

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

Management
Consultants

GRCC 88



ATKEARNEY

November 11, 1988

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

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 3

Dear Mr. Clark:

Enclosed please find the revised project plan for the Kearney Team to conduct a Comprehensive Ground-Water Monitoring Evaluation (CME) and collect and analyze ground-water samples at the Giant Refinery facility. Per your request, we have re-distributed labor hours under Task 05 in an attempt to accommodate your budgetary constraints; therefore, Task 05 shows a net increase of two hours.

The original Quality Control reviewer, Steve Phillips, has resigned his position with Harding Lawson Associates. Mr. Phillips will be replaced on this project by Stuart Strum of Science Applications International Corporation.

Also, we were required to re-sample one well at the facility after the original sample bottle from that well broke in transit to the laboratory. Re-sampling required that an additional equipment blank be collected and submitted. The cost of the analysis of the equipment blank is also included in this revision.

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.

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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
B. Morson, SAIC

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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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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 properly disposed 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 Science Applications International Corporation 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.

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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 Evalu- ation; CME Report prepara- tion
A. Schaffer	Regional Liaison	Initiate work; monitor project planning and implementation; conduct performance evaluation
S. Strum	Quality Control Specialist	Quality control review of CME Report

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ATTACHMENT II

STAFFING

STAFF			TASK							
Name	Firm ^{1/}	Labor ^{2/} Category	01	02	03	04	05	98 ^{3/}	99 ^{4/}	TOTAL
<u>Technical Director</u>										
A. Glazer	ATK(KC)	P4	5	-	-	-	-	-	8	13
<u>Work Assignment Manager</u>										
S. Muse	ATK(KC)	P3	21	-	-	-	-	-	15	36
<u>Staffing</u>										
S. Muse	ATK(KC)	P3	-	32	4	-	12	-	-	48
M. Smith	ATK(KC)	P4	-	-	24	40	68	-	-	132
P. Davol	ATK(KC)	P3	-	26	2	40	24	-	-	92
D. Rhodes	ATK(KC)	T2	6	2	1	-	4	-	4	17
Tech. Supp.	ATK(KC)		3	-	-	-	40	-	-	43
A. Schaffer	ATK	P4	3	-	-	-	-	-	15	18
<u>Quality Control</u>										
S. Strum	SAIC	P3	-	-	-	-	-	10	-	10
Tech. Supp.	SAIC		-	-	-	-	-	3	-	3
S. Phillips	HLA-H	P4	-	-	-	-	-	0	-	0
TOTALS			38	60	31	80	148	13	42	412

1/ ATK = A.T. Kearney, Inc.
 ATK(KC) = Kearney/Centaur, a Division of A.T. Kearney, Inc.
 HLA-H = Harding Lawson Associates-Houston
 SAIC = Science Applications International Corporation

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
01	03	Prepare project plan revision	11/11/88
02	04	Conduct file search	07/26-29/88
03	05	Review facility file information	08/19/88
04	06	Conduct field evaluation/submit samples to lab	08/26/88
05	07	Submit draft CME Report to QC	Five days from receipt of analytical results
98	08	QC reviewer submits comments to WAM	Two days from receipt of draft report
05	09	Submit draft CME Report to TD	Three days from receipt of QC comments
05	10	Submit draft CME Report to EPA and NMEID	Two days from submittal to TD
05	11	EPA/NMEID submit comments to WAM	Fourteen days from receipt of draft report

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ATTACHMENT III (Cont.)

SCHEDULE

<u>Task</u>	<u>Milestones #</u>	<u>Description</u>	<u>Scheduled Date</u>
05	12	Submit final CME Report to EPA and NMEID	Seven days from receipt of comments
99	13	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	399	\$15,589
Other Direct Costs		1,030
Travel		6,100
Photocopier rental, etc.		<u>500</u>
Subtotal		\$23,219
 <u>Science Applications International Corp.</u>		
Labor	13	533
Other Direct Costs		<u>143</u>
Subtotal		\$ 676
 <u>Environmental Monitoring & Services, Inc.</u>		
Analytical Services (Includes labor, other direct costs, and analytical support)		\$ <u>6,700</u>
Subtotal		\$ 6,700
	SUBTOTAL	\$30,595
 <u>A.T. Kearney, Inc.</u>		
Fee - 3% Base		\$ 918
4 3/4% Award		<u>1,453</u>
Subtotal		\$ 2,371
 <u>TOTAL ESTIMATED COST</u>	 <u>412</u>	 <u>\$32,966</u>