

DRAFT

PROJECT MANAGEMENT PLAN
Groundwater RCRA Facility Investigation
Parcel 3

Fort Wingate Depot Activity
McKinley County, New Mexico

Contract Number: W912PP-15-C-0014

Submitted to:
United States Army Corps of Engineers
Albuquerque District
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Acronyms and Abbreviations

AOC	Area of Concern
APP	Accident Prevention Plan
BIA	Bureau of Indian Affairs
COR	Contracting Officer's Representative
EM	Engineer Manual
EPA	U.S. Environmental Protection Agency
FTL	Field Team Leader
FWDA	Fort Wingate Depot Activity
HWB	Hazardous Waste Bureau
ISCP	Installation Spill Contingency Plan
NMED	New Mexico Environment Department
PM	Project Manager
PMP	Project Management Plan
POC	Point of Contact
PWS	Performance Work Statement
QA	Quality Assurance
QAPP	Quality Assurance Project Plan
QC	Quality Control
RCRA	Resource Conservation and Recovery Act
RFI	RCRA Facility Investigation
SSHP	Site Safety Health Plan
Sundance	Sundance Consulting, Inc.
SWMU	Solid Waste Management Unit
U.S.	United States
USACE	United States Army Corps of Engineers
UXO	Unexploded Ordnance
WSMR	White Sands Missile Range

1.0 Introduction

Sundance Consulting, Inc. (Sundance) has been contracted by the United States Army Corps of Engineers (USACE), Albuquerque District, under Contract number W912PP-15-C-0014 to conduct a Resource Conservation and Recovery Act (RCRA) Facility Investigation (RFI) at Parcel 3, Fort Wingate Depot Activity (FWDA), McKinley County, New Mexico. Sundance has prepared this Project Management Plan (PMP) to satisfy the requirements listed in the Performance Work Statement (PWS) under the above-mentioned contract dated 29 July 2015. This PMP is designed to be the general project-guidance document for the drilling and sampling operations and describes the project approach, resource organization, deliverables, and schedule required to execute the project tasks and meet project performance objectives.

1.1 Project Objectives

The objective of this project is to conduct an RFI on groundwater quality at Parcel 3 and provide sufficient data to support decisions for corrective measures or no further action. Sundance will achieve these objectives by:

- Drilling temporary and permanent wells
- Sampling subsurface soil
- Sampling groundwater from the wells

The RFI and associated field work will be performed in accordance with the PWS, the most current USACE Engineer Manual (EM) 385-1-1, and the FWDA RCRA Permit, Environmental Protection Agency (EPA) identification number NM 6213820974.

1.2 Document Organization

The sections of this PMP are organized as follows:

- Section 1.0 – Introduction
- Section 2.0 – Summary of Work
- Section 3.0 – Project Organization and Resources
- Section 4.0 – Project Execution and Coordination
- Section 5.0 – Project Reporting
- Section 6.0 – Project Schedule
- Section 7.0 – References

2.0 Summary of Work

Sundance will adhere to the specific tasks as presented in the PWS. The tasks are further outlined in Part 5, Section 5.0 of the PWS. The following sections summarize field-activity documents and RFI field activities to be performed at Parcel 3.

2.1 Field Activity Documents

Prior to the implementation of project field tasks, Sundance will prepare the following documents (in addition to this Project Management Plan) to provide project guidance:

- RFI Site Safety and Health Plan and Accident Prevention Plan (SSHP/APP)
- RFI Quality Control Plan
- Parcel 3 Groundwater RFI Work Plan

During field activities, Sundance will also adhere to the most current FWDA Installation Spill Contingency Plan (ISCP) and Waste Management Plan.

3.0 Parcel 3 Field Work

Initially, Sundance will mobilize an unexploded ordnance (UXO) survey team consisting of the Site Lead and a UXO Tech III to the field. This team will complete electromagnetic surveys in and around proposed drilling and sampling locations, and determine if proposed locations have adequate access and space for drilling equipment. Once the drilling and sampling sites have been verified in the field, the Site Lead will collect geographic-coordinate readings at GPS-based locations of the sites. This information will be utilized for the utility clearances submitted to New Mexico One Call and to the White Sands Missile Range (WSMR) representative. Upon receipt of clearances from New Mexico One Call and the WSMR representative, Sundance will mobilize the monitoring well drilling crew to the site. This crew will be comprised of a UXO tech II or greater, a driller, two driller's helpers, and two junior geologists. A second monitoring well drilling crew may be mobilized as schedule demands dictate and additional site information is needed.

4.0 Optional Tasks

Sundance assumes that the same level of effort required for the Base Tasks will be required for Optional Tasks that may be requested for activation by the USACE. As optional tasks are activated, the Sundance Project Manager (PM) and the Site Lead will revise the fieldwork schedule and submit the revision(s) to the USACE COR for approval. As this PMP is a living document, Sundance will revise this PMP accordingly as needed throughout the duration of the contract. Any revisions made to this document will be sent to the USACE Contracting Officer's Representative (COR) for approval before the changes are implemented.

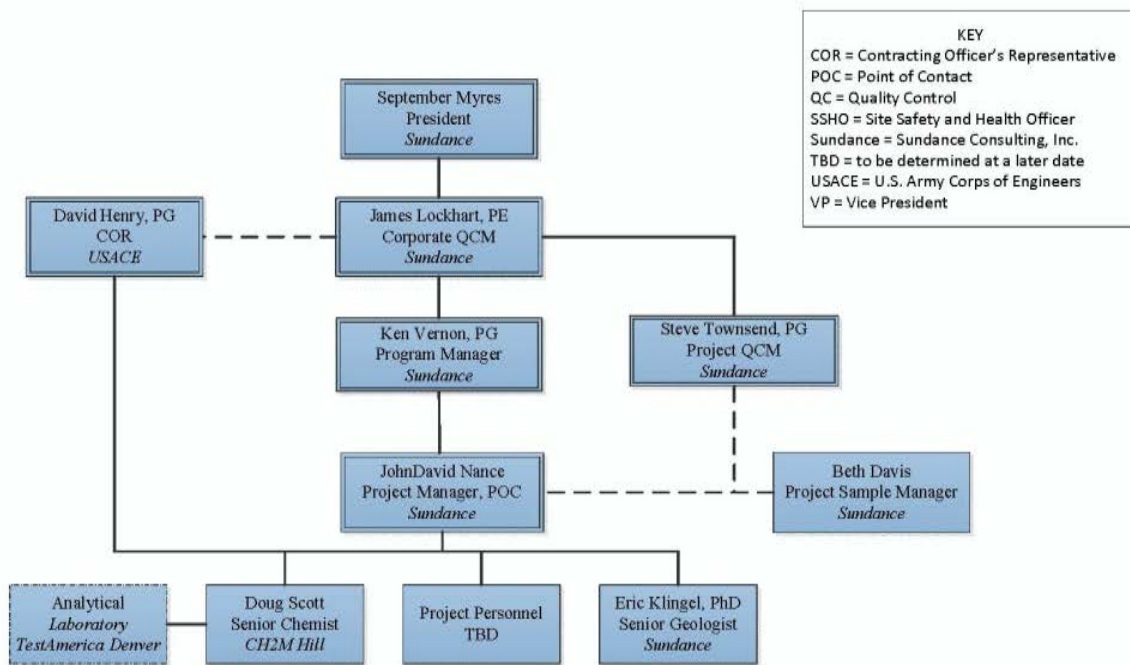
5.0 Project Organization and Resources

Sundance key personnel and project organization are described in the following sections.

5.1 Organization, Roles, and Responsibilities

Sundance is the Prime Contractor, and will be responsible for subcontractors and vendors, as well as the execution of this project. The Sundance Organizational Chart (Figure 1) displays the management and technical roles for this project.

Figure 1 Sundance Project Organizational Chart



Mr. JohnDavid Nance will serve as the Sundance Project Manager (PM). Mr. Nance has primary responsibility for the project’s management and execution. Mr. Nance will oversee all tasks associated with the project; be responsible for submission of deliverables; maintain an open communication line with the USACE COR and Sundance Management; will handle Monthly Status Reports and Invoice Submissions; and will manage day-to-day operations as they pertain to document creation and field activities. Mr. Nance will also serve as the primary project Point of Contact (POC).

President of Sundance Consulting, Inc., Ms. September Myres will provide the ultimate level of guidance and support of the project. Ms. Myres’ authority includes committing corporate resources as needed, resolving major issues, and rapidly making decisions on behalf of the Sundance Team.

Mr. James Lockhart, P.E., Sundance’s Vice President of Operations, will serve as the corporate-level Quality Control Manager (QCM), providing supervisory review of all documents and deliverables ensuring compliance to the PWS and that submittals adhere to Sundance’s quality standards. He will also serve as the corporate POC if the USACE COR seeks a corporate-level representative within Sundance for communication and/or resolution.

Mr. Steve Townsend, P.G., will serve as the Project QCM. Mr. Townsend will review project documents and deliverables for compliance to the PWS and adherence to Sundance’s quality standards. The Project QCM oversees development of project deliverables plus oversees fieldwork to ensure established procedures are followed. Any deficiencies will be tracked and subsequent resolution will be documented. If field procedures are found to adversely affect the quality of the project, the Project QCM has the authority to stop work until the deficiency is

properly resolved. The Project QCM will be the alternate POC for quality-related issues during project execution.

Mr. Ken Vernon, the Sundance Program Manager, will oversee the program and review the project's progress and budget against the current schedule. Mr. Vernon will oversee the PM's activities and provide assistance with forecasting and resolving issues or conflicts. He will serve as the project Alternate POC.

Ms. Beth Davis will serve as the Project Sample Manager and coordinator. Ms. Davis will also provide field sampling QC, ensuring sampling is being conducted by USACE, RCRA, and industry standards. She will have authority to provide a check and balance to the PM on field activities and provide independent quality reviews of the field activities.

Mr. David Henry is the USACE COR, and the primary POC of the Army. All Sundance communications will be sent through Mr. Henry. The COR monitors all technical aspect of the contract and assists in contract administration. Further detail of the COR's responsibilities to the Army are listed in the PWS, Section 1.6.10, *Contracting Officer Representative*.

5.2 Subcontracting and Procurement Procedures

All subcontracting and equipment/supply procurement will be performed following Sundance's standard procurement procedures. Sundance anticipates the use of subcontractors and vendors in the following areas:

- UXO Support
- Drilling Crew and Equipment
- Analytical Laboratory
- Project Chemist
- Project Database Analyst

Subcontracts will be firm-fixed price or fixed unit rate types to minimize cost risks. Subcontract agreements will include a penalty clause if project specifications are not met, as well as a termination clause for deficient performance. However, Sundance will work with subcontractors to rectify any discrepancies before termination for deficient performance as to retain consistency in project personnel and resources. Sundance will make communication a priority during project execution to minimize subcontractor deficiencies.

All onsite subcontractors will participate in the daily tailgate meetings where the day's activities and safety topics/concerns are reviewed.

Sundance will encourage subcontractors to raise concerns and develop solutions that further the overall project goals. The Sundance PM will interact with onsite subcontractors on a daily basis. If a deficiency is identified, the Sundance PM will immediately discuss the issue with the subcontractor's onsite representative. If the deficiency cannot be resolved at the site level, the Sundance PM will discuss the issue with the subcontractor's principal. If the issue is not resolved at this level, Sundance will replace the subcontractor.

5.3 Stakeholders

Project stakeholders for the FWDA and this project include the following:

- FWDA
- FWDA Base Realignment and Closure Environmental Coordinator
- USACE, Fort Worth District
- USACE, Albuquerque District
- US Army Base Realignment and Closure Division
- US Army Environmental Center
- Navajo Nation
- Pueblo of Zuni
- Department of the Interior Bureau of Indian Affairs (BIA)
- Pueblo of Zuni BIA
- Navajo Nation BIA
- New Mexico Environmental Department (NMED) Hazardous Waste Bureau (HWB)
- US EPA Region 6

Sundance will manage and coordinate this project to ensure all stakeholders are informed of project status and submittals as outlined in the PWS.

6.0 Project Execution and Coordination

This PMP will be updated to address significant changes to the project's overall technical and/or managerial approach. The updated PMP will be submitted to the USACE COR and other stakeholders as directed. Updates to the PMP shall be noted as sequentially-numbered revisions. This initial PMP will be designated as Revision 0.

6.1 Project Execution

Activities to be performed and deliverables to be submitted in support of this contract are as follows:

- PMP
- Project Kick-Off Meeting
- Quality Control Plan
- Accident Prevention Plan/Site Safety and Health Plan (APP/SSHP)
- Monthly Status Reports (submitted on the 5th of every month)
- RFI Work Plan submitted in Army Draft, Tribal Draft, and Final Versions
- Fieldwork (field activities associated with Solid Waste Management Units and Areas of Concern in Parcel 3)

- RFI Report submitted in Army Draft, Tribal Draft, and Final Versions

Work performed shall be in accordance with the PWS, the Permit, and applicable USACE and NMED guidance documents, rules, and regulations.

The RFI Work Plan will be prepared and approved before the start of field work. Previously-approved facility documents will be cited where appropriate to facilitate and expedite document creation and review. The RFI Work Plan will include a Quality Assurance Project Plan (QAPP) as an appendix. The QAPP will ensure field sampling activities are implemented in accordance with established procedures. All documents will be submitted to stakeholders per the PWS and the electronic Army-provided distribution lists.

Sundance will develop an APP/SSHP that will include emergency response, contingency plans, and emergency contacts. The APP/SSHP will meet the requirements of federal, state, and local rules and regulations, and will identify safety and health regulations applicable to the work. All employees, subcontractors, and onsite suppliers will follow the provisions established in the approved APP/SSHP.

6.2 Site Access and Coordination

Sundance will inform the COR of upcoming field work 45 days prior to field mobilization. As a USACE representative assigned by the COR must be present onsite for all activities, Sundance will coordinate with the COR accordingly to schedule field activities.

The FWDA is accessed via the main gate entrance located south of US Route 66, 7 miles east of Gallup, New Mexico at mile marker 31. Sundance will utilize this access point for all activities conducted at FWDA.

Upon field mobilization, Sundance will designate a Field Team Leader (FTL), who will also be responsible for access keys and radio communication with USACE and FWDA personnel. The FTL will initially sign out keys and radios from the FWDA and have ultimate responsibility of them. The FTL will distribute keys on a daily basis to field teams and collect keys at the end of each day.

7.0 Project Reporting

Reporting includes monthly status reports, deliverables such as work plans required by the PWS and regulators, and other documentation that justifies the payment of contract milestones. The listing of deliverables, due dates based upon the schedule or frequency of reoccurring reports, and the distribution of the deliverables are found in the following sections.

7.1 Monthly Status Reports

Monthly status reports will be submitted on the 5th of each month in accordance with the PWS. If the 5th falls on a weekend or holiday, the report will be provided on the next business day. The monthly status report will document the following:

- Activities completed during the month
- Issues and problems encountered and their resolution

- QC data and reports
- Health and Safety reports
- Activities planned for the next month
- Schedule status showing actual versus planned activities
- Project Milestones completed and for which payment is requested

In addition to the monthly status report, daily QC and work summaries will be maintained. These reports document daily activities and accomplishments (including quantities of completed work), personnel onsite, QC activities, health and safety activities, and site conditions.

7.2 Schedule Update and Milestone Progress

The baseline schedule will be updated as needed or as requested by the COR to reflect approved schedule changes. Milestone progress will be documented in the monthly status report. Sundance will make other types of schedule presentation formats available as requested by the COR.

7.3 Records and Data Management

Both hard copy and electronic files of all project records will be maintained at the Sundance Albuquerque, New Mexico office. Electronic copies of all files will also be maintained at Sundance's Corporate Office in Pocatello, Idaho.

Sundance will ensure all data is collected and managed per USACE guidelines and will comply with all applicable requirements of the Automated Data Review--Electronic Data Management System. Data management tasks will include:

- Establishing data standards for document metadata, tabular, and spatial data
- Defining procedures for data management
- Establishing data format and submission guidelines

7.4 Project Deliverables

The project deliverables and submission frequency are listed in the PWS, Technical Exhibit 2. The deliverable schedules are also included in the Project Schedule (Attachment 1). Sundance will adhere to the submission frequency as outlined in the PWS. If Sundance anticipates a deviation from the submission frequency, Sundance will notify the COR in writing outlining the circumstance and will propose an alternate schedule to preserve subsequent deliverable submission dates.

8.0 Project Schedule

The project schedule is presented in Appendix A of this document. The Project Schedule is a living document and will be updated periodically during the duration of this contract. Upon Sundance revising the Project Schedule, the new version will be presented to the USACE COR for review and comment.

9.0 References

- New Mexico Environment Department (NMED), 2014. *Resource Conservation and Recovery Act Permit, Fort Wingate Depot Activity, McKinley County, New Mexico, EPA ID No. NM 6213820974*. New Mexico Environment Department Hazardous Waste Bureau. April 7, 2014.
- U.S. Army Corps of Engineers (USACE), 2014. *Safety and Health Requirements Manual*. Engineer Manual 385-1-1. Washington, D.C.: U.S. Army Corps of Engineers. November.
- USACE, 2015. *Performance Work Statement- Revised W912PP-15-C-0014. Environmental Consulting Services. Fort Wingate Depot Activity, New Mexico, Fort Wingate Depot Activity. Calendar Year 2016 Facility Wide Groundwater Monitoring Program and Parcel 3 RCRA Facility Investigation*. US Army Corps of Engineers Albuquerque District. 29 July 2015.

Attachment A
Project Schedule

