shall include at a minimum:

1. An inspection plan covering all services required by this contract. The inspection plan must specify the areas to be inspected on either a scheduled or unscheduled basis, how often inspections will be accomplished and documented, and the title of the individual(s) who will perform the inspections.

2. An example of an on-site inspection record. Inspections are conducted by the Contractor, with any necessary corrective actions notated on this record. The Government reserves the right to request copies of any and/or each inspection.

3. A description of either active or established internal policy and procedures for updating equipment, and any procedures that may affect performance of this contract.

4. The methods for identifying and preventing deficiencies in the quality of service performed, before the level of performance becomes unacceptable, and organizational functions noting intermediate supervisory responsibilities and overall management responsibilities for ensuring total acceptable performance.
5. On-site records identifying the character, physical capabilities, certifications and ongoing training of each employee performing services under this contract.
6. A log to account for all requests for immediate service. The log shall indicate the date and time of services, and description of results and completion of these services.
7. On-site records of any complaints or problems, with procedures taken to allow for corrections and/or elimination before effects caused interruption of performance of contract.

ATTACHMENT D

QUALITY ASSURANCE PERFORMANCE STANDARDS

DEFINITIONS:

Levels of Maintenance

To establish maintenance priorities, areas of the cemetery are described here in order of their potential to impact the visual impression of families and visitors. Areas considered Visually Prominent have the highest priority when allocating resources.

Visually Prominent Areas:

Interment areas
Committal service shelters
Areas adjacent to the main entrance road
Turf, trees, and planting areas adjacent to flagpole/assembly
Public information building
Visitor entrance to the administration building
Entrance gate
Primary roads and routes to the committal service shelter

Medium Visual Impact Areas

Non-burial areas adjacent to the secondary road
Areas adjoining the memorial path
Areas adjacent to the maintenance building and yard

Low Visual Impact Areas

Non-use areas
Soil spoils areas
Areas viewed at considerable distance

GROUNDS MAINTENANCE

Performance Standard	Minimum Acceptable Level (MAL)	Desired Level (DL)	Disincentive	Incentive
Mowing	95 % of visually prominent Turf areas are mowed with newly sharpened blade and maintained at 2.5 to 3 inches or as required by the COTR	100 % of visually prominent Turf areas are mowed with newly sharpened blades, and maintained at 2.5 to 3 inches or as required by the COTR	20% of invoice deduction for failing to meet MAL	Full payment of invoice
Marker Trimming and Edging	98% of all un-mowed grass around headstones, monuments, markers and other vertical surfaces are trimmed at 2.5 to 3 inches and/or equal to the adjacent turf or as required by the COTR with no scalping evident. 98% of weekly inspections reveal proper edging of streets, curbs, walkways, tree wells and shrub beds have been edged.	100% of all un-mowed grass around headstones, monuments, markers and other vertical surfaces are trimmed at 2.5 to 3 inches and/or equal to the adjacent turf or as required by the COTR with no scalping evident. 100% of weekly inspections reveal proper edging of streets, curbs, walkways, tree wells and shrub beds have been edged.	20% of invoice deduction for failing to meet MAL	Full payment of invoice
Marker Trimming and Edging	90% of all Machine Cut Divot edges of landscape beds are maintained as designed and installed.	95% of all Machine Cut Divot edges of landscape beds are maintained as designed and installed.	10% deduction from invoice for failing to meet MAL	Full payment of invoice
Turf Renovation	95% of visually prominent areas with established turf are free of bare areas. Sod/seed replaced where appropriate.	100% of visually prominent areas with established turf are free of bare areas. Sod/seed replaced where appropriate.	20% of invoice deduction for failing to meet MAL	Full payment of invoice
Fertilizer Application	90% of fertilizer applications are in accord with the procedures in NCA handbook 3420 and this solicitation.	100% of fertilizer applications are in accord with the procedures in NCA handbook 3420 and this solicitation.	20% of invoice deduction for failing to meet MAL	Full payment of invoice
Aerification	90% of turf aerations are in accord with the procedures in NCA handbook 3420 and this solicitation.	100% of turf aerations are in accord with the procedures in NCA handbook 3420 and this solicitation.	10% of invoice deduction for failing to meet MAL	Full payment of invoice
Thatch removal	90% of thatch removals are in accord with the procedures in NCA handbook 3420 and this solicitation.	100% of thatch removals are in accord with the procedures in NCA handbook 3420 and this solicitation.	10% of invoice deduction for failing to meet MAL	Full payment of invoice
Weed, Insect, Vertebrate Pest and Disease Control	90 % of visually prominent Turf and Landscape areas are generally pest and weed free.	95 % of visually prominent Turf and Landscape areas are generally pest and weed free.	20% of invoice deduction for failing to meet MAL	Full payment of invoice

Debris and Trash Removal	95% of all Turf and Landscape areas are free of leaves, fallen branches and trash after one attempt to correct any deficiencies	100% of all Turf and Landscape areas are free of leaves, fallen branches, and trash	5% deduction from invoice for failing to meet MAL	Full payment of invoice
Sweeping and Blowing off of roads and walkways, main entrance, and Columbaria and Committal Shelter Areas. All trash removal	95% of roads and walkways, main entrance, and Columbaria and Committal Shelter Areas properly swept or blown off with trash removed.	100% of roads and walkways, main entrance, and Columbaria and Committal Shelter Areas are properly swept or blown off with trash removed.	20% deduction from invoice for failing to meet MAL	Full payment of invoice
Electronic record keeping and Report Submittals	Using a computer, the Contractor develops and follows a Grounds Maintenance Plan that describes their planned activities for the week, month and year. Provides all required submittals on time 95% of the time	Using a computer, the Contractor develops and follows a Grounds Maintenance Plan that describes their planned activities for the week, month and year. Provides all required submittals on time 100% of the time	5% deduction from invoice for failing to meet MAL	Full payment of invoice
Contractor Conduct	The conduct of daily grounds maintenance activities does not detract from the overall function of the cemetery 95% of the time.	The conduct of daily grounds maintenance activities does not detract from the overall function of the cemetery 100% of the time.	20% deduction from invoice for failing to meet MAL	Full payment of invoice
Contractor Safe Practices	Personal protective equipment is used and safety measures are adhered to during all work 95% of the time.	Personal protective equipment is used and safety measures are adhered to during all work 100% of the time.	20% deduction from invoice for failing to meet MAL	Full payment of invoice

TREE AND SHRUB PRUNING AND MAINTENANCE

Performance Standard	Minimum Acceptable Level (MAL)	Desired Level (DL)	Disincentive	Incentive
Structural Training of Trees and Shrubs	Contractor shall train trees and shrubs according to <u>Best Management Practices “Tree Pruning”, Companion publication to the ANSI A300 (Part 1) Tree, Shrub, and Other Woody Plant Maintenance – Standard Practices, Pruning</u> 90% of the time	Contractor shall train trees and shrubs according to <u>Best Management Practices “Tree Pruning”, Companion publication to the ANSI A300 (Part 1) Tree, Shrub, and Other Woody Plant Maintenance – Standard Practices, Pruning</u> 100% of the time	15% deduction from invoice for failing to meet MAL	Full payment of invoice
Tree Inventory record keeping	For review and approval of the COTR , the contractor maintains in a professional manner a log of all work performed on the trees and shrubs, including plant identification, location, description of work, and date performed 90% Of the time.	For review and approval of the COTR , the contractor maintains in a professional manner a log of all work performed on the trees and shrubs, including plant identification, location, description of work, and date performed 100% Of the time	10% deduction from invoice for failing to meet MAL	Full payment of invoice
Groundcover, and Landscape Bed Maintenance, Fertilization and Weed Control	Contractor shall keep Landscape beds weed free. In addition, bark mulch shall be uniformly maintained at a 3 inch depth in all landscape beds, except at the base of tree trunks where mulch should be pulled 4 inches away from the root crown 90% Of the time.	Contractor shall keep Landscape beds weed free. In addition, bark mulch shall be uniformly maintained at a 3 inch depth in all landscape beds, except at the base of tree trunks where mulch should be pulled 4 inches away from the root crown 100% Of the time.	10% deduction from invoice for failing to meet MAL	Full payment of invoice
Safety Maintained during operations	No accidents or incidents due to contractor’s failure to take safety precautions.	No accidents or incidents due to contractor’s failure to take safety precautions.	5% deduction from invoice for safety violation.	Full payment of invoice

IRRIGATION SYSTEM MANAGEMENT AND MAINTENANCE

Performance Standard	Minimum Acceptable Level (MAL)	Desired Level (DL)	Disincentive	Incentive
Irrigation system repair and maintenance	The Contractor is required to maintain and repair the irrigation system so that it performs as designed 95% of the time.	The Contractor is required to maintain and repair the irrigation system so that it performs as designed 100% of the time.	20% deduction from invoice for failing to meet MAL	Full payment of invoice
Irrigation Management	<u>The Contractor is required to irrigate the turf as described in NCA Handbook 3420, pages 11-12, Irrigation</u> , correctly scheduling irrigations to optimize plant health while conserving water 95% of the time.	<u>The Contractor is required to irrigate the turf as described in NCA Handbook 3420, pages 11-12, Irrigation</u> , correctly scheduling irrigations to optimize plant health while conserving water 100% of the time.	20% deduction from invoice for failing to meet MAL	Full payment of invoice
Irrigation record keeping	The Contractor is required to keep and maintain records of weekly, monthly and yearly water use to be provided to the COTR when requested 90% of the time.	The Contractor is required to keep and maintain records of weekly, monthly and yearly water use to be provided to the COTR when requested 100% of the time.	10% deduction from invoice for failing to meet MAL	Full payment of invoice
Safety Maintained during operations	No accidents or incidents due to contractor's failure to take safety precautions.	No accidents or incidents due to contractor's Failure to take safety precautions.	5% deduction from invoice for safety violation.	Full payment of invoice

FACILITY MAINTENANCE

Performance Standard	Minimum Acceptable Level (MAL)	Desired Level (DL)	Disincentive	Incentive
Cleaning of Facility Buildings	Floors are swept (and mopped, if necessary), carpets, windows, and blinds are cleaned periodically to ensure they are free of litter, dirt, dust and debris 95% of the time.	Floors are swept (and mopped, if necessary), carpets, windows, and blinds are cleaned periodically to ensure they are free of litter, dirt, dust and debris 100% of the time	20% deduction from invoice for failing to meet MAL	Full payment of invoice
Toilets Cleaned and Sanitized	Toilets are cleaned and sanitized 95% of the time	Toilets are cleaned and sanitized 100% of the time.	10% deduction from invoice for failure to meet MAL.	Full payment of invoice
Floors are clean, sanitized and free of dirt and water.	Floors are clean, sanitized and free of dirt, debris and water 95% of the time.	Floors are clean, sanitized and free of dirt, debris and water 100% of the time.	5% deducted from invoice	Full payment of invoice
Trash cans emptied and cleaned.	Trash cans are emptied and cleaned 95% of the time.	Trash cans are emptied and cleaned 100% of the time.	10% deducted from invoice	Full payment of invoice
Glass Surfaces Cleaned and free of dirt, streaks and smudges.	Glass Surfaces are cleaned and free of dirt, streaks and smudges 95% of the time.	Glass Surfaces are cleaned and free of dirt, streaks and smudges 100% of the time.	1% deducted from invoice	Full payment of invoice
Dispensers are replenished with toilet paper, paper towels and soap.	Supplies are replenished 95% of the time.	Supplies are replenished 100% of the time	5% deducted from invoice	Full payment of invoice
Safety Maintained during operations	No accidents or incidents due to contractor's failure to take safety precautions.	No accidents or incidents due to contractor's failure to take safety precautions.	5% deduction from invoice for safety violation.	Full payment of invoice

COMMITAL SHELTER SET UP /CLEANING

Performance Standard	Minimum Acceptable Level(MAL)	Desired Level (DL)	Disincentive	Incentive
Cleaning and Setup of Shelters	Shelters have been cleaned of all debris and necessary set-up completed at least 30 minutes prior to first service. Flower and other debris removed between services.	Shelters have been cleaned of all debris and necessary set-up completed at least 45 minutes prior to first service. Flower and other debris removed between services.	5% of invoice deducted for failure to meet MAL.	Full payment of invoice

HEADSTONE RECEIVING SETTING AND ALIGNMENT

Performance Standard	Minimum Acceptable Level (MAL)	Desired Level (DL)	Disincentive	Incentive
Headstones and Markers are properly aligned.	90% of Headstones and Markers inspected meet proper height and alignment requirements	100% of Headstones and Markers inspected meet proper height and alignment requirements.	20% of invoice deducted for failure to meet MAL.	Full payment of invoice
Safety Maintained during operations	No accidents or incidents due to contractor's failure to take safety precautions	No accidents or incidents due to contractor's failure to take safety precautions.	5 % of invoice deducted for safety violation.	Full payment of invoice
Report Submittals	Turns in all required submittals on time 95% of the time	Turns in all required submittals on time 100% of the time	5% deduction from invoice for failing to meet MAL	Full payment of invoice

HEADSTONE CLEANING AND MAINTENANCE

Performance Standard	Minimum Acceptable Level (MAL)	Desired Level (DL)	Disincentive	Incentive
Headstones and Markers are clean and free of debris and objectionable accumulations	90% of Headstones and Markers inspected are clean, free of debris and objectionable accumulations	100% of Headstones and Markers inspected are acceptably clean and free of debris	20% deduction from invoice for failure to meet MAL.	Full payment of invoice
Safety Maintained during operations	No accidents or incidents due to contractor's failure to take safety precautions	No accidents or incidents due to contractor's failure to take safety precautions	5% of invoice deducted for safety violation.	Full payment of invoice
Report Submittals	Turns in all required submittals on time 95% of the time	Turns in all required submittals on time 100% of the time	5% deduction from invoice for failing to meet MAL	Full payment of invoice

TURF REPLACEMENT BY SOD

Turf Replacement by Sod of Casketed and Cremation Sites	<u>Follows the procedures in</u> NCA Handbook 3420, pages 5-6, Initial Seeding or Sodding on Newly-Filled Graves, or Re-seeding of Turfgrass on Sunken Gravesites, and this solicitation or as determined by the COTR 90% of the time.	<u>Follows the procedures in</u> NCA Handbook 3420, pages 5-6, Initial Seeding or Sodding on Newly-Filled Graves, or Re-seeding of Turfgrass on Sunken Gravesites, and this solicitation or as determined by the COTR 100% of the time.	10% deducted from invoice	Full payment of invoice
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SUNKEN GRAVE REPAIR

Sunken Casket and Cremation Grave Repair	95% of gravesites are level and blend with the level of adjacent gravesites	100% of gravesites are level and blend with the level of adjacent gravesites	10% deduction from invoice for failing to meet MAL	Full payment of invoice

MAINTENANCE OF BUFFER AREAS

Perimeter Buffer Area Maintenance	90% of designated perimeter buffer areas are trimmed, mowed or disked with a properly maintained appearance	100% of designated perimeter buffer areas are mowed or disked with a properly maintained appearance	10% deduction from invoice for failing to meet MAL	Full payment of invoice
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CONTRACTOR CONDUCT/SAFE PRACTICES/REPORT SUBMITTALS

Performance Standard	Minimum Acceptable Level (MAL)	Desired Level (DL)	Disincentive	Incentive
Contractor Conduct	0 Complaints received as a result of operations, noise, equipment, employee dress/behavior that intrudes on the visitor's experience	0 Complaints received as a result of operations, noise, equipment, employee dress/behavior that intrudes on the visitor's experience	5% of invoice deducted for failure to meet MAL.	Full payment of invoice
Contractor Safe Practices	0 accidents due to improper PPE and/or protective measures	0 accidents due to improper PPE and/or protective measures	5% of invoice deducted for failure to meet MAL.	Full payment of invoice
Report Submittals	Turns in all required submittals by deadline date 95% of the time	Turns in all required submittals by deadline date 100% of the time	5% of invoice deducted for failure to meet MAL.	Full payment of invoice

ATTACHMENT D

1. Quality Assurance Surveillance Plan: The QASP will consist of periodic inspections conducted by the COTR or his/her designee, and by visitor input (in the form of complaints of poor service or responses on good service). A completed evaluation covering the items listed in the “Management Support Rating Criteria” (enclosed below) will be forwarded to the Contracting Officer every six (6) months, by the COTR. A surveillance report will be prepared by the CO and forwarded to the Contractor. The Contractor shall respond to any complaints and/or ratings of poor performance within five (5) calendar days, after receipt of the report. All visitor complaints deemed by the COTR to require a written response to the Contractor, or administrative action, will be forwarded to the CO, as soon as possible, for action.

MANAGEMENT SUPPORT RATING CRITERIA

CLIN	PERFORMANCE OBJECTIVE	INDICATORS OF SUCCESS
001	IPM BASED GROUNDS MAINTENANCE SERVICES	
	TURF MAINTENANCE	Contractor follows procedures described in NCA Handbook 3420 “Turfgrass Maintenance in VA National Cemeteries”. (The COTR will provide a copy Contractor) Any changes to these procedures must be approved in advance by the COTR.
	MOWING	Weekly mowing inspections reveals compliance with NCA standards for grass height. Mowing will be performed at least once per week during growing season (April through October), unless otherwise determined by COTR. Keep mower blades sharp at all times. Start each mowing cycle with newly sharpened Blades Alternate the direction of mowing where possible. When mowing between rows of headstones, begin each mowing cycle at a point that will ensure that each row is mowed in the opposite direction from the previous cycle Turf in burial and public areas is maintained at a height of 2.5 to 3 inches. Contractor has mowed, edged and trimmed all grass within the cemetery as specified by the COTR. All turf areas are mowed such that no more than 1/3 of the height of the grass is removed at any one mowing. Grass clippings are left on turf (grass cycling) However, any evident windrows of grass clippings must be removed. Any leaves, fallen branches and trash have been removed. There should be no scalping , windrows, no clippings left on walks, headstones, markers, streets etc. or any damage to headstones, markers, monuments, surrounding vegetation or structures
	MARKER TRIMMING AND EDGING	Un-mowed grass around headstones, monuments, markers and vertical surfaces has been trimmed to a height of 2.5 to 3 inches using line type trimmers or as directed by COTR The readability of the headstone or marker is not

		<p>obstructed by turf.</p> <p>There are no signs of turf being “scalped” by trimmers. There should be no scalping, windrows, no clippings left on walks, headstones, markers, streets etc. or any damage to headstones, markers, monuments, surrounding vegetation or structures.</p> <p>Weekly inspections reveals edging of streets, curbs, walkways, tree wells and shrub beds have been edged. All edges with the <u>Machine Cut Divot Edge Treatment</u> shall be maintained in the same manner and appearance as initially designed and installed (3”-5” deep, 8” Back to Grade, 3” strip of Bark Mulch)</p>
	TURF RENOVATION BY SOD OR SEED	<p><u>Follows the procedures NCA Handbook 3420, pages 6-8, Re-seeding of Turfgrass in Areas Designated for Total Renovation</u>, or as determined by the COTR.</p> <p><u>All newly dug or refilled graves</u> have been properly re-sodded or seeded with quality topsoil to insure quality turf. Sod/seed is free of noxious weeds.</p> <p>Contractor has removed and disposed of all dead turf and has replaced any sod which has died or has been damaged during the establishment period.</p> <p>Delivery tickets indicating weight, analysis, purity and vendor’s name, etc. have been submitted to the COTR within 2 days of analysis.</p>
	FERTILIZER APPLICATION	<p><u>Follows the procedures in NCA Handbook 3420, pages 10-11, Fertilization</u>, or as determined by the COTR.</p> <p>4 applications: March, May, September, October or as determined by COTR.</p> <p>Fertilizer is Government provided.</p>
	AERIFICATION	<p><u>Follows the procedures in NCA Handbook 3420, page 12, Aerification</u>, or as determined by the COTR.</p> <p>Aerification will be performed at least two times a year when the turf is actively growing or as determined by the COTR. Aerification equipment must be approved by the COTR</p>
	THATCH REMOVAL	<p><u>Follows the procedures in NCA Handbook 3420, page 12-13, Thatch Removal</u>, or as determined by the COTR.</p> <p>Thatch Removal will be performed once it exceeds ½ inch in thickness or as required by the COTR. Thatch Removal Equipment must be approved by the COTR.</p>
	WEED, INSECT, DISEASE AND VERTEBRATE PEST CONTROL	<p><u>Follows the procedures in NCA Handbook 3420, Appendix D, Insect and Animal Turfgrass Pest Control, pages D-1 to D-2, and Appendix E, pages E-1 through E-4, Weed Control in Turfgrass Areas</u>, or as determined by the COTR. In addition:</p> <p>The Contractor shall notify the COTR no less than 5 working days prior to any Pesticide application and provide documentation indicating the type, amount, and application area for COTR approval</p> <p>Appropriate signs posted informing public of the time and date the chemical will be applied.</p> <p>Re-application may be necessary if pest is not sufficiently</p>

		controlled/eradicated as determined by the COTR. The Contractor shall re-establish turf in bare areas to insure acceptable appearance at all times.
	ELECTRONIC RECORD KEEPING	The Contractor shall develop and follow a grounds maintenance plan that describes their planned activities for the week, month and year. The Grounds Maintenance Plan will include but is not limited to: the IPM plan, pesticide and fertilizer applications, irrigation and irrigation maintenance schedules, mowing and trimming schedule. A copy of this plan shall be provided to the COTR. Any deviations from this plan shall be approved by the COTR.
	CONTRACTOR CONDUCT	The conduct of daily grounds maintenance activities does not detract from the overall function of the cemetery.
	CONTRACTOR SAFE PRACTICES	Personal protective equipment is used and safety measures are adhered to at all times during all work.
001A	IPM BASED TREE AND SHRUB PRUNING AND MAINTENANCE INCLUDING STRUCTURAL TRAINING OF TREES AND SHRUBS AND TREE INVENTORY RECORD KEEPING; GROUNDCOVER, AND LANDSCAPE BED MAINTENANCE, FERTILIZATION, WEED AND PEST CONTROL	
	STRUCTURAL TRAINING OF TREES AND SHRUBS	Contractor shall train trees and shrubs according to <u>Best Management Practices “Tree Pruning”, Companion publication to the ANSI A300 (Part 1) Tree, Shrub, and Other Woody Plant Maintenance – Standard Practices, Pruning.</u>
	TREE INVENTORY RECORD KEEPING	The contractor shall maintain in a professional manner a log of all work performed on the trees and shrubs, including plant identification, location, description of work, and date performed.
	GROUNDCOVER, AND LANDSCAPE BED MAINTENANCE, FERTILIZATION, WEED AND PEST CONTROL	Contractor shall keep Landscape beds weed free. In addition, bark mulch shall be uniformly maintained at a 3 inch depth in all landscape beds, except at the base of tree trunks where mulch should be pulled 4 inches away from the root crown.
001 B	IRRIGATION AND IRRIGATION SYSTEM MANAGEMENT AND MAINTENANCE	<u>The Contractor is required to irrigate the turf as described in NCA Handbook 3420, pages 11-12, Irrigation, or as determined by the COTR.</u> The Contractor is required to maintain the irrigation system so that it performs as designed. The work includes but is not limited to: repairing or replacing sprinkler heads; mainline and lateral line repair; ensuring the sprinkler heads are properly aligned, nozzled and providing head to head coverage; ensuring that the landscape bed irrigation system is providing the correct amount of water to all plant material, and repair/replace as needed; repair/replacement of electric control valves; The Contractor is required to correctly schedule irrigations

		to optimize plant health while conserving water. The Contractor is required to keep and maintain records of weekly, monthly and yearly water use to be provided to the COTR when requested.
002	FACILITY MAINTENANCE	
	CLEANING AND MAINTENANCE OF ALL RESTROOMS	Restrooms are disinfected and free of dirt, deposits, streaks and odors. Toilets and urinals are disinfected and free of scale, stains, scum and other deposits. Floors are swept, and wet mopped to ensure they are free of litter, dirt, dust and debris. Restrooms are properly stocked with sufficient toilet paper, paper towels and soap
	CLEANING OF ALL FACILITY BUILDINGS	Floors are swept (and mopped, if necessary), carpets, windows, and blinds are cleaned periodically to ensure they are free of litter, dirt, dust and debris.
	INTERMENT SHELTER SET-UP / CLEANING	Shelters have been cleaned of all debris and necessary set-up completed at least 30 minutes prior to first service. Temporary committal shelters have been cleaned of all debris and twelve chairs have been set up 30 minutes prior to the first scheduled service for that shelter. Flowers pedals and debris have been cleaned up between services.
003	HEADSTONE CLEANING AND MAINTENANCE	All objectionable material and discoloration, such as accumulations of bird droppings or mud, tire and hose markings, grass stains, residue from trees, fungus, mold, etc. have been removed from each headstone. Headstones are cleaned: 1. Prior to Memorial Day 2. Prior to Veteran's Day 3. As determined by the COTR Sidewalks, curbs and entrance gate to cemetery have been pressure-washed. Headstones have remained plumb and aligned after cleaning. Turf surrounding headstones remains undamaged by cleaning. Headstones having any accidental dirt splash-up or grass debris have been promptly cleaned. Contractor uses cleaning product, "Daybreak" at 50/50 mix with water on all white headstones on both cleanings each year. (Inspections and tracking of results using "Daybreak" on all headstones will be conducted by the COTR.) Percent of headstones inspected in a defined time period and on a regular basis are acceptably clean and debris-free.

006	HEADSTONE RECEIVING SETTING AND ALIGNMENT	<p>Headstones are installed within ten (10) days of delivery to the Cemetery as weather and soil conditions permit or as soon as practicable after receipt.</p> <p>Breakage or damage of a headstone due to Contractor negligence has been reported to the COTR immediately.</p> <p>Damaged and replacement headstones, upon receipt of the new headstones, have been destroyed by the Contractor by breaking the headstone with a maul or sledgehammer. Resulting debris has been removed from the cemetery grounds.</p> <p>Headstones are protected from the weather during transportation and storage to avoid damage or staining from crating materials. The COTR will establish a suitable storage area at the Cemetery</p> <p>Upright headstones for individual graves have been erected on the center line at the head of the grave with the inscription facing the grave. Headstones are set plumb and aligned laterally, transversely and diagonally with the headstones on other graves. Measurements were taken from the selection layout control points and not from headstones previously set.</p> <p>New and replacement headstones in old sections are set at the same distance above ground as the adjacent headstones, provided they are set with the inscription above the ground level. In new sections, all upright headstones are set at a height of 24 inches from the finished grave to the top of the arc. Minor deviations in less than nominal height are permissible to provide a uniform appearance in the top line to compensate for slight ground rises or depression within a burial section.</p> <p>Placement of flat markers have been installed with the top edge flush with the head of the gravesite, at grade level and with the face of the marker parallel to the ground.</p> <p>Flat marker height permits passage of lawn mowing equipment without damage to the markers. Contractor has submitted his weekly inspection report to the COTR indicating:</p> <ol style="list-style-type: none"> 1. Number of headstones raised (upright and flat) and section number 2. Number of headstones realigned (upright and flat) and section number. 3. Contractor has submitted report to the COTR explaining any situations where there is a problem aligning a headstone.
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	TURF REPLACEMENT BY SOD OF CASKETED SITE	<p><u>Follows the procedures in Attachment D</u> NCA Handbook 3420, pages 5-6, Initial Seeding or Sodding on Newly-Filled Graves, or Re-seeding of Turfgrass on Sunken Gravesites, or as determined by the COTR.</p> <p><u>All newly dug or refilled graves</u> have been properly re-sodded with quality topsoil to insure quality turf. Sod/seed is free of noxious weeds.</p> <p>Contractor has removed and disposed of all dead turf and has replaced any sod which has died or has been damaged during the establishment period.</p> <p>Delivery tickets indicating weight, analysis, purity and vendor's name, etc. have been submitted to the COTR within 2 days of analysis.</p>
012/013	SUNKEN GRAVE REPAIR	<p><u>Follows the procedures in Attachment D</u> NCA Handbook 3420, pages 5-6, Initial Seeding or Sodding on Newly-Filled Graves, or Re-seeding of Turfgrass on Sunken Gravesites, or as determined by the COTR.</p> <p><u>All newly dug or refilled graves</u> have been properly re-sodded or seeded with quality topsoil to insure quality turf. Sod/seed is free of noxious weeds.</p> <p>Contractor has removed and disposed of all dead turf and has replaced any sod which has died or has been damaged during the establishment period.</p> <p>Delivery tickets indicating weight, analysis, purity and vendor's name, etc. have been submitted to the COTR within 2 days of analysis.</p>
	TRIMMING MOWING AND/ OR DISCING OF DESIGNATED PERIMETER BUFFER AREAS	<p>The designated perimeter area will be trimmed, mowed or disked to provide a properly maintained appearance. This operation will be performed four (6) times per year or as determined by the COTR.</p>