

REPORT DOCUMENTATION PAGE

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URS Group, Inc./Technical Project Manager	1	--

Draft of the Project Coordination Plan
for the Sampling of Soils Below Floor Slabs at LLs-2,3,4 and
Excavation and Transportation of Contaminated Soils to Load Line
4 (Buildings G-1, G-1A, and G-3)

Volume One – Main Report
Version 1.0

Ravenna Army Ammunition Plant
8451 St. Route 5
Ravenna, OH 44266-9297

Contract No. W912QR-04-D-0025
Delivery Order No. 0006



**US Army Corps
of Engineers®**

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February 12, 2008

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5 Figure 4-1 Organization Chart

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7

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9 A Monthly Report Format

	Acronyms and Abbreviations	
1		
2	AEC	Army Environmental Command
3	AOC	Area of Concern
4	BRACO	Base Realignment and Closure Office
5	CLIN	Contract Line Item
6	COR	Contracting Officer Representative
7	CPR	Cardio Pulmonary Resuscitation
8	ESS	Explosives Safety Submission
9	HASP	Health and Safety Plan (or Safety and Health Plan)
10	HAZWOPER	OSHA Hazardous Waste Operations
11	ITR	Independent Technical Review
12	JSA	Job Safety Analysis
13	MARC	Multiple Award Remediation Contract
14	MI	Multi-Increment
15	MKM	MKM Engineers, Inc.
16	MSDS	Material Safety Data Sheets
17	OHARNG	Ohio Army National Guard
18	Ohio EPA	Ohio Environmental Protection Agency
19	OSHA	Occupational Safety and Health Administration
20	PCP	Project Coordination Plan
21	QA	Quality Assurance
22	QAPP	Quality Assurance Project Plan
23	RAB	Restoration Advisory Board
24	RCRA	Resource Conservation and Recovery Act
25	RDX	Hexahydro-1,3,5-trinitro-1,3,5-triazine
26	REIMS	Ravenna Environmental Information Management System
27	ROD	Record of Decision
28	ROS	Remediation Operating Services
29	RTLS	Ravenna Training and Logistics Site
30	RVAAP	Ravenna Army Ammunition Plant
31	SOW	Scope of Work

1	TNT	2,4,6-Trinitrotoluene
2	URS	URS Group, Inc.
3	USACE	United States Army Corps of Engineers
4		

1
2 The U.S. Army Corps of Engineers (USACE) Louisville District has awarded URS Group, Inc.
3 (URS) a Firm Fixed-Price contract for sampling of soils below floor slabs at Load Lines 2, 3, and
4 4, and excavation and transportation of contaminated soils to Load Line 4 (Buildings G-1, G-1A,
5 and G-3) at the Ravenna Army Ammunition Plant, OH (RVAAP). The work is a delivery order
6 under the URS Multiple Award Remediation Contract (MARC) (W912QR-04-D0025, Delivery
7 Order 0006).

8 The removal of the majority of the buildings down to the floor slabs has been completed by
9 MKM Engineers, Inc. (MKM) under a contract from the Base Realignment and Closure Office
10 (BRACO). The BRACO has exercised a Contract Line Item (CLIN) to remove floor slabs and
11 any associated foundation walls to grade at these buildings. Under contract to the Army
12 Environmental Command (AEC), Shaw E & I has completed its remediation of surface soils and
13 dry sediments outside the footprints of the buildings at Load Lines 1, 2, 3, and 4.

14 Floor slab removal by the BRACO contractor is scheduled to begin in early 2008 and will take
15 approximately 9 to 10 weeks per load line. Work will be sequenced so that the areas thought to
16 represent the least potential for residual contamination will be addressed first. This means that
17 work will begin at Load Line 4, then Load Line 3, and finally at Load Line 2. Within each load
18 line, work will similarly be staged beginning with the buildings thought to represent the least
19 potential for residual contamination and ending with those buildings where residual
20 contamination is more probable (i.e., melt pour buildings).

21 This Project Coordination Plan (PCP) is being prepared to address activities that will be
22 undertaken to provide data to support removal actions to resolve residual contamination once the
23 floor slabs are removed.

24

- 1
2 This PCP identifies the activities that will be performed by URS for this project under the
3 contract Scope of Work (SOW) and develops an approach to coordinate these activities among
4 the other groups and stakeholders operating at RVAAP. This PCP lays out a formal exchange of
5 information among all groups and organizations involved in work at RVAAP in order to ensure
6 effective and open communication among all stakeholders.
- 7 This PCP is meant to serve as the management plan for the work performed under the MARC
8 Delivery Order 006. The PCP will adhere to, and includes references to, the existing facility-
9 wide documents, where applicable.
- 10 This PCP is a living document that will be updated as needed to reflect changes in project
11 execution. Any change to this PCP will be included as an attachment to the monthly report. Any
12 changes will be subsequently distributed to all stakeholders and other RVAAP contractors
13 identified within this PCP.
- 14

1
2 The Contract SOW, dated December 11, 2007, is to complete both pre-slab removal and post-
3 slab removal sampling at 105 buildings within Load Lines 2, 3, and 4. Evaluation of the
4 sampling results will be done to determine if any areas require excavation and transport of earth
5 fill from the load lines to buildings at Load Line 4 (Buildings G-1, G-1A, and G-3). The
6 individual tasks listed in the SOW and activities included in the task are summarized in Table 3-
7 1.

8 The URS approach to completing this work is designed to meet the SOW requirements in an
9 efficient manner in coordination with, and without the disruption of, the slab removal activities
10 being performed by MKM.

11 The SOW tasks can be grouped into five primary tasks:

- 12 • Preparation of Plans,
 - 13 • Pre-Slab Removal Sampling and Evaluation,
 - 14 • Characterization and Removal of Load Line 4 Piles,
 - 15 • Post-Slab Removal Sampling and Evaluation, and
 - 16 • Excavation and Transportation of Material to Load Line 4 Buildings.
- 17

18 These five primary tasks are discussed in the following subsections.

19 3.1 PREPARATION OF PLANS

20 In addition to this PCP, a Work Plan and an amendment to the current Explosives Safety
21 Submission (ESS) will be required in order to implement the work described in the SOW. This
22 PCP describes the work items and schedules, focusing on the coordination of the URS work with
23 the slab removal work being performed by MKM, and on-going work being performed by other
24 contractors at RVAAP.

25 The Work Plan will be completed in two segments: work to be done prior to the slab removal by
26 MKM (in letter report format) and a full Work Plan containing all SOW elements. Attachments
27 to the full Work Plan will include a site-specific Health and Safety Plan (HASP) and
28 amendments to the *Facility-Wide Field Sampling and Analysis Plan* (SAIC, 2001b), which
29 includes the *Facility-Wide Quality Assurance Project Plan* (QAPP) for chemical analyses by a
30 fixed analytical laboratory.

31 3.2 PRE-SLAB REMOVAL SAMPLING AND EVALUATION

32 Prior to slab removal two efforts will be undertaken:

- 33 • Field screening sampling at two areas within Load Lines 2 and 3, and
- 34 • Multi-increment sampling at six piles at Load Line 4.

35 Results from these analyses will be used to direct additional sampling once building slabs are
36 removed and to characterize six existing Load Line 4 piles so that a decision regarding their
37 disposition can be made.

3.3 REMOVAL OF LOAD LINE 4 SOIL/DEBRIS PILES

The analytical results from the soil/debris pile sampling at Load Line 4 will be transmitted to the designated disposal facility for profiling and approval. The piles at Load Line 4 will then be removed and disposed of in accordance with all applicable federal, state, and local rules, laws, and regulations, as well as any permit requirements for the receiving facility.

3.4 POST-SLAB REMOVAL SAMPLING AND EVALUATION

Once building slabs are removed, a sampling program will be implemented according to the SOW. The purpose of the soil sampling is to provide sufficient data so that removal actions (if warranted) can be efficiently planned and accomplished at each load line building where slabs are removed. The sampling design for the 105 building locations is included in the SOW for each load line. The design is based on historical information such as past usage and past investigations at other ammunition plants, primarily Joliet Army Ammunition Plant. Both field screening (for 2,4,6-trinitrotoluene (TNT) and hexahydro-1,3,5-trinitro-1,3,5-triazine (RDX)) and fixed laboratory analyses are planned. A cover system (plastic or spray on, if approved) may be used as a potential means to minimize the length of time that underslab soil remains exposed and to alleviate scheduling and coordination issues. The sampling design and flow of work will be explicitly detailed in the full Work Plan.

The sampling results will be used to determine if any earth fill requires removal. The field investigations and evaluation of the data will be included in reports submitted to the USACE and stakeholders listed in the SOW.

3.5 EXCAVATION AND TRANSPORTATION OF MATERIAL TO LOAD LINE 4 BUILDINGS

All materials determined to require removal will be excavated and transported to Buildings G-1, G-1A, and G-3 within Load Line 4.

1
2 The MARC contract is administered through the URS Group, Inc., Omaha, Nebraska under the
3 direction of the Program Manager, Steve Cox. This group will provide overall contractual
4 support, including monthly reporting and client invoicing.

5 The project will be implemented by the Environmental Group of URS-Cleveland, under the
6 direction of the Project Manager, Jo Ann Bartsch. The Cleveland Environmental Group is
7 managed by Keith Mast. This section identifies key members of the project staff and their roles
8 within the project.

9 **4.1 PERSONNEL ROLES AND RESPONSIBILITIES**

10 The key project positions are identified and assigned as follows:

- 11
- 12 • **Program Manager** – The URS Program Manager for the MARC Contract is Steve
13 Cox, P.E. Mr. Cox will provide overall contractual management as well as monthly
14 reporting and invoicing services from his Contract Group in Omaha.
 - 15 • **Project Manager** – The URS Project Manager for Delivery Order 0006 is Jo Ann
16 Bartsch. The Project Manager will be responsible for the overall planning, staffing,
17 execution, and completion of this Delivery Order. Ms. Bartsch will serve as the point
18 of contact for the USACE on Delivery Order-specific issues. The Project Manager
19 will be responsible for interactions with the USACE, the Ohio EPA, and the other
20 RVAAP stakeholders. Ms. Bartsch will also be responsible for reviewing project
21 costs, schedule, and general progress.
 - 22 • **Technical Project Manager** – The URS Technical Project Manager is Mr. Stan
23 Levenger. Mr. Levenger will be responsible for the direct daily oversight of project
24 activities and will maintain overall responsibilities for the preparation and submission
25 of project deliverables. The technical practice groups throughout URS will be
26 available to Mr. Levenger for any particular staffing needs he may identify.
 - 27 • **UXO Support Services:** Mr. Mac Reed will be responsible for providing UXO
28 support services at various stages of this project. Mr. Reed is the URS Eastern
29 Division UXO Practice Leader. He will be responsible for the amendment to the ESS
30 to cover URS activities at the load lines. A member of his staff will be assigned
31 during field work to provide UXO oversight. A UXO technician will be part of each
32 sampling field crew. Any UXO staff assigned to this project will have graduated
33 from the Indian Head MS/UXO School, or equivalent and have extensive experience
34 with potentially explosive contaminated soil.
 - 35 • **Remediation Services:** If any material is determined to require excavation and
36 transportation to buildings at Load Line 4, that effort will be managed by a URS
37 Remediation Operating Services (ROS) group. Mr. Tom Malatesta, of ROS-
38 Pittsburgh will be responsible for planning, organizing, and implementing this effort.

39
40 The key project positions and supporting technical staff organization are visually represented in
41 Figure 4-1. URS will notify the USACE Contracting Officer's Representative (COR) if any
42 changes in key personnel are necessary.

1 4.2 PROJECT STAKEHOLDERS

2 Within the SOW, six stakeholders were identified: the Army Environmental Center (AEC),
3 Louisville USACE, the Ohio Army National Guard, the Ohio Environmental Protection Agency
4 (Ohio EPA), and the Restoration Advisory Board (RAB).

5 Other organizations and interested parties, including the slab removal contractor, have also been
6 identified. Contact information for these persons/entities is included in Table 4-1. The URS
7 Project Manager should be notified in writing of any changes in designated representatives so
8 that a corrected, updated contact list can be maintained and distributed as needed.

9

1
2 URS will maintain a schedule of tasks including deliverables and field activities using Microsoft
3 Project® software. This schedule will be uploaded to the USACE P2 program for use in
4 coordination with other RVAAP activities. An initial proposed schedule is included as Figure 5-
5 1. Once a start date for slab removal is determined, the schedule will be updated for many of the
6 tasks.

7 **5.1 FACILITY-WIDE SCHEDULE**

8 A facility-wide schedule of other activities will be obtained from the USACE in order to
9 coordinate with the appropriate parties once field activities are planned. Updates to this facility-
10 wide schedule will be routinely (i.e., biweekly) requested and reviewed.

11 It will be particularly important to maintain close contact regarding the slab removal schedule.
12 The SOW contains time restrictions regarding when the URS soil sampling must begin and be
13 completed upon the removal of individual building slabs. Therefore, weekly teleconferences will
14 be held between the MKM Project Manager and the URS Technical Project Manager to identify
15 which slabs are scheduled for removal and the completion of slab removal at any individual
16 building. As slab removal progresses, the frequency of these calls may be increased. The URS
17 Technical Project Manager will maintain a spreadsheet for each load line summarizing all
18 buildings and the status of each slab. The spreadsheet will be used to communicate the progress
19 of slab removal and the scheduling of subsequent sampling to other stakeholders.

20 **5.2 FIELD ACTIVITIES COORDINATION**

21 As shown in the organizational chart (Figure 4-1), URS will report directly to USACE in
22 accordance with the contract. Field activities will, however, require additional coordination with
23 the Ohio Army National Guard/Ravenna Training and Logistics Site (OHARNG/RTLS) and any
24 other RVAAP contractors working at RVAAP. URS will attend the biweekly scheduling calls
25 organized through USACE and weekly contractor meetings at RVAAP during periods of active
26 field work. It is anticipated that the Technical Project Manager will be in attendance at these
27 meetings and teleconferences; the Program Manager will be available as a backup if needed.

28 **5.3 PAYMENT SCHEDULE**

29 Each month the URS Program Management Office in Omaha will prepare pay estimates and
30 invoices for this delivery order. The percent complete indications on the monthly progress report
31 will be the basis for the pay estimate and invoice.

1
2 For the duration of this delivery order, briefings and meetings will be held periodically as
3 deemed necessary. The proposed frequency will be determined by URS as implementation of
4 the work commences.

5 **6.1 BRIEFINGS**

6 Briefings in the form of conference calls will be held periodically to discuss the project status
7 with USACE and other stakeholders. The URS Project Manager will prepare and distribute a
8 draft agenda (electronically in Microsoft Office Word® format) 2 business days prior to each
9 conference call for review and comment by the stakeholders. A revised agenda will then be
10 distributed at the meeting that addresses any comments.

11 The URS PM will be responsible for leading the conference call and the discussion of each
12 agenda item. Minutes of the conference call will be prepared by URS and distributed
13 (electronically in Microsoft Office Word® format) for review and comment to each conference
14 call participant. URS will incorporate comments and distribute the final minutes within 1 week
15 of the conference call. Stakeholder representatives will be responsible for transmitting
16 comments on both the draft agenda and draft minutes to URS in a timely fashion.

17 **6.2 MEETINGS**

18 As discussed in Section 5.2, the URS Technical Project Manager will attend the weekly
19 contractor meetings at RVAAP during periods of active field work. No other regularly
20 scheduled meetings are anticipated. Should a meeting be needed to discuss the project status
21 with USACE and other stakeholders, the same agenda and minutes procedure described in the
22 briefings (Section 6.1) will be followed.

23 The RVAAP RAB generally holds meetings on a quarterly basis. The URS Project Manager will
24 attend any RAB meetings scheduled during the performance of this delivery order. The Project
25 Manager will be prepared to answer any questions or provide a project status update during those
26 meetings.

27

1
2 URS will prepare both monthly status reports and contract deliverables under this delivery order.
3 Delivery dates for deliverables are shown on the schedule (Figure 5-1).

4 **7.1 PROGRESS REPORTING**

5 By the first Tuesday after the end of each URS fiscal month, the Project Manager will provide a
6 monthly progress report to the Program Manager. The Program Manager will review and
7 forward the progress report to the USACE COR by the 5th of each month. The progress report
8 template is provided as Appendix A. The USACE COR will prepare monthly reports for all their
9 RVAAP contractors for delivery to Ohio EPA by the 10th of each month.

10 **7.2 CONTRACT DELIVERABLES**

11 Under the SOW this PCP and a full Work Plan (with Field Sampling Plan, QAPP, and HASP)
12 are required. In addition, the current ESS will require amendment. Finally, evaluation reports
13 documenting the field work, the analyses, and the comparison to cleanup goals are included in
14 several SOW tasks (Table 3-1).

15 All documents will be produced with internal Army draft, draft, and final versions. Formats will
16 be in accordance with the RVAAP deliverable document formatting guidelines (SpecPro, 2007).
17 The internal Army draft will be submitted to the USACE COR in electronic form. Comments
18 will be provided to the Contractor within ten business days. Once initial comments are
19 addressed, the draft version will be produced and submitted to the stakeholders listed in the SOW
20 for concurrent review and comment. Stakeholders will be given a 45 calendar day period to
21 submit comments. Upon resolution of stakeholder comments, a final document will be prepared
22 and submitted for an additional 45 calendar day stakeholder review. One electronic copy of all
23 draft and final documents will be placed in each of the public repositories and the Facility
24 Administrative Record located at Building 1037.

25

1

2 8.1 DOCUMENT CONTROL

3 URS will maintain both hard copy and electronic formats (to the extent that both exist) of all
4 project-related information pertinent to this delivery order. This will ensure that documentation
5 is available for project reviews or justifications and will provide a clear record of the approach
6 and implementation of this delivery order. The documentation is expected to include field data,
7 analytical reports, correspondence, and deliverables. This repository of information is the
8 property of the Army.

9 Any deliverables produced under this delivery order will also be incorporated into the existing
10 repositories in the Administrative Record, located at RVAAP in Building 1037, and the two
11 public repositories at the Ravenna and Newton Falls Libraries.

12 The Ravenna Environmental Information Management System (REIMS) will also be provided
13 with an electronic deliverable for uploading to the RVAAP data management system. This will
14 be done so that the information will be available in the REIMS at the same time as the draft
15 document is under review.

16 The URS Project Manager will be responsible for ensuring that all project personnel use the
17 appropriate formats for these documents.

18 8.2 ELECTRONIC FORMATS

19 Electronic text documents will be in the Microsoft Office Word® Word format. Engineering
20 drawings will adhere to the Department of Defense (DOD) criteria for computer-assisted design.
21 Analytical and field data will be prepared in an electronic format suitable for submission into a
22 USACE-designated database.

23

1
2 Goods and services procured under this delivery order will be acquired in accordance with the
3 URS Federal Procurement Manual (URS, 2007). The URS Project Manager will ensure that all
4 personnel follow the requirements of this manual, including adherence to the budget and
5 schedule established for this work.

6 The number of samples to be collected and subsequently analyzed by the fixed laboratory may
7 cause issues in turnaround time due to capacity constraints. To address this potential issue,
8 subcontracts may be issued to multiple analytical laboratories, and their capacity to provide the
9 data in a timely fashion will be closely monitored by a URS chemist.

10 A similar circumstance could arise with truck availability should large amounts of earth fill
11 require transportation to Load Line 4 Buildings. To address this potential issue, URS ROS-
12 Pittsburgh will coordinate with multiple trucking firms and monitor their availability to provide
13 transportation services as needed.

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10.1 QUALITY ASSURANCE STRATEGY AND APPROACH

It is URS' intent that the quality of work produced and performed as directed by this Delivery Order meets the Army's approval, through the COR. The *URS Quality Assurance (QA) Corporate Manual* (URS, 2001) will be followed in order to:

- Ensure that all the required steps for each of the tasks are appropriately monitored,
- Ensure that the appropriate acceptance criteria are applied to applicable portions of the project, and
- Ensure that the appropriate technical review of deliverables occurs for each deliverable.

Quality assurance inspections by the USACE COR are proposed for various stages of the project, including implementation of the field testing, observation of the multi-increment sampling, and excavation and transportation of material to Load Line 4. Quality assurance oversight for munitions and explosives chemical safety will be provided through USACE, Rock Island District.

The URS Technical Project Manager will function as the Quality Assurance officer during field work; the URS Project Manager will function as the Quality Assurance officer for all deliverables.

10.2 DOCUMENTATION

Prior to submission, all deliverable documents will be reviewed by a technical person associated with the project, but not the preparation of the report. The URS Project Manager will also review all deliverables. URS' QA manual requires a series of specific procedures and forms for documenting the initial review, the comment disposition, and a back check of required corrections. This Independent Technical Review (ITR) process will be documented in the URS project files maintained for this Delivery Order.

10.3 FIELD OPERATIONS

The Field Team Leader will conduct daily inspections of the field work and will also inspect any equipment arriving and leaving the site. These inspections will be documented on a daily inspection form that includes entry space for activities, equipment, personnel and any issues or corrective actions. Photographs will be taken as needed to document processes or issues. Any issue that impacts the schedule will be brought to the URS Project Manager's attention through the URS Technical Project Manager.

The URS Technical Project Manager will be responsible for proper implementation of best management practices with regard to minimizing risks to on-site workers and surrounding communities. These procedures will include the following when tasks involving transportation of earth fill to Load Line 4 are implemented:

- Using dust suppression methods during excavation when necessary,

- 1 • Using covers over truck loads carrying earth fill to Load Line 4, and
- 2 • Conducting dust monitoring.
- 3 During the course of field work, issues may arise that require changes in the previously approved
- 4 field activities or procedures. The URS Technical Project Manager will notify the USACE COR,
- 5 Ohio EPA, and the RVAAP Facility Manager of the issue and any proposed change to resolve it.
- 6 Changes will not be executed unless approved by Ohio EPA, USACE, and RVAAP.
- 7

1

2 11.1 FACILITY-WIDE REQUIREMENTS

3 There are facility-wide security measures in place at RVAAP for personnel visiting or
4 performing work at the facility. The RVAAP security offices operate on weekdays during
5 daylight hours and on weekends with pre-approval.

6 A roster of all personnel and subcontractors who will be working at the RVAAP will be
7 submitted to MKM at least one week in advance of field operations. The roster will be
8 maintained and submitted on a weekly basis. Any person with a felony conviction will not be
9 allowed to enter the RVAAP. The URS Project Manager will be responsible for verifying the
10 records of all URS personnel and subcontractors.

11 All personnel approved to enter the RVAAP must provide government issued identification (e.g.,
12 driver's license, passport) in order to enter. Any person required to work within an area of
13 concern (AOC) will be required to provide adequate training documentation of the following:

- 14 • 40-Hour Occupational Safety and Health Administration (OSHA) Hazardous Waste
15 operations (HAZWOPER) Training.
- 16 • 8-Hour OSHA HAZWOPER Refresher Training.

17 In addition, most URS field personnel will possess current First Aid and Cardio Pulmonary
18 Resuscitation (CPR) Training. Training documentation will be submitted to MKM prior to
19 entering an AOC to perform work.

20 Personnel are expected to observe posted speed limits at the RVAAP or the default of 35 miles
21 per hour (mph) during daylight hours and 25 mph at night.

22 Smoking will not be allowed within the RVAAP; no matches, cigarettes, lighters, or other flame-
23 producing devices will be brought onto the facility. Food will be consumed only in designated
24 areas of the RVAAP.

25 11.2 DELIVERIES

26 Twenty-four hour notice will be given to RVAAP security for any deliveries. Trucks are subject
27 to search by RVAAP security at any time.

28 11.3 COMMUNICATION

29 The use of two-way radios and cell phones are permitted at RVAAP. Personnel will have a
30 backup form of communication in the event that service is not available in the work area.

31 11.4 HAZARDOUS AND NONHAZARDOUS WASTE

32 All waste generated during project work will be removed by URS. The area identified by
33 RVAAP as the temporary waste storage area is Bldg 1036. All waste stored in this area will be
34 labeled as "On Hold Pending Analysis – (Waste Description)". Wastes generated during the
35 project will be properly profiled, manifested, and transported to a disposal facility based upon
36 waste characterization results or review of other technical information such as Material Safety
37 Data Sheets (MSDS). All wastes identified as Resource Conservation and Recovery Act

1 (RCRA) hazardous will be moved to the RVAAP hazardous waste, 90-day storage area (Bldg
2 1047) within 3 business days, pending disposal. The RVAAP Facility Manager will generate
3 hazardous waste manifests and incorporate them into the facility disposal log. Copies of
4 manifests will be promptly returned to the Facility Manager for facility records. The Army will
5 be noted as the generator for any waste produced, unless the waste is a result of URS'
6 negligence.
7

1
2 As discussed previously, a project-specific Health and Safety Plan (HASP) will be prepared. It
3 will incorporate facility-wide procedures as detailed in the *Facility-Wide Safety and Health Plan*
4 (SAIC, 2001a). Project-specific considerations will be included in the URS HASP as part of the
5 Job Safety Analysis (JSA) done for every URS project requiring a HASP. The JSA will include
6 a determination of job hazards associated with the soil sampling, excavation, and transportation
7 and an analysis of methods and activities to mitigate them. The URS HASP will include an
8 emergency response and contingency plan. It will identify emergency contacts such as police,
9 fire, and ambulance services and directions to the nearest hospital. As identified in the *Facility-*
10 *Wide HASP*, Post 1 at 330-358-2017 will be the first contact in the event of an on-site
11 emergency.

12 The URS Technical Project Manager will also ensure that any subcontractors hired for project-
13 related tasks are familiar with both the *Facility-Wide Safety and Health Plan* and the URS
14 HASP. Any subcontractors will be accompanied by URS personnel who will ensure that they
15 observe RVAAP security procedures and the HASPs when performing work at the Facility.

16

1
2 MKM Engineers, Inc. 2005. Explosives Safety Submission for the Thermal Decomposition and
3 Demolition of Load Lines 1-5, 7, 8, 10, 11 Buildings 1039, F-15, 1200 S-4605, and T-
4 4602. February 24, 2005.

5 SAIC. 2001a. Facility-Wide Safety and Health Plan for Environmental Investigations at the
6 Ravenna Army Ammunition Plant. Ravenna, Ohio. Prepared for the US Army Corps of
7 Engineers, Louisville District. March 2001.

8 SAIC. 2001b. Facility-Wide Sampling and Analysis Plan for Environmental Investigations at
9 the Ravenna Army Ammunition Plant. Ravenna, Ohio. Prepared for the US Army Corps
10 of Engineers, Louisville District. March 2001.

11 SpecPro. 2007. Deliverable Document Formatting Guidelines. Ravenna Army Ammunition
12 Plant. SpecPro Technical Services. November 30, 2007.

13 URS. 2001. URS Quality Assurance Manual. April, 2001.

14 URS. 2007. URS Federal Procurement Manual. URS Group, Inc. October, 2007 (Rev. 8).

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19 P:\R\Ravenna AAP\13812319\DOCs\Plans\PCP\Draft\PCP_Text.doc

TABLES

Table 3-1
Summary of Tasks and Activities Included in the SOW
Ravenna Army Ammunition Plant
Ravenna, Ohio

Task No.	Description	Activities
1	Project Coordination Plan	Prepare concise PCP to ensure all stakeholders are informed of project status, existing or potential problems, and any project changes.
2A	Work Plan for Pre (Floor Slab) Removal Field Screen Testing	Prepare Work Plan to address field screening at three locations. Letter report Work Plan to include the sampling that will be done to characterize the existing piles within the buildings at Load Line 4. Letter report Work Plan to be included in full Work Plan for entire project.
2B	Explosives Safety Submission for Pre (Floor Slab) Removal Field Screen Testing	Prepare an amendment to the existing ESS (MKM, 2005) to include the field screening sampling that will occur before the slabs are removed.
2C	Completion of Sampling Specified on Table 1 (Selected Buildings)	Collect 10 samples at two building locations on Load Lines 2 and 3 and test for TNT and RDX using EnSys Soil Test System.
2D	Preliminary Evaluation of Pre (Floor Slab) Removal Contamination Beneath Selected Buildings at Load Lines 2,3,4	Provide a preliminary evaluation of the results of the field testing at the two buildings sampled in Task 2C.
2E	Characterize the Six Piles at Buildings G-1, 1A and 3 at Load Line 4	Collect one, 30-increment, multi-increment (MI) sample from each of the six piles and analyze for a full suite of analytes.
2F	Remove Six Piles of Soil/Concrete Debris at Buildings G-1, G-1A, and G-3 at Load Line 4	Remove six piles of soil/debris at Load Line 4. Dispose of as special waste.
3A	Initial sampling and Analysis of 92 Buildings not Listed on Table 2	At most of the 105 buildings (92), collect a biased sample for field screening. If the TNT or RDX cleanup goals are exceeded, collect 4' cores as described in Task 4D.
3B	Short Report of the Sampling and Analysis of the 92 Buildings Not Listed on Table 2.	Prepare a short report of the field screening efforts at all 92 buildings sampled as part of task 3A.
4A	Work Plan for Initial After (Floor Slab) Removal Field Screening Testing	Prepare a section within the full Work Plan addressing the sampling that will occur after the slabs are removed. Include Field Sampling Plan and QAPP amendments, and a site-specific HASP.
4B	Explosives Safety Submission for Initial After (Floor Slab) Removal Field Screen Testing	Prepare an amendment to the existing ESS (MKM, 2005) to include the field screening sampling that will occur after the slabs are removed. Include this information along with the amendment in Task 2B.
4C	Initial Sampling and Analysis of 13 Buildings Listed on Table 2	For those buildings representing a higher probability of residual contamination, collect multiple 4' cores and perform field screening (TNT/RDX) at five depths. Collect an additional 10 samples representative of a range of field screening concentrations and submit to the fixed laboratory for TNT/RDX analysis (to allow for correlation to future work).

Table 3-1
Summary of Tasks and Activities Included in the SOW
Ravenna Army Ammunition Plant
Ravenna, Ohio

Task No.	Description	Activities
4D	Initial Sampling and Analysis of Contingency Samples (from 3A)	If TNT or RDX cleanup levels are exceeded during the initial field screening tests at the 92 buildings, collect a deep core for further analysis. Send five samples per core to the fixed laboratory for TNT/RDX analyses. If TNT or RDX cleanup levels are exceeded based on fixed laboratory analyses, proceed to excavation and transportation tasks.
4E	Short Report of the Sampling and Analysis of 13 Buildings Listed on Table 2	Prepare a short report of the field screening efforts at the 13 higher probability buildings, including the 4' contingency cores, as well as a summary of areas requiring excavation.
5A	Work Plan for Final (MI) Sampling	Prepare a section within the full Work Plan addressing the MI sampling that will occur after the slabs are removed.
5B	Final Sampling and Analyses at Load Line 4	Conduct final MI sampling. Submit to the fixed laboratory for selected analyses. Compare results to Interim Record of Decision (ROD) cleanup levels.
5C	Evaluation of Final Sampling at Load Line 4	Prepare a report of the field sampling effort as well as the conclusions regarding the need for excavation.
5D	Final Sampling and Analyses at Load Line 3	Conduct final MI sampling. Submit to the fixed laboratory for selected analyses. Compare results to Interim ROD cleanup levels.
5E	Evaluation of Final Sampling at Load Line 3	Prepare a report of the field sampling effort as well as the conclusions regarding the need for excavation.
5F	Final Sampling and Analyses at Load Line 2	Conduct final MI sampling. Submit to the fixed laboratory for selected analyses. Compare results to Interim ROD cleanup levels.
5G	Evaluation of Final Sampling at Load Line 2	Prepare a report of the field sampling effort as well as the conclusions regarding the need for excavation.
6A	Explosives Safety Submission for Excavation and Transportation of Contaminated Soils to Load Line 4	Prepare an amendment to the existing ESS (MKM, 2005) to include the excavation of contaminated soil and transportation to the Load Line 4 Buildings. Include this information along with the amendment in Task 2B
6B	Mobilization and Demobilization for Excavation and Transportation of Contaminated soils	Mobilize all necessary equipment, supplies, and staff resources for excavation of earth fill materials. Demobilize when all removals and transportation activities at all three load lines are complete.
6C	Price to Excavate and Transport Contaminated Soils from Load Line 4 to Load Line 4 Buildings	Excavate earth fill determined to be impacted and transport material to Load Line 4 buildings.

Table 3-1
Summary of Tasks and Activities Included in the SOW
Ravenna Army Ammunition Plant
Ravenna, Ohio

Task No.	Description	Activities
6D	Price to Excavate and Transport Contaminated Soils from Load Line 3 to Load Line 4 Buildings	Excavate earth fill determined to be impacted and transport material to Load Line 4 buildings.
6E	Price to Excavate and Transport Contaminated Soils from Load Line 2 to Load Line 4 Buildings	Excavate earth fill determined to be impacted and transport material to Load Line 4 buildings.

**Table 4-1
Contact Information**

Name	Association	Address	Telephone, Fax, e-mail
Steve Cox	URS-Program Manager	12120 Shamrock Plaza, Suite 200 Omaha, NE 68154	T:402-952-2542 F: 402-334-1984 steven_cox@urscorp.com
Jo Ann Bartsch	URS Project Manager	1375 Euclid Ave., Suite 600 Cleveland, OH 44115-1808	T: 216-622-2229 F: 216-622-2480 jo_ann_bartsch@urscorp.com
Stan Levenger	URS Technical Project Manager	5550 Blazer Parkway, Suite 175 Dublin, OH 43017	T: 614-726-3575 F: 614-726-3599 stan_levenger@urscorp.com
Keith Mast	URS Cleveland Environmental Group Manager	1375 Euclid Ave. Suite 600 Cleveland, OH 44115-1808	T: 216-622-2229 F: 216-622-2480 keith_mast@urscorp.com
Tom Malatesta	URS-ROS	Foster Plaza 4 501 Holiday Drive Suite 300 Pittsburgh, PA 15220	T: 412-503-4666 F: 412-503-4668 thomas_malatesta@urscorp.com
David Shuck	US Army Corps of Engineers – Louisville, Contract Specialist	Louisville District, CT 600 Martin Luther King Jr. Place Louisville, KY 40201	T: (502) 315-6182 F: (502) 315-6195 david.l.shuck@usace.army.mil
Cynthia A. Ries	US Army Corps of Engineers – Project Engineer/COR	Louisville District, ED-EE 600 Martin Luther King Jr. Place Louisville, KY 40202-2232	T: (502) 315-6347 F: (502) 315-6309 cynthia.a.ries@usace.army.mil
Glen Beckham	US Army Corps of Engineers – Louisville, Project Manager	CELRL-PM Room 821 600 Martin Luther King Jr. Place Louisville, KY 40201	T: (502) 315-6799 F: (502) 315-6195 glen_beckham@usace.army.mil
Mark Patterson	RVAAP Facility Manager	RVAAP Building 1037 8451 State Route 5 Ravenna, OH 44266-9244	T: (330) 358-7312 F: (330) 358-7314 mark.c.patterson@us.army.mil
Irv Venger	RVAAP Industrial Specialist	RVAAP Building 1037 8451 State Route 5 Ravenna, OH 44266-9244	T: (330) 358-7312 F: (330) 358-7314 irving.b.venger@us.army.mil
Katie Elgin	Ohio Army National Guard, Environmental Specialist 2	1438 State Route 534, SW Newton Falls, OH 44444-8503	T: (614) 336-6136 F: (614) 336-6135 katie.elgin@us.army.mil
Eileen Mohr	Ohio EPA, Project Manager	NE District, DERR 2110 E. Aurora Road Twinsburg, OH 44087	T: (330) 963-1221 F: (330) 487-0769 eileen.mohr@epa.state.oh.us
Todd Fisher	Ohio EPA, Project Manager	NE District, DERR 2110 E. Aurora Road Twinsburg, OH 44087	T: (330) 963-1148 F: (330) 487-0769 todd.fisher@epa.state.oh.us
Brian Stockwell	MKM Engineers	8451 State Route 5 Building 1038 Ravenna, OH 44266	T: (330) 388-2920 F: (330) 388-2924 bstockwell@pikainc.com

FIGURES

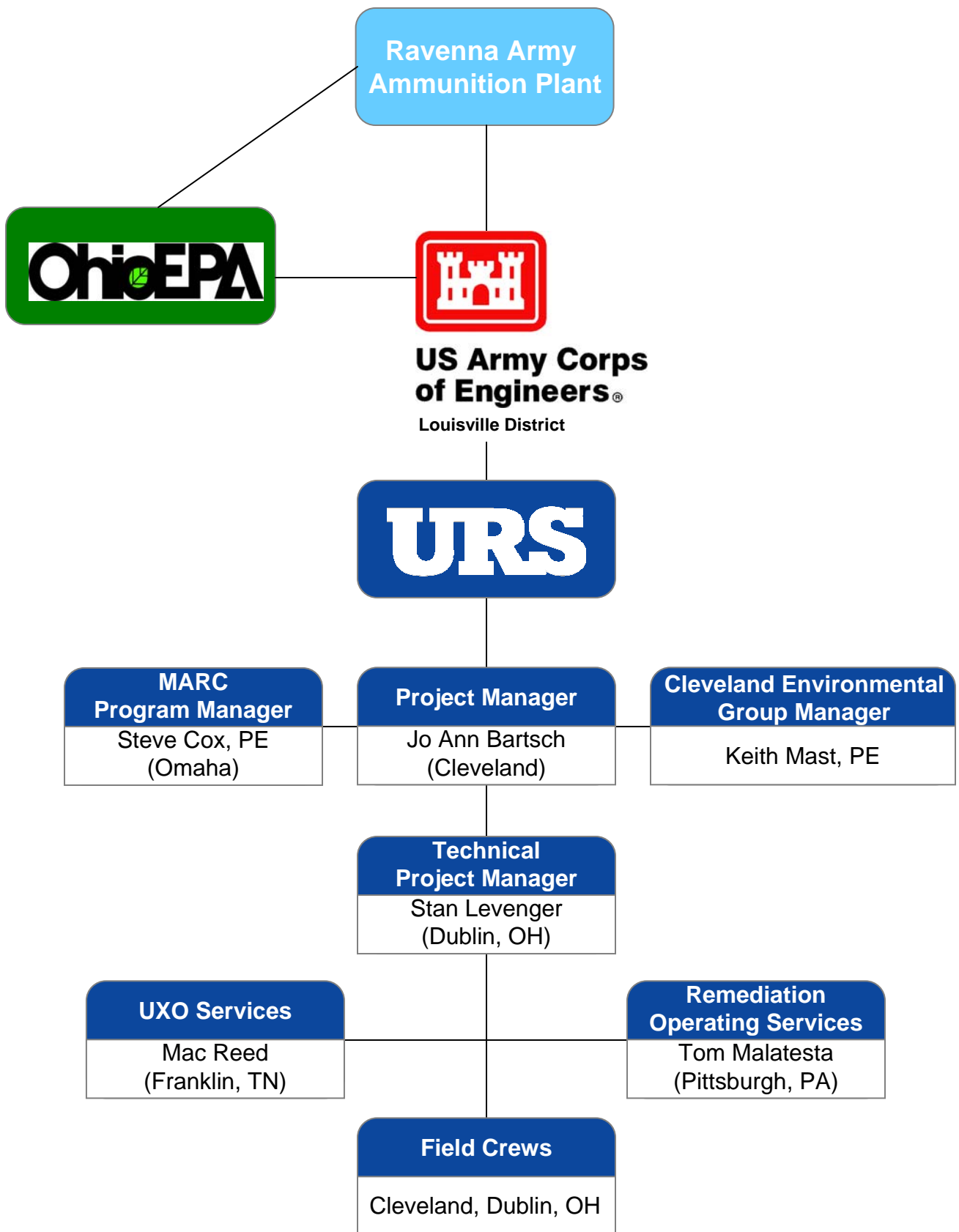


Figure 4-1 Organization Chart

ID	Task Name	Qtr 3, 2007			Qtr 4, 2007			Qtr 1, 2008			Qtr 2, 2008			Qtr 3, 2008			Qtr 4, 2008			Qtr 1, 2009			Qtr 2, 2009	
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
1	Project Schedule																							
2	Task 1: Project Coordination Plan																							
3	Prepare Plan Internal Army Draft	Prepare Plan Internal Army Draft 1/7 - 1/13																						
4	Internal Draft Review (USACE)	Internal Draft Review (USACE) 1/22 - 1/25																						
5	Comment Resolution	Comment Resolution 1/29 - 2/4																						
6	Prepare Draft	Prepare Draft 2/5 - 2/14																						
7	Submit Draft (Stakeholder Review)	Submit Draft (Stakeholder Review) 2/15 - 3/31																						
8	Comment Resolution	Comment Resolution 4/1 - 4/14																						
9	Prepare Final	Prepare Final 4/15 - 4/28																						
10	Submit Final for (Stakeholder Review)	Submit Final for (Stakeholder Review) 4/29 - 6/13																						
11	Submit Final	Milestone: 6/20																						
12	Task 2																							
13	Task 2A: Letter Report Work Plan																							
14	Prepare Internal Army Draft	Prepare Internal Army Draft 1/10 - 1/13																						
15	Internal Army Review	Internal Army Review 1/21 - 1/22																						
16	Comment Resolution	Comment Resolution 1/22 - 1/24																						
17	Submit Draft	Milestone: 1/25																						
18	Review Draft (Stakeholders)	Review Draft (Stakeholders) 2/1 - 2/3																						

Figure 5-1
Project: RVAAP Sub Slab
Date: Wed 2/13/08

Task		Milestone		External Tasks	
Split		Summary		External Milestone	
Progress		Project Summary		Deadline	

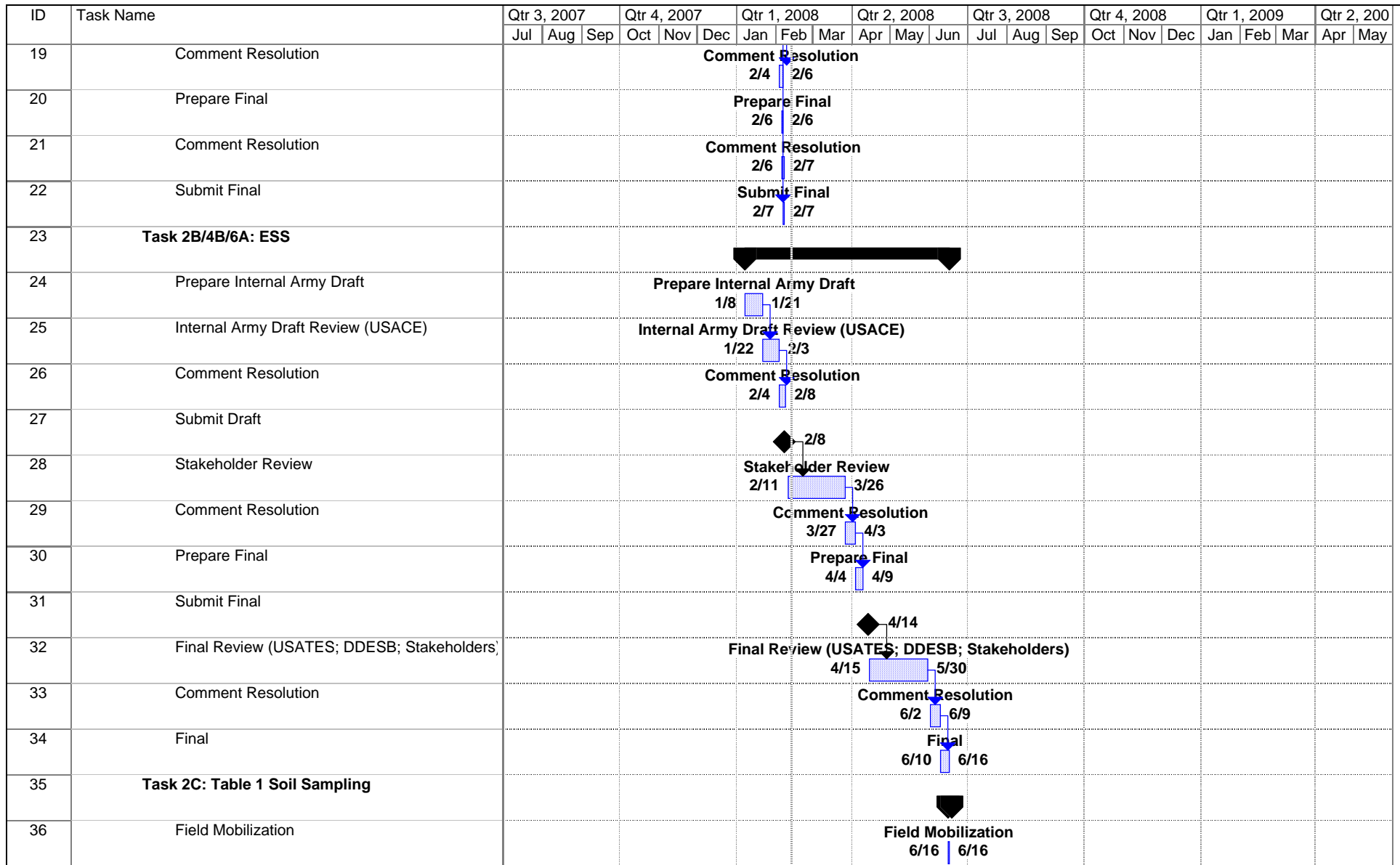


Figure 5-1 Project: RVAAP Sub Slab Date: Wed 2/13/08	Task		Milestone		External Tasks	
	Split		Summary		External Milestone	
	Progress		Project Summary		Deadline	

ID	Task Name	Qtr 3, 2007			Qtr 4, 2007			Qtr 1, 2008			Qtr 2, 2008			Qtr 3, 2008			Qtr 4, 2008			Qtr 1, 2009			Qtr 2, 2009	
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
37	Field Sample Collection																							
38	Sample Analysis																							
39	Task 2D: Preliminary Evaluation of Pre-Floor Re																							
40	Evaluation																							
41	Task 2E: Characterization of Six Soil Piles G-1, G																							
42	Field Mobilization																							
43	Field Sample Collection																							
44	Laboratory Analysis																							
45	Laboratory Result Evaluation																							
46	Task 2F: Remove Six Soil Piles at G-1, G-1A, G-3																							
47	Field Mobilization																							
48	Removal of Six Soil Piles																							
49	Task 3																							
50	Task 3A: Initial Sampling and Analysis of 92 Buildings (Not on Table 2)																							
51	Field Mobilization																							
52	Field Sampling																							
53	Field Screening																							
54	Task 3B: Short Report for Sampling & Analysis from 92 Bldgs (Not on Table 2)																							

Figure 5-1 Project: RVAAP Sub Slab Date: Wed 2/13/08	Task		Milestone		External Tasks	
	Split		Summary		External Milestone	
	Progress		Project Summary		Deadline	

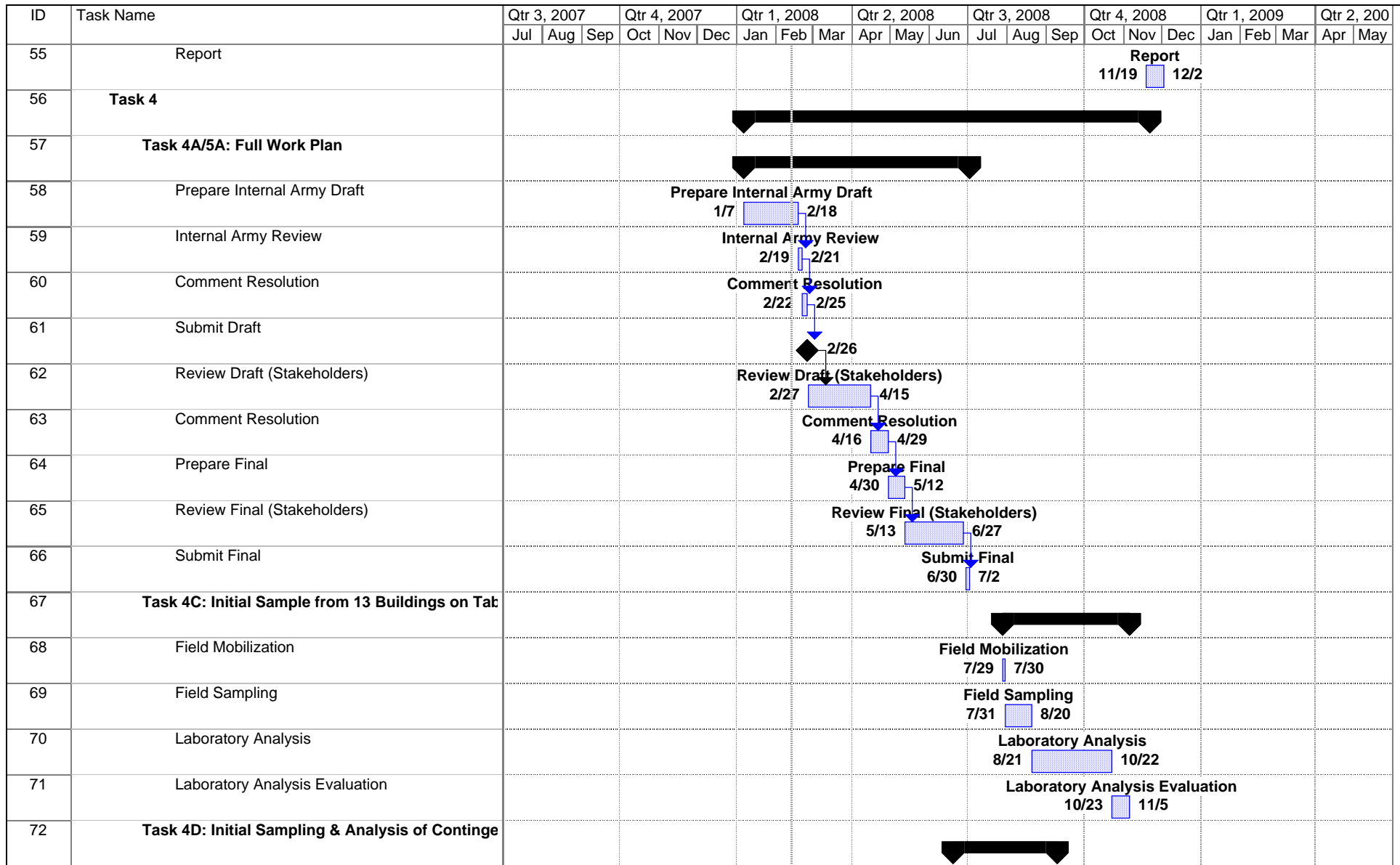











Figure 5-1 Project: RVAAP Sub Slab Date: Wed 2/13/08	Task		Milestone		External Tasks	
	Split		Summary		External Milestone	
	Progress		Project Summary		Deadline	

ID	Task Name	Qtr 3, 2007			Qtr 4, 2007			Qtr 1, 2008			Qtr 2, 2008			Qtr 3, 2008			Qtr 4, 2008			Qtr 1, 2009			Qtr 2, 2009	
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
73	Field Mobilization																							Field Mobilization 6/20 6/20
74	Field Sampling																							Field Sampling 6/23 6/24
75	Laboratory Analysis																							Laboratory Analysis 6/25 8/26
76	Laboratory Result Evaluation																							Laboratory Result Evaluation 8/27 9/9
77	Task 4E: Short Report of the Sampling & Analysis																							
78	Report																							Report 11/5 11/21
79	Task 5																							
80	Task 5B: Final Sampling and Analysis at LL#4																							
81	Field Mobilization																							Field Mobilization 7/15 7/15
82	Field Sampling																							Field Sampling 7/16 7/29
83	Laboratory Analysis																							Laboratory Analysis 7/30 9/30
84	Task 5C: Evaluation of Final Sampling at LL#4 for																							
85	Laboratory Analysis Evaluation																							Laboratory Analysis Evaluation 9/30 10/27
86	Task 5D: Final Sampling & Analysis at LL#3																							
87	Field Mobilization																							Field Mobilization 10/28 10/28
88	Field Sampling																							Field Sampling 10/28 11/17
89	Laboratory Analysis																							Laboratory Analysis 11/17 1/16
90	Task 5E: Evaluation of Final Sampling at LL#3																							

Figure 5-1 Project: RVAAP Sub Slab Date: Wed 2/13/08	Task		Milestone		External Tasks	
	Split		Summary		External Milestone	
	Progress		Project Summary		Deadline	

ID	Task Name	Qtr 3, 2007			Qtr 4, 2007			Qtr 1, 2008			Qtr 2, 2008			Qtr 3, 2008			Qtr 4, 2008			Qtr 1, 2009			Qtr 2, 2009	
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
91	Evaluation of Laboratory Analysis																							
92	Task 5F: Final Sampling & Analysis at LL#2																							
93	Field Mobilization																							
94	Field Sampling																							
95	Laboratory Analysis																							
96	Task 5G: Evaluation of Final Sampling at LL#2																							
97	Evaluation of Laboratory Analysis																							
98	Task 6B: Mob/Demob for Excavation/Transport																							
99	Task 6C: Excavate/Transport Load Line 4																							
100	Task 6D: Excavate/Transport Load Line 3																							
101	Task 6E: Excavate/Transport Load Line 2																							

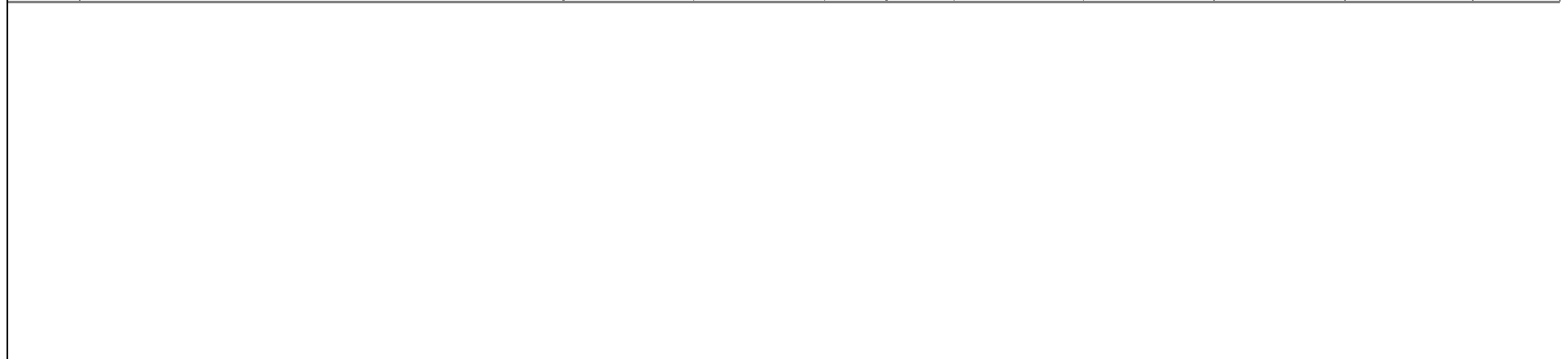


Figure 5-1 Project: RVAAP Sub Slab Date: Wed 2/13/08	Task		Milestone		External Tasks	
	Split		Summary		External Milestone	
	Progress		Project Summary		Deadline	

ATTACHMENT A
Monthly Report Format

NOVEMBER MONTHLY REPORT

Date: 05 December 2007

Contract Number: XXXXXX-XX-X-XXXX

Contractor: (Contractor name and address)

Location: Ravenna Army Ammunition Plant, Ravenna, OH

Project Name: (project name per scope of work)

SUMMARY OF ACTIVITIES:

Task 1 – (Describe Task)

(Provide update)

Task 1 is XX% completed.

Task 2 – (Describe Task)

(Provide update)

Task 2 is XX% completed.

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.

.

Task XX – (Describe Task)

(Provide update)

Task XX is XX% completed.

HEALTH AND SAFETY PERFORMANCE:

(Provide update, such as “There were no health and safety performance issues this month.”)

PROBLEMS ENCOUNTERED/RESOLUTION:

(Provide update, such as “There were no problems encountered this month.”, or other as appropriate.

PLANNED ACTIVITIES FOR THE FOLLOWING MONTH:

Task 1 – (Describe Task)

Provide update of activities planned for following month.

Task 2 – (Describe Task)

Provide update of activities planned for following month.

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. .
.

Task XX – (Describe Task)

Provide update of activities planned for following month.

ACTIVITY AND PROGRESS COMPLETION TABLES:

Target/Milestone Activity	Scheduled Completion Date	Actual Completion Date	Status
<i>Task 1 –</i>			XX% completed.
<i>Task 2 –</i>			XX% completed
<i>Task 3 –</i>			XX% completed
<i>Task XX</i>			XX% completed

CHANGES IN KEY PERSONNEL:

Example: “There were no changes in key personnel.”; or other statement as appropriate.

DEVIATION IN SCHEDULE:

Example: “There are no deviations in the schedule at this time.”; or other statement as appropriate.

INVESTIGATIVE DERIVED WASTE (IDW):

Example: “There is no IDW to address.”; or other statement as appropriate.

REMARKS:

There are no remarks for this month.

PROJECT REPRESENTATIVE:

//Signed//

XXXXX X. XXXXXX

Principal

Company Name