

PNM 2002

# CDM Transmittal

## CDM

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**To:** Kirby Olson, Ph.D. **From:** Robin Jones  
**Organization/Address:** 2905 Rodeo Park Drive  
East Building 1 **Date:** August 8, 2002  
Hazardous Waste Bureau  
Santa Fe, NM 87505  
**Re:** Former AG&E MGP Site Remediation Project  
**Job #:** 5000-36452-PM.PLG

**Via:** Mail:  Overnight:  Hand-delivered:

**Enclosed please find:** The Communications Plan for the Former AG&E MGP Remediation Project

For your information	<input checked="" type="checkbox"/>	Approved	<input type="checkbox"/>
For your review	<input type="checkbox"/>	Approved as noted	<input type="checkbox"/>
For your signature	<input type="checkbox"/>	Returned to you for correction	<input type="checkbox"/>

### Message:

Enclosed please find the Communications Plan for the referenced project. This plan will serve to guide team member communications and documentation of project work. If you have any comments or questions, please feel free to contact Paul Karas or me.

*Robin M. Jones*

Signed

The Public Service Company  
of New Mexico (PNM)

Voluntary Corrective Action Process for  
the Former Manufactured Gas Plant (MGP)

Communications Plan

August 2002

*Communications  
Plan*

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# Section 1

## Project Summary

### 1.1 Project Summary

The Public Service Company of New Mexico (PNM) has entered into a voluntarily corrective action process for the former Manufactured Gas Plant (MGP) site in downtown Albuquerque formerly owned by its predecessor company, Albuquerque Gas & Electric Company (AG&E). The property is currently owned by the First Baptist Church of Albuquerque who has plans to develop the site with a two- or three-story building.

PNM's preliminary investigations have revealed soils highly contaminated with MGP product and waste materials to a depth of 25 to 30 feet. Contaminants present include tar-like materials, coal, polycyclic aromatic hydrocarbons (PAHs) and benzene with lesser occurrences of elevated metals, cyanide, sulfide, and ammonia. A limited groundwater investigation documented groundwater contamination related to offsite sources, but provided no evidence of impacts related to the former AG&E MPG site.

PNM has selected CDM and its team of talented risk assessment, remediation, and health and safety specialists to conduct a risk-based remedial effort at the AG&E MGP site. CDM plans to accomplish this effort with five primary tasks discussed below.

Task 1 consists of a risk assessment to develop site-specific Preliminary Remediation Goals (PRGs). The first step in this assessment is to identify the contaminants of concern (COC), their sources, and how people may be exposed to COCs during remediation and future property development and use. Next a model will be developed to assess who will be exposed to soil, from what depth, what COCs are present, and what will be the exposure pathway. After potential exposure has been determined, EPA toxicity factors will be used to determine safe exposure levels. Results of the exposure and toxicity assessments will be combined in a back-calculation to develop contaminant-specific PRGs for particular target risk levels. Included in the development of the PRGs will be uncertainty analysis and consideration of mediating factors.

Once PRGs have been determined and accepted by all stakeholders, CDM will begin Task 2- remedial solution design. Design submittals for the AG&E MGP site remediation project will consist of two components: a written design report and a set of plans and specifications suitable for CDM construction crews. The engineering design report will provide a description of the design basis, general cleanup sequence, permitting requirements, and appendices with specific plans to guide soil sampling, air monitoring, health and safety, and operational issues as appropriate. To guide the remedial process the CDM team will prepare a set of plans and specifications which will include: a site plan, site controls, traffic routing, excavation plan and sections, confirmation sampling plan, backfill plan, and demobilization/site restoration.

Task 3 will be the implementation of the remedial plan. This task will include: mobilization and site preparation, soil excavation, backfilling, and transportation of contaminated soil. Concurrent with the excavation tasks active odor and vapor control and soil sampling will take place.

Task 4 consists of an air monitoring and worker health and safety program. The air monitoring program will include real time air monitoring for volatile organic compounds (VOCs), PM<sub>10</sub>, and semi-quantitative odor levels. Worker health and safety will be safeguarded by implementation of a site-specific health and safety plan, monitoring, and regular safety meetings.

Site Operations Management is Task 5. CDM will take responsibility for all project management task in order to successfully complete the AG&E MGP site remediation project. Good communications between PNM, CDM, our subcontractors, regulating agencies, and the public is essential to the successful completion of this project. For this reason, CDM has developed this communication plan to identify all team members, their roles, responsibilities, and appropriate lines communication. This communication plan also outlines periodic reporting schedules, formats, distribution and approvals.

# Section 2

## Team Members and Stakeholder Communications

The Team Member and Stakeholder Communications Matrix (Attachment 1) identifies and gives contact information for the primary contact person(s) for the currently identified stakeholder organizations and firms involved with the project. The following summarizes general project communications protocols:

### 2.1 Team Communications

In general, team members should communicate freely in order to efficiently transfer information and facilitate project goals. Whenever decisions need to be made that impact the risk assessment assumptions, design or construction, project schedule, project costs, regulatory issues, or when PNM requires information, CDM's project manager, Paul Karas, shall be involved in or informed of the communications. During excavation activities the site foreman will be the primary contact for all field related issues. CDM team members will act on direction only from CDM in accordance with the terms of the executed subcontracts.

### 2.2 PNM Communications

CDM's Contract Administrator, Gary Laakso, is responsible for contract related communications with PNM. However, that authority has been delegated to Paul Karas to facilitate the day-to-day management of contract issues. Mr. Karas is also CDM's primary point of contact with PNM for technical and project-related communications. During excavation activities the site foreman will be the primary contact for all field related issues.

### 2.3 Regulatory Communications

PNM's project manager, John Ferraiuolo is the primary responsible person for communications with the New Mexico Environment Department and local agencies regarding the project. Mr. Ferraiuolo may call on others within the PNM organization, as appropriate, to participate in these communications. Additionally, Mr. Ferraiuolo may authorize members of the CDM team to communicate directly with the regulatory agencies or support PNM in regulatory meetings regarding certain subjects. Mr. Ferraiuolo shall be kept informed of any substantive conversations or other communications with regulatory agencies regarding this project. Any such communications shall be documented with transmittal to John Ferraiuolo and records maintained in the project files in the CDM Albuquerque office.

## **2.4 Community/Media Relations**

PNM is the primary responsible party for community relations in regards to this project. Members of the CDM team may be called on to support PNM in public meetings, discussions with interested community groups or other community relations functions. PNM will prepare a community relations plan to further define efforts to inform the surrounding commercial and residential neighbors of the project plans, goals, and schedules. Unless otherwise directed by PNM, all inquiries or requests for information from the media or members of the community received by the CDM team will be referred to PNM.

# Section 3

## Reporting

During all phases of the AG&E MGP site remediation project, CDM will submit weekly and monthly reports summarizing the CDM team's activities. At the end of the project a closure report will be submitted to PNM as described in CDM's proposal.

### 3.1 Weekly Reports

Weekly reports will be transmitted by CDM to PNM's project manager, John Ferraiuolo by Tuesday of the following week. These reports will be written in brief, outline and bullet form and will include the following information:

- Reporting Period
- Significant Accomplishments
- Progress for the Week
- Problems Encountered
- Problem Resolution or Steps Taken
- Activities Planned for Next Week

Weekly reports will be sent to PNM's project manager via e-mail and a hard copy will be placed in the CDM project file.

### 3.2 Monthly Reports

Monthly reports will summarize the information included in the weekly reports with copies of the weekly reports included in an appendix. The monthly report will also include budget and schedule status. During excavation activities, the volumes of materials handled and a summary of air monitoring data will be included in monthly reports. Any community, regulatory, or site security issues will also be communicated to PNM in the monthly report. Monthly reports will be sent to PNM's project manager in hard-copy format and a copy will be placed in the CDM project file.

### 3.3 Closure Report

When all tasks for the remediation of the AG&E MGP site have been completed, CDM will submit a Closure Report to PNM. This report will include the following:

- Results of the air and worker exposure monitoring program
- Confirmation sampling results
- All analytical data



- Waste Quantities
- Engineered Fill Quantities
- Transportation Schedule
- Deviations from the original remediation plan
- Problems and Remedies
- Copies of analytical reports, manifests, certificates of destruction, bills of lading, permits, any compliance reports, and other relevant paperwork.

## **Section 4**

# **Documentation**

CDM will be responsible for documenting and distributing meeting minutes, memoranda and other project correspondence (written, fax, and e-mail, as appropriate), and significant telephone conversations.

### **4.1 Meeting Agenda & Minutes**

CDM will prepare an agenda for each meeting that we lead with PNM and/or subcontractors. Minutes will be prepared and distributed to all attendees, and other affected individuals, via e-mail within four working days of the meeting. The minutes will include the date, a list of the attendees, pertinent issues discussed, and action items with responsibilities assigned. A copy of the meeting minutes will be placed in the CDM project files.

### **4.2 Memoranda and Other Correspondence**

The date, subject, client, and project numbers should be included in the header of all correspondence. All communications not sent to the project managers should include the project managers in the list of individuals receiving a copy. The author is responsible for seeing that copies are distributed properly and that a copy is placed in the CDM project file.

### **4.3 Faxes**

The fax header should include the date, name and phone number of the sender, the name and fax number of the receiver, the project numbers, the number of pages sent, and the names of individuals receiving copies. The sender of the fax is responsible for providing copies for the project managers and the project file.

### **4.4 Electronic Mail (E-mail)**

The project managers should be copied on all significant project-related e-mail. The CDM author is responsible for putting a hard copy of the e-mail in the project file.

### **4.5 Telephone Conversations**

Telephone call records of significant conversations should include the date, parties of the conversation, relevant information shared, decisions, action items, and responsibilities. The project managers, all affected parties, and the CDM project file should receive a copy of the phone record.

# Section 5

## Project Files

CDM will keep all files on all aspects of the project. Both hard copies and electronic files will be maintained.

### 5.1 Standard Files

The standard CDM filing system described in this subsection will be used on this project by CDM. The CDM files contain the written record of the project, including contractual, administrative, regulatory (including worker and perimeter monitoring), technical, and work product information and references.

CDM staff are encouraged to make complete use of the project files and avoid duplicating file information wherever possible. Original information must be kept in the project files. An "out card" should be used if project file material is being kept at a user's desk for more than one day.

CDM will use a standardized file format and numbering system. The file format is provided as Attachment 2.

### 5.2 Electronic Files

Project team members are responsible for the safe organized maintenance of all electronic files associated with the project. Critical electronic files and format requirements include the following:

<b><i>Document Type</i></b>	<b><i>Electronic File Format</i></b>
Text documents for project deliverables	Microsoft Word 2000
Spreadsheets for management and manipulation of project data	Microsoft Excel 2000
Design drawings, site plans, maps, figures	AutoCAD 2002
Project schedule	Microsoft Project 2000

At the close of the project, or as requested during the project, team members will provide electronic copies of critical project files to the CDM project manager in the Albuquerque, New Mexico office. Electronic files maintained in Albuquerque are stored on the local server and backed up on a daily basis. At the conclusion of the project, compact disk copies of all project files will be created for long-term archive in accordance with the prime contract.

**Appendix A**  
**Communications Matrix**

## Former AG&E MGP Remediation Project - Team Member and Stakeholder Communications Matrix

Company	Role and Responsibility	Name	Project Role	Phone Numbers	Office Address	E-mail Address
PNM	Lead for planning, managing, and financing the remediation effort at the former AG&E MGP site.	John Ferraiuolo	PNM Project Manager	O - (505) 241-4871 F - (505) 241-2340	Alvarado Square - MS 0408 Albuquerque, NM 87158	fferrai@pnm.com
		Maureen Gannon	Director Utility Environmental Services	O - (505) 241-2974 F - (505) 241-2376 C - (505) 249-8301	Alvarado Square - MS 2104 Albuquerque, NM 87158	mgannon@pnm.com
		Don Brown	Media Relations	O - (505) 241-0837 F - (505) 241-4386 P - (505) 790-6057	Alvarado Square - MS 1110 Albuquerque, NM 87158	Dbrown@pnm.com
FBC	Property owner	Robert Ewing	Property Owner Representative	H - (505) 292-3491	PO Box 16087 Albuquerque, NM 87191	ABQRRobert@aol.com
NMED	Regulatory agency responsible for oversight, document review and approval for the former AG&E MGP site remediation.	Baird Swanson	Agency Contact	O - (505) 841-9458 F - (505) 884-9254	4131 Montgomery Blvd NE Albuquerque, NM 87109	Baird_Swanson@nmenv.state.nm.us
		Kirby Olson, Ph.D.	Risk Assessment Specialist	O - (505) 428-2511 F - (505) 428-2567	2905 Rodeo Park Drive East Building 1 Hazardous Waste Bureau Santa Fe, NM 87505	Kirby_Olson@nmenv.state.nm.us
City of Albuquerque Environmental Health Department	Local agency with permitting authority and an interest in the project.	Mary Lou Leonard	Environmental Health Department - Environmental Services Division Manager	O - (505) 768-2631 F - (505) 768-2617	1 Civic Plaza, 3rd Fl., Rm. 3023 P.O. Box 1293 Albuquerque, NM 87103	mleonard@cabq.gov
		Christopher P. Albrecht	Lead Permitting Specialist - Permitting Section	O - (505) 768-1952 F - (505) 768-1977 P - (505) 251-0489	Technical Services Building 11850 Sunset Gardens SW Albuquerque, NM 87121	calbrecht@cabq.gov
EPRI	Technical advisor to PNM for the planning and management of the former AG&E MGP site.	Ash Jain	Technical Advisor	O - (908) 253-8909 F - (908) 526-0256	891 Ardsley Lane Bridgewater, New Jersey 08807	ajain@epri.com
CDM	Prime Consultant/Contractor - responsible for overall project planning, management, and execution. Primary contact for PNM, lead role on drawings and specifications, remedial solution implementation, site operations management tasks, community relations and regulatory support, technical review and final approval of all deliverables.	Paul A. Karas, C.P.G.	CDM Project Manager	O - (505) 243-3200 F - (505) 243-2700 C - (505) 269-0086	121 Tijeras Avenue N.E. Suite 1000 Albuquerque, NM 87102	KarasPA@cdm.com
		C. Tyler Inwin, C.P.G.	Asst. Project Manager	O - (505) 243-3200 F - (505) 243-2700	Albuquerque, NM	inwinCT@cdm.com
		Robin Jones, P.E.	Staff Engineer, Project Support	O - (505) 243-3200 F - (505) 243-2700	Albuquerque, NM	JonesRM@cdm.com
		Patricia Dentler, C.P.G.	Site Safety Manager	O - (505) 541-1121 F - (505) 541-0834 C - (505) 991-4997	1680 Hickory Loop Suite E Las Cruces, NM 88005	DentlerPL@cdm.com
		Gary Laakso	Contract Administrator/ Construction Task Leader	O - (425) 453-8383 F - (425) 646-9523	11811 N.E. First Street Suite 201 Bellevue, WA 98005	LaaksoGL@cdm.com

## Former AG&E MGP Remediation Project - Team Member and Stakeholder Communications Matrix

Company	Role and Responsibility	Name	Project Role	Phone Numbers	Office Address	E-mail Address
CDM	(continued)	Martin Carlson, P.E.	Design Task Leader	O - (425) 453-8383 F - (425) 646-9523	Bellevue, WA	Carlsonme@cdm.com
		Rick Goode	Construction Site Supervisor	O - (425) 453-8383 F - (425) 646-9523	Bellevue, WA	
		Steve Brewer, C.P.G.	Technical Advisor, Project Management	O - (949) 752-5452 F - (949) 752-1307 C - (714) 309-4222	18581 Teller Avenue Suite 200 Irvine, CA 92612	BrewerSL@cdm.com
		Ravi Subramanian, P.E.	Staff Engineer, Air Monitoring Support	O - (949) 752-5452 F - (949) 752-1307	Irvine, CA	SubramanianR@cdm.com
		James LaVelle, Ph.D.	Technical Advisor, Risk Assessment	O - (303) 298-1311 F - (303) 293-8236	1331 17th Street Suite 1200 Denver, CO 80202	LavelleJM@cdm.com
		Roger Olsen, Ph.D	Technical Advisor, Geochemistry, Fate and Transport	O - (303) 298-1311 F - (303) 293-8236	Denver, CO	OlsenRL@cdm.com
		R. Scott Supernaugh	Construction Site Supervisor	O - (562) 432-7996 F - (562) 495-0895	2030 West 17th Street Long Beach, CA 90813	SupernaughRS@cdm.com
		Angela Patterson	Staff Scientist, Risk Assessment Support	O - (760) 438-7755 F - (760) 438-7411	1925 Palomar Oaks Way Suite 300 Carlsbad, CA 92008	PattersonAK@cdm.com
GEI	Technical advisor to CDM on MGP remediation issues. Lead role in developing and implementing the air monitoring program during the remediation effort. Technical support and consultation for remedial design and implementation tasks.	Dennis Unites	Technical Advisor	O - (860) 537-0751 F - (860) 537-6347 C - (860) 608-0281	PO Box 297 188 Norwich Avenue Colchester, CT 06415	Dunites@geiconsultants.com
		Chris Dawdy	Air Monitoring Task Leader	O - (314) 569-9994 F - (314) 569-9979	243 North Lindbergh Blvd., Ste. 312 St. Louis, MO 63141	CDawdy@geiconsultants.com
		David Pluhar	Field Technical Advisor	O - (314) 569-9994 F - (314) 569-9979 C - (314) 608-0738	St. Louis, MO	DPluhar@geiconsultants.com
MCA	Lead role in completion and documentation of the risk assessment.	Charlie Menzie, Ph.D.	Risk Assessment Task Leader	O - (978) 453-4300 F - (978) 970-2791	One Courthouse Lane Suite 2 Chelmsford, MA 01824	CAMenzie@menziecura.com
		Katherine (Trina) von Stackelber	Risk Assessor	O - (978) 453-2864 F - (978) 970-2791	Chelmsford, MA	Kvon@menziecura.com
PLI	Laboratory analysis of confirmation and waste characterization samples.	Mitch Rubenstein, Ph.D.	President/Laboratory Manager	O - (505) 344-3777 F - (505) 344-4413 C - (505) 235-7133	2709 D Pan American Freeway NE Albuquerque, NM 87107	pin_lab@worldnet.att.net

## Former AG&E MGP Remediation Project - Team Member and Stakeholder Communications Matrix

<i>Company</i>	<i>Role and Responsibility</i>	<i>Name</i>	<i>Project Role</i>	<i>Phone Numbers</i>	<i>Office Address</i>	<i>E-mail Address</i>
Air Toxics, Ltd.	Laboratory analysis of air monitoring samples.					

Notes:

- PNM - Public Service Company of New Mexico
- FBC - First Baptist Church
- NMED - New Mexico Environment Department
- EPRI - Electrical Power Research Institute
- CDM - Camp Dresser & McKee Inc.
- GEI - GEI Consultants Inc.
- MCA - Menzie-Cura & Associates
- PLI - Pinnacle Laboratories Inc.
- ATL - Air Toxics, Ltd.

**Appendix B**  
**Project File Formatting**



**Attachment B**  
**Project File Formatting**

1. File Index
2. Background Information
  - 2.1. Site Background Reports
  - 2.2. Survey Data/Drawings
  - 2.3. CDM Proposal
  - 2.4. Miscellaneous
3. Correspondence/Meetings
  - 3.1. General Incoming
  - 3.2. General Outgoing
  - 3.3. PNM
  - 3.4. NMED
  - 3.5. City of Albuquerque Environmental Health Department
  - 3.6. Telephone Conversation Records
  - 3.7. Meeting Agenda/Minutes
4. Contracts
  - 4.1. Prime Contract
  - 4.2. Subcontracts
    - 4.2.1. GEI Consultants
    - 4.2.2. Menzie-Cura & Associates
    - 4.2.3. Waste Transportation
    - 4.2.4. Waste Disposal
  - 4.3. PMPs & Budget Information
  - 4.4. Invoices
5. Reports
  - 5.1. Analytical Lab Reports
  - 5.2. Weekly Reports
  - 5.3. Monthly Reports
  - 5.4. Risk Assessment Reports
  - 5.5. Design Reports, P&S
  - 5.6. Closure Report



- 5.7. Health and Safety Plan
- 5.8. Communications Plan
- 5.9. Community Relations Plan
- 5.10. Stage II Abatement Plan
- 6. Field Records
  - 6.1. Log Books
  - 6.2. Field Data Sheets
  - 6.3. Air Monitoring Data and Reports
  - 6.4. Photographs
  - 6.5. Bills of Lading/Manifests
  - 6.6. Certificates of Destruction
- 7. Other Records
  - 7.1. QA/QC
  - 7.2. Permits
  - 7.3. Miscellaneous