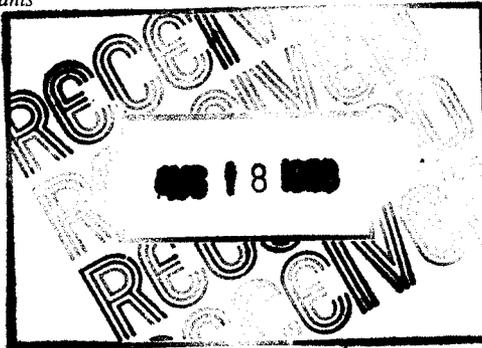


Kearney/Centaur Division  
A.T. Kearney, Inc.  
P.O. Box 1438  
225 Reinekers Lane  
Alexandria, Virginia 22313  
703 683 7932

Management  
Consultants

GRCC 88



**AT KEARNEY**

August 16, 1988

Mr. Thomas D. Clark  
Regional Project Officer  
U.S. Environmental Protection Agency  
1445 Ross Avenue  
Dallas, TX 75202-2733

*Via Federal  
Express*

Reference: EPA Contract No. 68-01-7374; Work Assignment No. R26-06-01;  
Giant Refinery; Gallup, NM; EPA I.D. No. NMD000333211;  
Comprehensive Ground-Water Monitoring Evaluation; Project  
Plan Revision 1

Dear Mr. Clark:

Enclosed please find the revised project plan for Kearney Team to conduct a Comprehensive Ground-Water Monitoring Evaluation (CME) and collect and analyze ground-water samples at the Giant Refinery facility. This project plan is being revised to provide for the necessary hours to conduct Tasks 03, 04, 05, and 98 as the original project plan did not include a cost estimate for those tasks.

All applicable A.T. Kearney Conflict of Interest Avoidance procedures have been adhered to for the proposed firms and staffs.

Also enclosed is a project plan approval sheet which you should sign and return to James Levin at Kearney/Centaur Division, 225 Reinekers Lane, Third Floor, Alexandria, VA 22314.

Please feel free to call me or Steve Muse, the Work Assignment Manager (who can be reached at 703/683-7932), if you have any questions.

Sincerely,

Arthur Glazer  
Technical Director

Enclosure

cc: A. Pearce, EPA OSW  
C. Miron, EPA Contracts  
J. Wanslow, NMEID  
J. Levin  
J. Grieve  
A. Schaffer  
S. Muse

M. Smith  
P. Davol  
D. Rhodes  
M. Ritter  
E. Gray, HLA-H

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Regional Project Plan Approval

I have reviewed the attached project plan and find it meets our criteria for technical accuracy. The projected cost and hour estimates are also acceptable.

APPROVAL:

\_\_\_\_\_  
EPA Regional Project Officer

\_\_\_\_\_  
Date

CONCURRENCE:

\_\_\_\_\_  
A.T. Kearney Program Director

\_\_\_\_\_  
Date

cc: EPA Headquarters Project Officer

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GIANT REFINERY  
COMPREHENSIVE GROUND-WATER MONITORING EVALUATION

WORK TO BE PERFORMED

The Kearney Team will conduct a Comprehensive Ground-Water Monitoring Evaluation (CME) as defined in the Final RCRA CME Guidance Document (OSWER Directive 9950.2) at the Giant Refinery (Giant) facility in Gallup, New Mexico.

PRIMARY INTENDED USE

The information compiled by the Kearney Team will be used by the New Mexico Environmental Improvement Division (NMEID) and EPA Region VI to determine the Giant facility's compliance with applicable sections of 40 CFR Parts 265 and 270.

PROJECT TASKS

The project will consist of the following tasks:

Task 01 - Prepare a project plan, including all preliminary contacts required for the preparation of the project plan. Coordinate and schedule the file search and field evaluation.

Task 02 - Conduct a search of the files for the Giant facility at the offices of NMEID in Santa Fe. Work under this task will also include renting a photocopier for use in copying appropriate file information.

Task 03 - Review all information compiled under Task 02. Based on available information, evaluate the facility's ground-water monitoring system (GWMS) design and operating procedures, in terms of its ability to assess the extent and rate of migration of ground-water contamination which may be present at the facility.

Work under this task will also include phone calls to NMEID, EPA and Giant personnel and time necessary for field work preparation.

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#### PROJECT TASKS

Task 04 - Conduct the field evaluation. During the field evaluation, observe the facility's operating procedures and techniques for well purging, sampling, sample handling, static water-level measuring, field analysis of samples, and other related operational activities. Provide necessary sample containers. Collect split samples from each well sampled. Analyze all samples collected. Constituents for which analyses will be performed will be determined by NMEID. All waters generated during well purging will be disposed properly by Giant.

Task 05 - Prepare a draft CME report which describes the results of the office and field evaluations and sample analyses. The draft report will be submitted to NMEID and EPA Region VI for comments. Based on these comments, prepare the final CME report.

Task 98 - Perform quality control review of draft deliverables.

Task 99 - Provide management oversight for the project.

#### HEALTH AND SAFETY PLAN

In preparing for the site visit, the Kearney Team will complete a checklist for the site to identify the activities and potential hazards at the site. Information to complete the checklist will be obtained from the Regional Project Officer and/or other EPA staff who are knowledgeable about the site and from the facility contact.

After the checklist has been completed, a determination will be made regarding the need for a health and safety plan for the site visit based on the anticipated hazards at the site. In cases where a health and safety plan is required, the Kearney Team will develop a specific plan for the site and amend the project plan to include an additional task to provide for resources for plan development. In cases where no health and safety plan is required (i.e., minimal hazard potential), the Kearney Team will follow health and safety procedures as outlined in the Kearney Staff Protocol for site visits.

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#### QUALITY CONTROL PLAN

The Kearney Team Work Assignment Manager will conduct milestone checks on each task. In addition, draft project deliverables will be reviewed by a senior technical staff member of Harding Lawson Associates to ensure technical quality and consistency with Agency regulations and policy.

#### STAFFING AND MANAGEMENT

Steve Muse of Kearney/Centaur will serve as the Work Assignment Manager (WAM).

Individual staff responsibilities are shown in Attachment I. The proposed staffing and task assignments for the project are shown in Attachment II. Hour allocations are shown for each task.

All applicable Conflict of Interest Avoidance (COI) procedures have been adhered to for the proposed firms and staffs.

#### SCHEDULE

The project will be conducted according to the schedule shown in Attachment III.

#### COST ESTIMATE

The estimated cost for completing this project is included as Attachment IV.

#### PERFORMANCE EVALUATION CRITERIA

The measures for evaluation of work assignment performance are described for each of the following performance criteria: user satisfaction, technical quality, editorial quality, conformity to schedule, conformity to budget, and communication. Measures for each of these criteria are discussed and agreed upon by the RPO and the WAM during the assignment planning process. To the extent possible, clear, quantitative measures should be established.

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ATTACHMENT I

STAFF RESPONSIBILITY CHART

<u>STAFF</u>	<u>ROLE</u>	<u>AREAS OF RESPONSIBILITY</u>
A. Glazer	Technical Director	Management oversight
D. Rhodes	Technical Assistant; Editorial Staff	Administrative support; Securing on-site photo- copying equipment; Editorial review of CME Report
S. Muse	Work Assignment Manager	Day-to-day management; File search; CME Report preparation
M. Smith	Field Team Leader; Site Safety Officer	Field evaluation; Health and Safety Plan development; CME Report preparation
P. Davol	Field Team Member	File search; Field Evaluation; CME Report preparation
A. Schaffer	Regional Liaison	Initiate work; monitor project planning and implementation; conduct performance evaluation
S. Phillips	Quality Control Specialist	Quality control review of CME Report

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ATTACHMENT II

STAFFING

STAFF			TASK							
Name	Firm <sup>1/</sup>	Labor <sup>2/</sup> Category	01	02	03	04	05	98 <sup>3/</sup>	99 <sup>4/</sup>	TOTAL
<u>Technical Director</u>										
A. Glazer	ATK(KC)	P4	5	-	-	-	-	-	7	12
<u>Work Assignment Manager</u>										
S. Muse	ATK(KC)	P3	18	-	-	-	-	-	12	30
<u>Staffing</u>										
S. Muse	ATK(KC)	P3	-	32	4	-	20	-	-	56
M. Smith	ATK(KC)	P4	-	-	24	40	48	-	-	112
P. Davol	ATK(KC)	P3	-	26	2	40	4	-	-	72
D. Rhodes	ATK(KC)	T2	6	2	1	-	2	-	2	13
Tech. Supp.	ATK(KC)		3	-	-	-	72	-	-	75
A. Schaffer	ATK	P4	3	-	-	-	-	-	15	18
<u>Quality Control</u>										
S. Phillips	HLA-H	P4	-	-	-	-	-	12	-	12
Tech. Supp.	HLA-H		-	-	-	-	-	2	-	2
TOTALS			35	60	31	80	146	14	36	402

1/ ATK = A.T. Kearney, Inc.  
 ATK(KC) = Kearney/Centaur, a Division of A.T. Kearney, Inc.  
 HLA-H

2/ Labor Category (e.g., P4, P3)

3/ Task 98 - Quality Control

4/ Task 99 - Project Management

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Name	Firm <sup>1/</sup>	Labor <sup>2/</sup> Category	01	02	03	04	05	98 <sup>3/</sup>	99 <sup>4/</sup>	TOTAL
<u>Technical Director</u>										
A. Glazer	ATK(KC)	P4	5	-	-	-	-	-	7	12
<u>Work Assignment Manager</u>										
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S. Muse	ATK(KC)	P3	-	32	4	-	20	-	-	56
M. Smith	ATK(KC)	P4	-	-	24	40	48	-	-	112
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D. Rhodes	ATK(KC)	T2	6	2	1	-	2	-	2	13
Tech. Supp.	ATK(KC)		3	-	-	-	72	-	-	75
A. Schaffer	ATK	P4	3	-	-	-	-	-	15	18
<u>Quality Control</u>										
S. Phillips	HLA-H	P4	-	-	-	-	-	12	-	12
Tech. Supp.	HLA-H		-	-	-	-	-	2	-	2
TOTALS			35	60	31	80	146	14	36	402

1/ ATK = A.T. Kearney, Inc.  
 ATK(KC) = Kearney/Centaur, a Division of A.T. Kearney, Inc.  
 MRI = ~~Midwest Research Institute~~

HLA-6

2/ Labor Category (e.g., P4, P3)  
 3/ Task 98 - Quality Control  
 4/ Task 99 - Project Management

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ATTACHMENT III

SCHEDULE

<u>Task</u>	<u>Milestones #</u>	<u>Description</u>	<u>Scheduled Date</u>
01	01	Prepare project plan	07/25/88
01	02	Prepare project plan revision	08/16/88
02	03	Conduct file search	07/26-29/88
03	04	Review facility file information	08/19/88
04	05	Conduct field evaluation/submit samples to lab	08/26/88
05	06	Submit draft CME Report to QC	Five days from receipt of analytical results
98	07	QC reviewer submits comments to WAM	Two days from receipt of draft report
05	08	Submit draft CME Report to TD	Three days from receipt of QC comments
05	09	Submit draft CME Report to EPA and NMEID	Two days from submittal to TD
05	10	EPA/NMEID submit comments to WAM	Fourteen days from receipt of draft report
05	11	Submit final CME Report to EPA and NMEID	Seven day from receipt of
99	12	Project Management	In accordance with above milestones

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ATTACHMENT IV  
ESTIMATED COSTS

<u>FIRM</u>	<u>HOURS</u>	<u>COST</u>
<u>A.T. Kearney, Inc.</u>		
Labor	388	\$14,610
Other Direct Costs		1,005
Travel		6,100
Photocopier rental, etc.		500
Purchased Services (Analytical Support)		<u>6,000</u>
Subtotal		\$28,215
 <u>Harding Lawson Ossoc.</u>		
Labor	14	964
Other Direct Costs		<u>75</u>
Subtotal		\$ 1,039
	SUBTOTAL	\$29,254
 <u>A.T. Kearney, Inc.</u>		
Fee - 3% Base		\$ 877
4 3/4% Award		<u>1,390</u>
Subtotal		\$ 2,267
 <u>TOTAL ESTIMATED COST</u>	 <u>402</u>	 <u>\$31,521</u>