## Table 8-1. Project Team Roles and Responsibilities

| Position | Qualifications | Duties and Responsibilities | Authority Level |
|---|---|---|---|
| **Project Manager** | • Tom Cooper, PG, PMP<br>• Mr. Cooper is a Professional Geologist (PG) and Project Management Professional (PMP) with 11 years of experience as a hydrogeologist on complex groundwater remediation projects and 5 years of experience as a project manager for firm-fixed-price, performance-based acquisition (PBA) projects, including hybrid PBAs with options. He has expert knowledge of groundwater and soil sample collection/data evaluation and has extensive experience working proactively with clients and regulators to determine the best technologies to reach remedial performance objectives.<br>• Mr. Cooper has served as the project manager for DoD projects at Former Air Force Plant PJKS (PJKS), Pueblo Chemical Depot, and Vandenberg AFB. For these projects, he established strong and cooperative working relationship with his clients as well as state and EPA regulators. At PJKS, he successfully negotiated with regulators to implement an environmental covenant and technical impracticability waiver as opposed to a pump-and-treat system. The environmental covenant saved the Air Force millions of dollars. At Pueblo, Mr. Cooper developed ten remedy-specific work plans that were approved within the first year of the project. He and his team then completed installation of eight in situ bioremediation systems within the second year of the project. | • Manages task order (TO) deliverables, schedules, and budgets<br>• Implements procedures to eliminate conflicts, errors, and omissions and ensure the accuracy of all output<br>• Establishes and maintains close communication and coordination with the USACE for the duration of the project<br>• Assigns scientists, engineers, and select subcontractors<br>• Procures services, equipment, and supplies as needed<br>• Ensures personnel follow approved work plans/specs<br>• Tracks materials and resources and justify change orders<br>• Coordinates subcontractors' work to ensure compliance with safety and health, quality, and contract procedures | • Full responsibility and authority to execute TOs<br>• Approves subcontractor invoices, project charges, and deliverables<br>• Implements corrective action<br>• Stops work for non-compliance/safety violation |
| **Site Supervisor** | • Terry Rulon<br>• Mr. Rulon has over 22 years as a site supervisor on restoration, remediation, demolition, and hazardous waste sites. His role has been primarily bid preparation, estimating, overall site management, and field work on numerous complex environmental projects throughout the U.S.<br>• Mr. Rulon's experience includes, but is not limited to, management of contaminated soil remediation, in situ bioremediation of groundwater for chlorinated compounds, shock-sensitive chemical packaging, and emergency response actions. | • Tracks progress of daily well installation production and soil excavation<br>• Schedules manpower and balancing project resources<br>• Schedules use of equipment<br>• Manages sampling of environmental media and IDW, handling of IDW, and coordination of IDW disposal.<br>• Manages operation and maintenance of all equipment<br>• Addresses field issues to keep project on schedule<br>• Communicates daily with project manager to keep project on schedule | • Supervises field TO engineering and design staff<br>• Manages subcontractors<br>• Implements corrective action<br>• Stops work for non-compliance/safety violation |

## Table 8-1. Project Team Roles and Responsibilities (continued)

| Position | Qualifications | Duties and Responsibilities | Authority Level |
|---|---|---|---|
| **Field Team Manager – Soil-Vapor Extraction (SVE)** | • David Cacciatore, PhD, PE, PMP<br>• Dr. Cacciatore is a registered Professional Engineer (PE) and PMP with 7 years of experience designing and implementing SVE/bioremediation systems for environmental remediation projects. He has designed and implemented a wide range of bioremediation technologies, including monitored natural attenuation (MNA). Dr. Cacciatore has served as the Designer of Record on plans and reports for several high-profile projects at sites including Hunters Point Naval Shipyard and Treasure Island in California. He has played an integral role in supporting negotiations with regulators to gain approval of the remedies and cleanup goals for these projects. Dr. Cacciatore has authored/co-authored 11 technical papers/ presentations at industry conferences on the design and implementation of bioremediation and other remedial methods. | • Identifies, trains, mentors, and assigns qualified engineering staff to tasks/projects<br>• Ensures compliance and consistency of engineering and technical program execution across all TOs<br>• Provides professional engineering certification of drawings, specifications, and documents as necessary<br>• Ensures compliance with all applicable engineering and design codes, standards, and guidance | • Supervises field TO engineering and design staff<br>• Defines qualifications and requirements of engineering and technical staff at TO level<br>• Evaluates performance of engineering staff and provides feedback, including recommendations, to project manager<br>• Stops work for non-compliance/safety violation |
| **Field Team Manager – In Situ** | • Gary Hecox, PhD, PG, CGWP<br>• Dr. Hecox is a PG and Certified Groundwater Professional (CGWP) with 32 years of experience in hydrogeology, GIS development and application, contaminant investigations, risk analysis, and remediation. He is a technical expert in non-aqueous phase liquid (NAPL) assessment and remediation, groundwater modeling, geostatistics, statistics, and error analysis.<br>• Dr. Hecox has served as Shaw's senior scientist/engineer for federal remediation projects dealing with in excess of 5 million gallons of light, non-aqueous phase liquid (LNAPL) contamination. He specializes in designing and implementing process treatment systems such as for the chemical stabilization of soils and groundwater. He has provided technical input and strategy support in Resource Conservation and Recovery Act (RCRA) site remediation negotiations and technical impracticability waivers for various federal sites. Dr. Hecox also developed and deployed new technologies and applications of geographical information system (GIS) for hydrogeologic assessments. | • Prepares groundwater modeling to assist with the design of remediation systems<br>• Executes the MNA evaluation study<br>• Evaluates and documents all hydrogeologic data to confirm LNAPL and plume containment | • Supervises field TO design staff<br>• Defines qualifications and requirements of technical staff at TO level<br>• Evaluates performance of technical staff and provides feedback, including recommendations, to project manager<br>• Stops work for non-compliance/safety violation |

## Table 8-1. Project Team Roles and Responsibilities (continued)

| Position | Qualifications | Duties and Responsibilities | Authority Level |
|---|---|---|---|
| **Field Team Manager – Bioremediation** | • Charles Schaefer, PhD<br>• Dr. Schaefer has 14 years of experience with assessing the fate and transport of organic contaminants in soil and groundwater systems. His work has included design and performance of laboratory scale experiments, mathematical and numerical modeling, and conceptual design and evaluation of field-scale bioremediation systems. He has taught graduate-level courses in contaminant hydrogeology, and has been successful in attaining research funding from the EPA, DoD, and the U.S. Department of Energy (DOE). Dr. Schaefer's research has included development of experimental methods to evaluate new and emerging technologies including ethylene dibromide degradation in Shaw's treatability study laboratories located in Lawrenceville, New Jersey and Knoxville, Tennessee. As a result of his research, he has developed and published several conceptual and mathematical models that have been used to better understand, interpret, and predict contaminant fate and transport.<br>• Dr. Schaefer has been the lead engineer and/or technical manager on several field projects, many of which have used innovative investigation and treatment technologies. His key contributions include the conceptual design and performance evaluation of an air sparging/soil vapor extraction Superfund site in New Jersey; development of a transport model to evaluate contaminant biodegradation in an engineered biocell at a Superfund site in Delaware; and development and implementation of an innovative cosolvent technology for investigation of dense, non-aqueous phase liquid (DNAPL) in bedrock. | • Identifies, trains, mentors, and assigns qualified engineering staff to tasks/projects<br>• Ensures compliance and consistency of engineering and technical program execution across all TOs<br>• Provides professional engineering certification of drawings, specifications, and documents as necessary<br>• Ensures compliance with all applicable engineering and design codes, standards, and guidance | • Supervises field TO engineering and design staff<br>• Defines qualifications and requirements of engineering and technical staff at TO level<br>• Evaluates performance of engineering staff and provides feedback, including recommendations, to project manager<br>• Stops work for non-compliance/safety violation |

## Table 8-1. Project Team Roles and Responsibilities (continued)

| Position | Qualifications | Duties and Responsibilities | Authority Level |
|---|---|---|---|
| **Field Team Manager – Chemistry** | • Pamela Moss<br>• Ms. Moss has 32 years of experience in chemical quality control, analytical chemistry, and project management in support of federal contracts. Ms. Moss supported projects at Kirtland AFB from 1996 to 2010. During this time, she managed in excess of $5 million in analytical laboratory services. She has also participated in RCRA site investigations, remedial actions, long-term groundwater monitoring, compliance monitoring and sampling programs, which included hazardous wastes and routine and non-routine analytical parameters for groundwater, drinking water, soil, and air.<br>• Ms. Moss has 14 years of experience at Kirtland AFB participating in regular communications and negotiating with the New Mexico Environmental Department (NMED) to ensure compliance with all applicable regulations. Ms. Moss also has extensive knowledge and experience implementing federal programs in accordance with the USACE; DoD Quality Systems Manual for Environmental Laboratories (QSM); and EPA requirements, protocols, and analytical methodologies. | • Approves project-specific data quality objectives (DQOs) that will meet the project-specific performance standards<br>• Determines appropriateness of sampling procedures, analytical methods, and laboratory quality systems<br>• Approves the final QAPP<br>• Verifies the selection of appropriately qualified laboratories<br>• Coordinates field and laboratory quality assurance surveillance per contract specifications<br>• Notifies the project manager of any problems or nonconformance issues<br>• Directs the performance of data review per contract specifications<br>• Oversees data management and ERPIMS submittals | • Supervises field scientists and technical staff<br>• Defines qualifications, requirements, and assigns engineering and technical staff at TO level<br>• Evaluates performance of technical staff and provides feedback, including recommendations, to project manager<br>• Stops work for non-compliance/safety violation |
| **Field Team Manager – Geophysics** | • Tim Deignan, PGP<br>• Mr. Deignan is a registered PGP with more than 21 years of experience, which include executing multiple projects at Kirtland AFB. As a recognized subject matter expert, Mr. Deignan has also donated his time to serve as an archeological expert for efforts at Kirtland AFB. His experience includes design and management of integrated geophysical programs to investigate and assess sites and geotechnical, geologic, hydrogeologic, and cultural resource features. He specializes in high-resolution, integrated geophysical programs for environmental remediation and munitions investigations.<br>• Mr. Deignan works with numerous state and federal agencies to increase the usability of results for geophysical and statistical sampling data, and is integral in developing more adequate and innovative sampling approaches. He is a two-time recipient of the Industry Recognition Award from the Interstate Technology and Regulatory Council. | • Functions in lead technical role for efforts requiring expert level support<br>• Identifies, trains, mentors, and assigns qualified technical staff to tasks/projects<br>• Ensures compliance and consistency of technical program execution<br>• Ensures compliance with all applicable federal, state, and local regulations<br>• Serves as the project geophysicist of record | • Supervises field scientists and technical staff<br>• Defines qualifications, requirements, and assigns engineering and technical staff<br>• Evaluates performance of technical staff and provides feedback, including recommendations, to project manager<br>• Stops work for non-compliance/safety violation |

## Table 8-1. Project Team Roles and Responsibilities (continued)

| Position | Qualifications | Duties and Responsibilities | Authority Level |
|---|---|---|---|
| **Environmental Regulatory Specialist** | • Jan Martin, PE<br>• Ms. Martin is a New Mexico-registered PE with more than 24 years of experience ensuring compliance on complex environmental investigation and remediation projects. Located in Shaw's Albuquerque office, Ms. Martin has executed a number of environmental remediation projects for DoD in New Mexico and other states, including active installations under the Installation Restoration Program at Wright-Patterson AFB, and Formerly Used Defense Sites (FUDS) at the Former Walker AFB in Roswell, New Mexico and at a FUDS adjacent to Kirtland.<br>• She has worked with DoD clients, EPA regulators, and private and tribal stakeholders to ensure compliance on projects conducted under RCRA as well as various DoD programs, state statutes, and regulations. Ms. Martin has prepared remedial investigation, engineering evaluation/cost analyses, and feasibility study reports, various decision documents, land use control plans, Operating Properly and Successfully (OPS) documents, RCRA closure and corrective action documents, and design analysis documents including plans and specifications. | • Identifies regulatory requirements and oversees implementation of environmental regulatory requirements<br>• Supports project manager in regulatory interaction<br>• Works closely with the installation representatives to ensure that environmental policies and procedures are implemented<br>• Stops work for non-compliance/safety violation | • Reports regulatory updates to project manager<br>• Coordinates regulatory meeting in concert with project manager<br>• Maintains list of team personnel who have authority to contact regulatory agencies<br>• Stop-work authority |
| **Risk Assessor** | • Mark Weisberg, CHMM<br>• Mr. Weisberg, a Certified Hazardous Materials Manager (CHMM), has prepared hundreds of risk assessments at more than 25 Army/DoD facilities, including Former Walker AFB in Roswell, New Mexico. At Walker, he prepared NMED-approved screening-level environmental risk assessments for sites throughout the base. He has more than 20 years of experience in ecology and environmental assessment, where he has been responsible for supervising and conducting risk assessments and RCRA facility investigations at numerous hazardous, toxic, and radioactive waste sites for the Army, Air Force, and Navy. His areas of expertise include ecological and human health risk assessment; toxicology; statistical analysis; water quality; site assessment; and federal, state, and local permit preparation. | • Functions in lead technical role for efforts requiring expert level support<br>• Identifies, trains, mentors, and assigns qualified technical staff to tasks/projects<br>• Ensures compliance and consistency of technical program execution<br>• Ensures compliance with all applicable federal, state, and local regulations | • Supervises field scientists and technical staff<br>• Defines qualifications, requirements, and assigns engineering and technical staff<br>• Evaluates performance of technical staff and provides feedback, including recommendations, to project manager<br>• Stops work for non-compliance/safety violation |

## Table 8-1. Project Team Roles and Responsibilities (continued)

| Position | Qualifications | Duties and Responsibilities | Authority Level |
|---|---|---|---|
| **Certified Industrial Hygienist (CIH)** | • James Joice, CIH, Certified Safety Professional (CSP), CHMM<br>• Mr. Joice, Shaw's CIH for the Huntsville Worldwide Environmental Remediation contract, has 30 years of experience managing the health and safety for projects and programs at hundreds of environmental remediation sites. He has extensive experience establishing and maintaining health and safety plans and procedures where EPA Levels A, B, and C personal protective equipment (PPE) were required.<br>• He regularly supervises project safety personnel; monitors subcontractor activities; develops, implements, and enforces site-specific accident prevention plans (APPs) and site safety and health plans (SSHPs); audits sites for compliance with health and safety (H&S) program requirements; conducts personnel training, and verifies regulatory compliance. He has also prepared and implemented H&S programs for several PBA and firm-fixed-price contracts. | • Implements and oversees H&S program and plans<br>• Develops, implements, and oversees APPs inclusive of SSHPs and directs/approves any changes<br>• Notifies Contracting Officer of changes in the approved plan within 48 hours<br>• Interfaces with the USACE on H&S program requirements<br>• Assesses risk and ensures engineering controls and/or appropriate PPE are used for worker and public protection | • Approves APPs/SSHPs and all modifications before issuance to the USACE<br>• Manages H&S Program and directs training and required attendance<br>• Investigates safety concerns raised by staff<br>• Investigates any accidents<br>• Stops work for non-compliance/safety violation |
| **Community Relations Specialist** | • Lisa Stahl<br>• Ms. Stahl is a senior community relations specialist/anthropologist with 17 years professional experience that includes active participation on projects in New Mexico. Ms. Stahl provided public involvement and social science support for efforts at both the Los Alamos National Laboratory as well as Pueblo of Isleta.<br>• She has 17 years of experience working with a variety of assessment tools and information; establishing positive working relationships with multiple stakeholders; and preparing and distributing various bilingual outreach materials to a variety of end-users.<br>• Ms. Stahl specializes in identifying and facilitating community perspectives into program and policy processes through active involvement and regular communication with members of the community. She is also skilled at writing innovative public participation strategies tailored and targeted to the specific needs and concerns of the community.<br>• Her various experiences have included liaison activities between project staff and communities, conducting community assessments, evaluating various public programs, and providing community involvement support to a variety of government clients. | • Performs community outreach to facilitate offsite drilling program<br>• Establishes and maintains regular communication regarding project and field efforts with all members of the community<br>• Plans, organizes, and participates in public meetings regarding the project, including working with all applicable parties to prepare for public meetings<br>• Prepares and advertises public notices as necessary<br>• Prepares project fact sheets and facilitates distribution of fact sheets and other presentation materials<br>• Performs research and community interviews to gather needed information | • Reports updates to project manager<br>• Coordinates public meetings in concert with project manager<br>• Maintains list of team personnel who have authority to conduct community interviews<br>• Stops work for non-compliance/safety violation |

## Table 8-1. Project Team Roles and Responsibilities (concluded)

| Role | Subcontractor | Duties and Responsibilities | Authority Level |
|---|---|---|---|
| **Driller** | Water Development Corporation | • Installs groundwater, soil-vapor monitoring, and soil-vapor extraction wells<br>• Uses direct-push methods to advance soil borings<br>• Collects continuous soil samples<br>• Collects soil-vapor samples | • Stops work for non-compliance/safety violation |
| **Laboratory** | Empirical Laboratories, LLC – groundwater sample analysis<br><br>Gulf Coast Analytical Laboratories, Inc. – soil sample analysis<br><br>RTI Laboratories – soil-vapor sample analysis | • Conducts analytical services in accordance with the Uniform Federal Policy – Quality Assurance Project Plan and DoD QSM<br>• Provides analytical data in electronic PDF format<br>• Provides ERPIMS-formatted deliverables | • Stops work for non-compliance/safety violation |
| **Transportation and Disposal** | Rhino | • Furnishes trucks, drivers, and all associated services required for transporting hazardous waste oil mixtures from Kirtland AFB to an offsite disposal facility<br>• Ensures compliance with federal, state, and local environmental regulations<br>• Provides all equipment and materials required for performing work at the disposal site | • Stops work for non-compliance/safety violation |
| **SVE Unit Service Maintenance Provider** | Remediation Services Int'l | • Provides support maintenance and repairs as needed for the SVE units | • Stops work for non-compliance/safety violation associated with the systems |

**THIS PAGE INTENTIONALLY LEFT BLANK**