

	Title LSRS Site Operations Plan	Document No.: SWY-PLA-WP-001	Revision No.: 1
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SITE OPERATIONS PLAN
for the
Remediation of the Seaway FUSRAP Site,
Northside and Southside Areas,
Town of Tonawanda, New York

Prepared for:
United States Army Corps of Engineers – Buffalo District

Under Contract No: W912P4-07-D-0001
Task Order No. 0005

Prepared by:
LATA-Sharp Remediation Services, LLC
756 Park Meadow Road
Westerville, OH 43081

Deliverable No. 11

June 26, 2015

Date: 06/26/2015	Title: Site Superintendent
Date: 06/26/2015	Title: Project Manager
Date: 06/26/2015	Title: Program Manager

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List of Acronyms

AMP	Air Monitoring Plan
APP	Accident Prevention Plan
BCRP	Backfill, Compaction and Restoration Plan
CERCLA	Comprehensive Environmental Response, Compensation and Liability Act
CHP	Certified Health Physicist
COC	Contaminant of Concern
CPM	Critical Path Method
CQCP	Contractor Quality Control Plan
FSP	Field Sampling Plan
FSS	Final Status Survey
FUSRAP	Formerly Utilized Sites Remedial Action Program
LSRS	LATA-Sharp Remediation Services, LLC
MARC	Multiple Award Remediation Contract
NCP	National Oil and Hazardous Substances Contingency Plan
NYCRR	New York Code of Rules and Regulations
NYSDEC	New York State Department of Environmental Conservation
O&M	Operation & Maintenance
PDT	Project Delivery Team
POC	Point-of-Contact
PPE	Personal Protective Equipment
QA/QC	Quality Assurance/Quality Control
RA	Remedial Action
RCP	Regulatory Compliance Plan
ROD	Record of Decision
RPP	Radiation Protection Plan
SAP	Sampling and Analysis Plan
SARA	Superfund Amendments and Reauthorization Act
SOP	Site Operations Plan
SOP	Standard Operating Procedure
SSHPP	Site Safety and Health Plan
SWPPP	Storm Water Pollution Prevention Plan
T&D	Transportation & Disposal
UFP-QAPP	Uniform Federal Policy Quality Assurance Project Plan
USACE	United States Army Corps of Engineers
USEPA	United States Environmental Protection Agency
WMP	Water Management Plan
WMTDP	Waste Management, Transportation and Disposal Plan
WWPPP	Waste Water Pollution Prevention Plan

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REVISION LOG Site Operations Plan for Remediation of the Seaway FUSRAP Site, Northside and Southside Areas		
Revision Number/Date	Description of Changes	Pages Affected
0 3/31/15	Original Issue	N/A
0-A 4/24/15	Incorporation of USACE comments.	All
0-B 5/19/15	Incorporation of USACE comment	Sections 11.0 and 12.0
1-A 06/22/2015	Revised Site Access and Layout Plans. Revised Org Chart with Ethridge as PM Removed Voorheis resume; inserted Ethridge resume.	Sections 5.5, 7.0, 12.0, 13.0, and Proposed Site Access Plan, and Fig 6-1 – Proposed Site Layout. Section 4.2 and Figure 4-1. Attachment 2.
1-B 06/23/15	Incorporation of USACE comments.	Sections 7.1, 7.2, 7.3, 11.0, 12.0, Att. 2,
1-C 06/26/15	Incorporation of USACE comments.	Section 9.0; Proposed Site Access Plan figure, and Proposed Site Layout Figure

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CERTIFICATE OF INDEPENDENT TECHNICAL REVIEW COMPLETION

LATA-Sharp Remediation Services, LLC (LSRS) has completed the Site Operations Plan for the Remediation of the Seaway FUSRAP Site, Northside and Southside Areas, Town of Tonawanda, New York. Notice is hereby given that an independent technical review has been conducted by staff of LSRS that is appropriate to the level of risk and complexity inherent in the project, as defined in the Contractor Quality Control Plan (CQCP).

During the independent technical review, compliance with established policy principles and procedures, utilizing justified and valid assumptions, was verified. This included review of assumptions; methods, procedures, and material used in analyses; alternatives evaluated; the appropriateness of data used and level of data obtained; and reasonableness of the results, including whether the product meets the customer's needs consistent with law and existing USACE policy. The document/plans were accomplished by [REDACTED] and the independent technical review was accomplished by [REDACTED] as indicated by signatures below. All reviews are documented via red line track changes in associated text files. Red line edited documents are available upon request.

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1.0 INTRODUCTION

LATA-Sharp Remediation Services, LLC (LSRS) is providing supplies and services for task order No. 0005 issued under the Multiple Award Remediation Contract (MARC) contract No. W912P4-07-D-0001 with the United States Army Corps of Engineers (USACE), Buffalo District to remediate the Seaway Site in accordance with the *Record of Decision (ROD) for the Seaway Site, Town of Tonawanda, New York* (USACE, 2009). The project scope includes the excavation, transportation and disposal (T&D) of Formerly Utilized Sites Remedial Action Program (FUSRAP) contaminated soils/sediments/debris from the Northside and Southside areas outside of the landfill. This work is being conducted by the USACE under the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) as amended by the Superfund Amendments and Reauthorization Act (SARA). Work performed will follow the requirements of the National Oil and Hazardous Substances Contingency Plan (NCP) as well as title 40 of the Code of Federal Regulations.

2.0 BACKGROUND

USACE is the lead agency for implementing FUSRAP, which was established to identify, investigate, and if necessary cleanup or control contaminated sites. The Seaway Site is a closed landfill in Tonawanda, New York that is included on the list of FUSRAP sites. The Seaway Site is an inactive hazardous waste disposal site pursuant to Title 6 of the New York Code of Rules and Regulations (NYCRR) Part 375. The site is listed in the Registry of Inactive Hazardous Waste Sites that is maintained by New York State Department of Environmental Conservation (NYSDEC, 2003). Under 6NYCRR 375-2.7 (b)(3), inactive hazardous waste disposal sites are classified with respect to the threats they pose to the environment, with a Class 1 posing the greatest threat and Class 5 indicating that a site is properly closed and does not require continued operation, maintenance, or monitoring. The Seaway Site is a Class 4 inactive hazardous waste disposal site.

2.1 SITE LOCATION

The Seaway Site is located in the Town of Tonawanda, New York approximately 10 miles north of the City of Buffalo. It is situated northeast of the intersection of State Road 266 (River Road) and Interstate 190 and is approximately ¾ mile southeast of River Road. Figure 2-1 provides a Site Location Map. Ashland Oil & Refining Company owns properties to the east and west; primarily using these areas for industrial purposes. Other industrial facilities are located nearby along River Road. The nearest residences are located to the northwest across the Niagara River on Grand Island and to the east in the Town of Tonawanda. A Niagara Mohawk right of way runs along the eastern fence line.

2.2 SITE HISTORY

The Seaway property is approximately 100 acres and is referred to as the Seaway Industrial Park. It is currently owned by the Benderson Development/Sands Mobile Park Corporation (Benderson), which is the successor by merger to the Seaway Industrial Park Development Company, Inc. Since the late 1980's, Browning-Ferris Industries, Inc., followed by Allied Waste operated the landfill on the property (also referred to as the Niagara Landfill).

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The source of the FUSRAP contaminants of concern (COCs) at the site are residues from uranium processing that was conducted at the nearby Linde Site. Various types of wastes were disposed in the landfill starting in 1930 and ending in 1993. These included municipal, commercial, industrial (including hazardous substances), and construction wastes from nearby communities. Approximately 90 percent of the property (90 acres) has been used as a landfill; approximately 69 acres have been capped. The site contains Seaway Southside (Seaway Area D Adjacent Property and Area Northwest of Seaway Area D) and Seaway Northside (property line surface runoff area).

3.0 OBJECTIVE AND SCOPE

The overall objective of the project is to remediate FUSRAP-contaminated soils/sediment from the Seaway Southside and Northside areas. Site operations include activities associated with the Remedial Action (RA) to include but not limited to water management, Operation and Maintenance (O&M) of the air monitoring system, O&M of the meteorological station, equipment decontamination, worker health and safety monitoring, maintenance and radiological monitoring of roads and support areas, utility services, civil surveys, weekly conference calls, on-site meetings, dust control, site security, daily reporting and any other daily site activities. Site operations will occur after mobilization and before demobilization. LSRS will provide all labor, material, equipment, tools, supplies, sanitary facilities, and off-site laboratory facilities necessary to perform the services required to complete the tasks specified under the statement of work.

Work to be performed includes the following:

- Preparation of Project Work Plans.
- Assisting USACE with a Preconstruction Community Outreach Meeting.
- Mobilization and demobilization activities.
- Site health, safety and environmental monitoring.
- Field verification of actual conditions and location of each work area.
- Verifying the location of the current Landfill Cut-off Wall.
- Sampling and Analysis.
- Excavation of clean overburden for storage and possible reuse.
- Excavation of FUSRAP-contaminated materials from areas that are outside of the landfill's Leachate Collection System and Cut-off Wall.
- On-site waste management and packaging.
- Transportation and off-site disposal.
- Radiation survey.
- Final Status Surveys.
- Backfilling the excavated areas and site restoration.
- Final Status Survey Technical Data Packages (TDPs) for each Survey Unit.
- Project Construction Report and Lessons Learned Report

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3.1 REGULATORY COMPLIANCE

The remediation criteria for the radionuclide COCs (Ra-226, Th-230, U-total, Pa-231, and Ac-227) were developed and are provided in the ROD (USACE, 2009). The applicable laws, rules, regulations, standards, permits and codes and LSRS’s methods for compliance are provided in the Regulatory Compliance Plan (RCP).

3.2 SCHEDULE

The Seaway FUSRAP Site Project Critical Path Method (CPM) Schedule is included as Attachment 1.

4.0 PROJECT ORGANIZATION

The Seaway project organization in Figure 4-1 presents the lines of authority and reporting relationships of the project key personnel involved in the Seaway project. The Project Delivery Team (PDT) is responsible for developing project documents and performing project field activities. The PDT will perform ongoing interdisciplinary quality control checks during product development to insure that portions of the products developed by different team members do not conflict.

4.1 PROGRAM MANAGER

██████████ is the Program Manager for the MARC contract and will be the primary Point of Contact (POC) for all contractual issues. ██████████ is responsible for assuring that the project is properly staffed and for overall technical direction and quality of the work performed. The Program Manager establishes budgets and schedules, assures that personnel have appropriate training, and monitors staff performance. In addition, the Program Manager is responsible for monitoring and implementation of the Quality Assurance/Quality Control (QA/QC) program. Specific responsibilities include:

- Assure that labor, equipment, personnel, and funding are available for required tasks; and
- Project technical direction.

4.2 PROJECT MANAGER

██████████ is the Project Manager for this task order. ██████████ will be the primary POC for execution of this work. ██████████ will be responsible for overall administration of the project, coordination of field efforts, attendance at project progress meetings and regular reporting activities. She will coordinate the day-to-day activities and will be responsible for maintaining the schedule. The Project Manager will interface with the Project Delivery Team (PDT) to verify that the goals of the project are being met and will conduct the senior technical review of all deliverables. A brief summary of duties include:

- Coordinate preparation, review, and approval of reports, plans and procedures;
- Provide QC support in matters involving quality of work;
- Assure response to corrective action requirements identified by the project team;
- Maintain and track project budget and schedule; and
- Coordinate personnel and field activities, including subcontractors.

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4.3 CERTIFIED HEALTH PHYSICIST

The Seaway project Certified Health Physicist (CHP) is [REDACTED], CHP, CIH. [REDACTED] will provide complete and expert health physics, radiation protection safety, and radiation risk assessment direction and guidance. He will develop the RPP, which is an attachment to the APP/SSHP, conduct the site radiation risk evaluation and recommend radiation monitoring equipment.

4.4 HEALTH AND SAFETY MANAGER

The Seaway project Health and Safety Manager is [REDACTED], CSP. [REDACTED] will provide guidance to project personnel who are responsible for implementation of the corporate LSRS Health and Safety Program Plan. [REDACTED] is responsible for investigating health and safety incidents/occurrences, working with the Project Manager to identify corrective actions, and making recommendations on policy changes needed to prevent or minimize future occurrences. The Health and Safety Manager is the final LSRS employee or contractor with the authority to determine the suitability of an employee to perform job duties on the basis of health or fulfillment of health and safety training as required by law or regulation. The Health and Safety Manager is also responsible for directing annual or periodic reviews of LSRS health and safety plans, as appropriate.

Specific responsibilities of the Health and Safety Manager include:

- Review and approve the Site Health & Safety Plans;
- Evaluate the qualifications of the Site Safety & Health Officer;
- Review proposed corrective action and assess them once implemented to evaluate effectiveness;
- Approve significant changes in personal protective equipment (PPE) or protective procedures;
- Conduct accident investigations and prepare reports; and
- Approve changes to the Site Health & Safety Plans, engineering controls, work practices and PPE.

4.5 CONTRACTOR QUALITY CONTROL SYSTEM MANAGER

[REDACTED] will serve as the Contractor Quality Control System Manager. Specific responsibilities of the Contractor Quality Control System Manager include:

- Develop, document, and implement activities to verify that appropriate QC measures are being conducted and documented;
- Verify that records related to QC are documented and maintained in a manner that assures they are secure and retrievable;
- Prepare periodic quality reports as required;
- Provide personnel training as required;
- Conduct periodic performance audits and/or surveillance to measure conformance to specifications and requirements;
- Verify that corrective actions are conducted and documented in a manner that minimizes or precludes future occurrences;
- Review and approve Standard Operating Procedures (SOPs) and training records; and

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- Provide oversight and guidance to the construction quality manager to ensure project QC requirements are effectively implemented.

4.6 PROJECT SITE SUPERINTENDENT

The Project Site Superintendent is [REDACTED] will be on-site at all times and oversee subcontractors and all field personnel performing the various tasks to ensure that the acceptability and performance criteria are met. He is also responsible for the day-to-day conduct of work, including communication with the Project Manager, USACE, and subcontractors to verify that the goals of the project are being met. [REDACTED] will monitor and enforce the implementation of the required Site work plans and will report any deviations from prescribed practice to the Project Manager or stop work, as appropriate.

Specific responsibilities of the Site Superintendent may include:

- Direct project activities;
- Ensure that qualified technical personnel are assigned to various tasks, including subcontractors;
- Identify and fulfilling equipment and other resource requirements;
- Monitor project activities to ensure compliance with established scopes, schedules, and budgets;
- Ensure overall technical quality and consistency of all project activities;
- Review activities to verify that appropriate QC measures are being conducted and documented;
- Verify that records related to QC are documented and maintained in a manner that assures they are secure and retrievable; and
- Verify that corrective actions are conducted and documented in a manner that minimizes or precludes future occurrences.
- Produce and issue the Daily Project CQC Report.

4.7 PROJECT CHEMIST

The Project Chemist is [REDACTED] is responsible for developing the project QAPP, document coordination, coordinating with the analytical laboratory, data management, data evaluation and validation, and preparation of the chemistry- and data-related portions of the work plans and data report(s).

4.8 SITE SAFETY AND HEALTH OFFICER (SSHO)

Both the Site Superintendent and the Lead Radiation Safety Subcontractor technician will be responsible for site safety. Together they will share and collaborate on the duties of the SSHO to provide constant oversight of all activities and insure that all hazards are addressed with the crew on a daily basis, as well as any required reporting.

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4.9 PROJECT SUBCONTRACTORS

LSRS has selected the following lower-tier subcontractors to provide support specialty services in the execution of the task order:

Ingalls Site Development – will provide field preparation, waste excavation and loading services, and site restoration services;

EDi – will provide field radiological control services;

Environmental Rail Solutions - will provide waste manifesting and transportation services;

U.S. Ecology – will provide waste disposal services;

Test America Analytical Laboratory – will provide chemical and radiological analytical services;

HSW Engineering, Inc. – will provide Third Party Validation services;

Frandina Engineering and Land Surveying, PC – will provide civil surveying services; and

Other site personnel will include field technicians, operators and laborers.

Up-to-date Health & Safety Training Certificates and proof of medical certifications for all LSRS employees and its subcontractors will be provided to USACE upon request or before mobilization.

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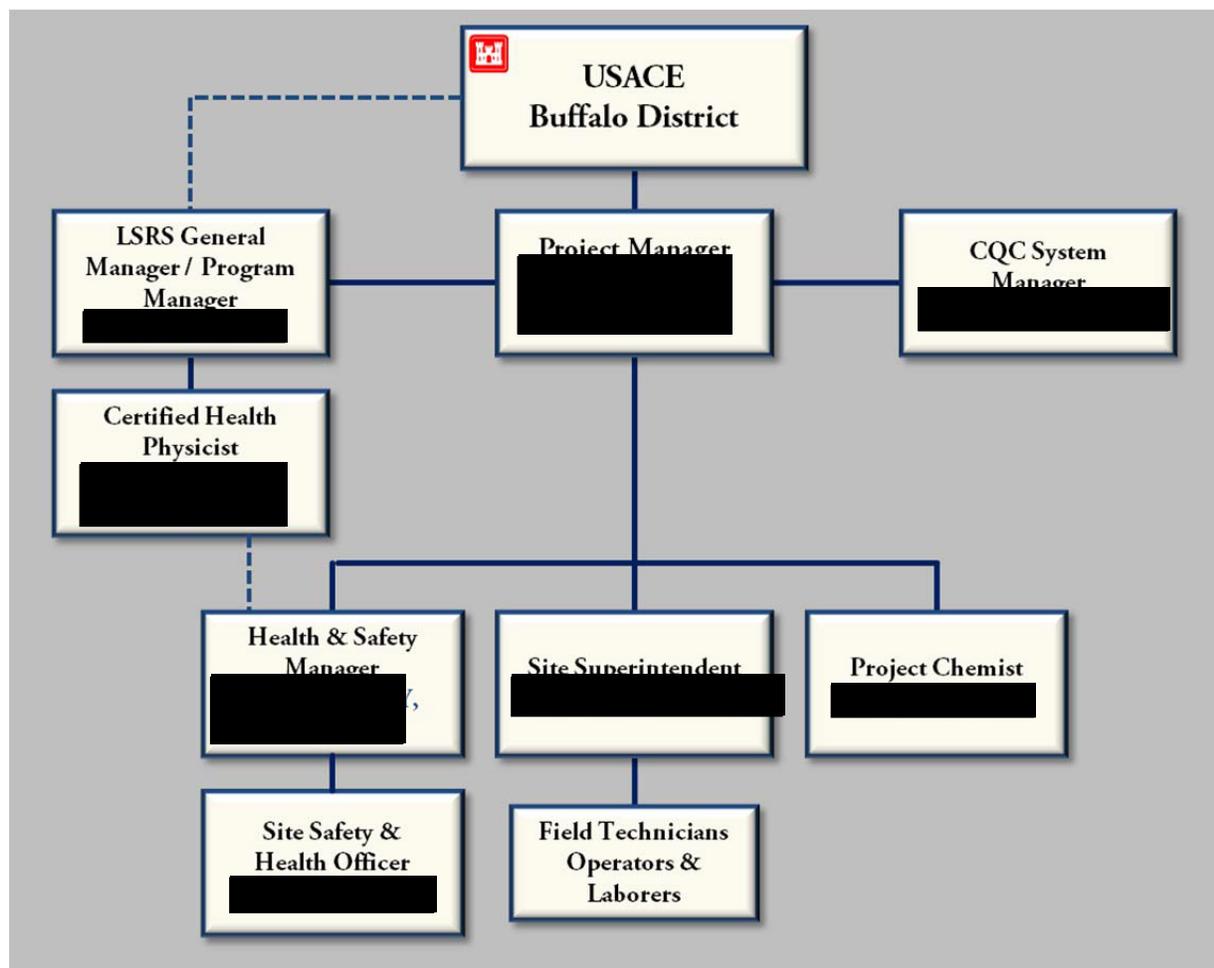


Figure 4-1. Seaway Project Organization

4.10 RESUMES OF KEY PERSONNEL

Resumes for the key personnel are included as Attachment 2.

5.0 SITE OPERATIONS PLAN

This Site Operations Plan details the day-to-day operations of the site and covers controls of the work from pre-mobilization to project closeout. This work plan also covers both environmental and health and safety monitoring of air quality and contamination control on-site, quality inspections, meetings and reporting, radiological control of the site support facilities and access roads.

5.1 MOBILIZATION OF PERSONNEL AND SUPPORT ITEMS

LSRS will mobilize personnel including supervisors, technicians, and subcontractors to perform the site work for Task Order 0005 Remediation of the Seaway FUSRAP Site. Mobile site trailers will be set up close to the access gate to the site and will be powered by a diesel powered electric generator. The trailers will provide an area for USACE and LSRS administrative support staff, storage of safety supplies, radiation control equipment and a break area for the crew. The

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specified project sign will be located at the entrance gate or a location agreed to by USACE.

LSRS will provide an office with internet service, conference table and chairs and accommodation for an office computer. USACE has indicated that a landline phone and fax will not be necessary as USACE representatives will be utilizing cell phones.

5.2 SITE SURVEY, RADIOLOGICAL SURVEY AND UTILITY LOCATIONS

Pre- and post-construction radiological surveys will be performed to support areas prior to setting up support facilities. A construction land survey will be performed on excavation areas and elevations recorded. A utility locating service will be contacted to locate any existing utilities in the access road and staging areas. Site operations will include periodic radiation surveys of the support areas and access routes to the active excavation areas to document and maintain radiological control of the site.

5.3 MOBILIZATION OF EQUIPMENT AND MATERIALS

Equipment to perform site preparation, temporary entrance construction, excavation, waste management and restoration will be mobilized to the site. Excavation and waste management equipment will be provided by our subcontractor.

5.4 INSPECTION OF EQUIPMENT

Equipment delivered to the site will be staged on the Zaepfel Property in an area designated for inbound inspections. Equipment will undergo an inbound radiological survey as a baseline to ensure that contamination has not been brought on-site. Equipment will be inspected to identify any mechanical or operational deficiencies and all safety devices and guards are in place and operational.

5.5 DECONTAMINATION OF EQUIPMENT

A temporary decontamination station will be constructed by placing 20 ml plastic, over clean imported berm material walls with a sump for water collection. Equipment will be decontaminated as necessary during field execution to prevent the migration of contamination between excavation locations. Equipment will be decontaminated using a variety of methods including:

- Dry decon with hand tools, brushes and wipes;
- Removable scrapers and course brushes; or
- Wet decon with brushes and or pressure washer.

Decontamination activities will occur at the excavation area prior to leaving the controlled area.

5.6 UTILITIES

No utilities are available for use by LSRS at the site. Underground utilities will be marked in areas to be impacted by the newly constructed temporary access road. Underground utilities are not expected to interfere with the areas where excavation will take place. Electrical power will be supplied to the support trailers by a portable generator. Worker sanitation will be provided with portable toilets, a hand-wash station and bottled drinking water. Water for dust control will be

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provided from a tank stored on site or collected from a metered fire hydrant near the entrance to the site.

Maintaining a clear and safe distance from overhead electrical distribution lines along the east and south sides of the property will be discussed as necessary in the morning safety briefings.

6.0 WORK PLANNING AND CONTROL

In accordance with the MARC contract, work plans will be developed for submittal to the USACE for acceptance. These plans will be used to control the flow of the work and the processes to maintain the health and safety of the public, site personnel and the environment.

6.1 WORK PLANNING

This Site Operations Plan details the day-to-day operations of the site and covers controls of the work from pre-mobilization to project closeout. This work plan also covers both environmental and health and safety monitoring of air quality and contamination control on-site, quality inspections, meetings and reporting, radiological control of the site support facilities and access roads.

Additional work plan packages will include:

- Accident Prevention Plan (APP)
 - Site Safety and Health Plan (SSHP)
 - Activity Hazard Analysis (AHA)
 - Air Monitoring Plan (AMP)
 - Radiation Protection Plan (RPP)
- Sampling and Analysis Plan (SAP)
 - Field Sampling Plan (FSP)
 - Quality Assurance Project Plan (QAPP)
 - Final Status Survey (FSS) Plan
- Water Management Plan (WMP)
 - Storm Water Pollution Prevention Plan (SWPPP)
 - Wastewater Pollution Prevention Plan (WWPPP)
- Waste Management Transportation and Disposal Plan (WMTDP)
 - Emergency Response and Notification Plan (ERNP)
- Backfill Compaction and Restoration Plan (BCRP)
- Contractor Quality Control Plan (CQCP)
- Regulatory Compliance Plan (RCP)

6.2 SITE LAYOUT

The site layout presents, among other items, the locations of the new access road, trailer locations, support facilities, staging areas and areas to be excavated. Figure 5-1 provides the Proposed Site Access Plan. The site layout is included as Figure 6-1.

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6.3 PROJECT MEETINGS

During the work planning stages of the project and prior to mobilization, bi-weekly conference calls will be held between the contractor and USACE. These conference calls will discuss the approval process and comments from the work plan review as well as scheduling of project tasks and progress towards mobilization.

When LSRS and subcontractors have mobilized to the site, weekly progress meetings will be held to discuss quality, scheduling and overall progress. LSRS will provide suitable on-site accommodations for the weekly meetings. The weekly meetings will be held at a consistent day and time. LSRS will prepare an agenda and weekly meeting minutes for the progress meeting. The agenda and meeting minutes will be submitted electronically to USACE by noon of the day preceding the weekly meeting. These weekly project meetings will continue through excavation, disposal, site restoration and demobilization. After demobilization, at USACE’s concurrence, the meetings will be held biweekly through project closeout.

6.4 PROJECT REPORTING

LSRS’s site superintendent will produce a daily quality control report of all site activities and progress. The reports will include data from the weather monitoring station, perimeter air monitors, work zone monitors, radiological control monitoring and any quality control inspections and meetings. These daily reports will be maintained as part of the project records and will be included as an attachment to the project closeout report.

7.0 SITE PREPARATION

7.1 INSTALLATION OF NEW TEMPORARY ACCESS ROAD

LSRS will construct a new temporary access road to the site off of the south-east perimeter of the Zaepfel Property Development and Leasing (Zaepfel) property. The access road will be constructed through the rear of the Zaepfel property, making a new cut in the Benderson property fence, and on to the existing landfill access gravel road. The access road will be constructed of granular material (NYS DOT #304) to a depth that will accept the weight of truck traffic for inbound equipment deliveries, empty containers and the exit of loaded containers from the site for the duration of the project. The road will be periodically maintained to ensure a clear and level runway for construction traffic and management vehicles to enter the site.

LSRS anticipates installing one or two drainage culverts across the drainage ditch from the Zaepfel Property to the site. The quantity and diameter(s) of the culverts will be field-determined once site preparation activities commence and site conditions, topography, and drainage patterns are observed and evaluated.

7.2 Support Area Preparation

A support area for the location of the USACE and LSRS project trailers will be prepared by placing granular material (NYS DOT #304) and grading the site level to accept the temporary placement of site trailers. The site trailer area will be located on the Zaepfel property and will be accessible for vehicle parking. An equipment staging and inspection area will be designated in close proximity to the Conex storage boxes / area on the South West side of the same property.

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This area will also be used for the initial inbound inspections of all equipment brought to the site.

7.3 EQUIPMENT STAGING AREA PREP

As discussed in Section 5.4 *Inspection of Equipment*, an area designated for equipment staging will be prepared and flagged and will be used to perform inbound and outbound inspections. An area located on the Zaepfel Property that will be in close proximity to the landfill access gate in the Benderson fence, but not inhibit work progression, will be selected. The area will be mowed and graded and radiological surveys will be performed in accordance with Section 5.2 - Site Survey, Radiological Survey, and Utility Locations.

7.4 EQUIPMENT MAINTENANCE

Due to the short duration of the field effort to complete the contract requirements, it is not anticipated that service or repair to the equipment will be required. If necessary, repairs and regularly scheduled service events will be performed by mechanics employed by equipment dealers or the subcontractor’s mechanics. The repair and/or service work will be performed in the area designated for inspections.

7.5 SURVEYS

A land surveyor licensed in the state of New York will survey the site to document preconstruction elevations of the site support area, new access road and excavation areas. LSRS will provide the survey subcontractor with base maps to include site access and lay down areas, and individual excavation areas. The survey will document the progress of the excavations and document quantities where overburden soils will be stripped in the Southside area. Post excavation surveys will be done of each area to document the number of yards removed for disposal. After excavation, the site will be restored to pre-excavation elevations and a final survey will be performed for documentation.

8.0 QUALITY CONTROL

LSRS’s site superintendent [REDACTED] will be the on-site Construction Quality Manager for all site quality requirements including preparatory inspections and briefings, interim quality inspections and final inspections. [REDACTED] will document the inspections for all of the definable features of work and ensure the compliance with the CQCP and the project’s goals and objectives are being met on a daily basis.

9.0 WATER MANAGEMENT

LSRS will follow the requirements of the WMP and SWPPP to manage water and storm water on the site during construction activities. As much as possible storm water will be diverted away from open excavations by using berm material, silt fence or coir logs.

Any water that collects in the excavations and has potentially come into contact with contaminated material will be collected in a storage tank. The water stored in the tank will be sampled to ensure that it meets the discharge requirements of the Tonawanda Publicly Owned Treatment Works. Water that meets the limits for discharge into the public system will be discharged at a point agreed to by the Town of Tonawanda and LSRS. If acceptable, LSRS will

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add collected and sampled water to the leachate collection manhole on the west side which discharges into the Tonawanda collection system.

LSRS methods for contaminant migration control are presented in the WWPPP Section 4.0; the SWPPP Sections 4.0, 5.0, and 6.0; and the WMP Section 4.0.

10.0 WORKER HEALTH AND SAFETY MONITORING

Radiological controls, air monitoring and meteorological monitoring will be performed in compliance with the APP/SSHP, RPP and AMP.

10.1 AIR MONITORING

LSRS will install perimeter air monitors and a meteorological monitor at strategic locations around the site in accordance with the AMP. The locations will be chosen based on normal wind directions and potential effects to the health and safety of the workforce and the general public. A meteorological monitoring station will be set up at the site to document the weather conditions during site activities and will also be used to establish the locations for the air monitoring stations to most effectively monitor the site conditions during performance of the work.

The primary concern for the air quality at the site during construction will be the generation of fugitive dust that could carry contaminants or irritants that could potentially affect the health and safety of the workers on site or possibly the surrounding community. The monitors specifically chosen for this project are a real-time monitor with data logging capabilities. The readings from the air monitors will be downloaded on a daily basis and added to the project record.

10.2 RADIOLOGICAL CONTROL AND MONITORING

LSRS will conduct radiological control and monitoring in accordance with the RPP and AMP.

11.0 EXCAVATION OF NORTHSIDE AND SOUTHSIDE AREAS

The project scope for Task Order 0005 is to excavate and remove FUSRAP waste from the Northside and Southside areas. These areas are considered to be outside of the leachate collection system and outside of the limits of the landfill waste. The excavation of these areas will require radiological control personnel using real-time monitoring equipment to guide the excavation. Following verification sampling, only those wastes that are deemed FUSRAP will be loaded into lined intermodal containers, transported to P&H Warehouse, a transload facility in Blasdell, NY, where the containers will be loaded onto railcars and shipped to U.S. Ecology for disposal. Details of sampling are provided in the SAP.

The excavation of the Northside area will begin with a walkover survey to determine the location of the elevated areas that will require removal. When the area has been identified LSRS will employ the use of a track excavator to excavate and load the identified soils into a lined intermodal container. When the soils have been removed additional walk over surveys will be completed and if no area of elevated activity is detected then the area will be bounded with tape, rope off fence and sampled in accordance with the FSS Plan. If analysis shows activity above the cleanup levels in the FSS additional excavation will be done in the same manner. Soils loaded into intermodal containers will be completed next to the dig face in a controlled manner

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to prevent contamination to the outside of the container or spillage outside the excavation boundaries. Surveys of both the container and loading area will confirm that no contaminated soils exist outside the container or the excavation area.

Excavation of the Southside area A will be completed after the overburden clean soils have been stripped from the area. The process will start with walkover surveys and the surveys will continue throughout the stripping process. When elevated activity is found the area will be excavated using the same process as with the Northside area. Surveys will continue until the area shows no activity above the cleanup levels and confirmation sampling will be completed.

For the Southside Area B where the contaminated materials are expected to be 12 feet BGS, the area will be excavated in narrow cuts approximately twelve feet wide. The sidewalls will be benched below four feet deep and will be laid back to a 1 to 1 minimum. As we intend to do both survey and sampling of the deeper excavations with long cord survey equipment from a man lift, and sampling from the excavator bucket, sloping of the excavation will be done in consideration of wall stability and not in consideration of personnel entry. When a cut is complete and sampling is done, a layer of poly sheeting or geotextile fabric, whichever is field-determined to be most suitable for the application, will be placed in the bottom of the excavation as an indicator of the sampled bottom should re-excavation be required after review of analytical results. Sample coordinates will be recorded with the use of both a hand held GPS and a rotary laser to determine grade. Corners and bottom elevations will be provided to the land surveyor to be incorporated into final as built plan sheets. Backfill of the cut will be done as required to protect the integrity of the existing cutoff wall before the next cut is excavated. Additional cuts will be done in a like manner until the area has been remediated.

As Area B will require immediate sampling after excavation and backfilling prior to the next cut is excavated, The NYSDEC will be notified prior to beginning this area so that the State will have an opportunity to be on site and take duplicate samples from the excavation. Concurrence with the State, USACE and LSRS will be required before final backfill is done and the area restored.

Details of the excavation, packaging, transportation and disposal can also be found in the WMTDP and the BCRP.

In the event that excavation of the Northside Area needs to expand into the Haul Road, LSRS will adjust the progression of excavation in the field as conditions warrant and with concurrence by the USACE.

12.0 SITE SECURITY

LSRS will maintain the security of the landfill site by controlling access to the work areas during normal working hours. Site access will be through the gate on the Zaepfel - Benderson property line fence and will be monitored by an LSRS employee during working hours. Access will be limited to representatives of USACE, LSRS and subcontractor site personnel and approved visitors to the site. At times that work is not being conducted at the site, access to the site will be controlled by locking the site access gate and no after-hours security personnel will be required.

Access to the Zaepfel Property from River Road will be through the existing entrance gate. LSRS will repair the gate on the existing fence to make it operable, and will install a double lock.

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LSRS will take additional measures to insure that loaded containers are not tampered with such as lid locks or seals as a tamper indicator. If field conditions warrant, LSRS may elect to place concrete blocks or some other type of traffic barrier on the perimeter road in the immediate vicinity of our working area.

13.0 DEMOBILIZATION

13.1 REMOVAL OF TEMPORARY ACCESS ROAD

After the waste has been transported off-site, backfill is completed, the site has been restored and support facilities have been removed from the site, temporary access will be removed and the fence cut will be repaired. Detailed information is located in the BCRP.

13.2 CLEANING AND DEMOBILIZATION OF EQUIPMENT

As each piece of equipment is no longer needed to complete the project requirements, it will be staged in the inspection area. It will receive general mud and soil removal at the site of the work and will receive final cleaning and inspection required to verify that no contaminated soil leaves the site. Evaluation of the equipment including visual inspection and scanning for radiological contamination will be performed. Review of the characterization and periodic radiological screening information will determine the extent of the cleaning process. Equipment will not be demobilized from the work site until they have satisfied a radiological screen and are visibly free of excess dirt and debris that may have contamination.

13.3 DEMOBILIZATION OF SUPPORT EQUIPMENT AND SUPPLIES

When the outbound inspection of a piece of equipment has been completed, it can be released for transportation back to the rental company or shop location as is appropriate. When all equipment is demobilized, the support trailers will be removed from the site and a final inspection of the area will be performed by LSRS project management and the USACE designated representative.

14.0 PROJECT CLOSE OUT REPORT

14.1 PREPARATION OF CLOSEOUT REPORT

LSRS will submit a final narrative completion report that will include two (2) hard copies of all project records that are labeled and indexed and one (1) CD-ROM.

14.2 SUBMITTAL OF CLOSEOUT REPORT

When USACE has reviewed the completion report, LSRS will address comments based on the review and submit a revised Final Project Completion Report.



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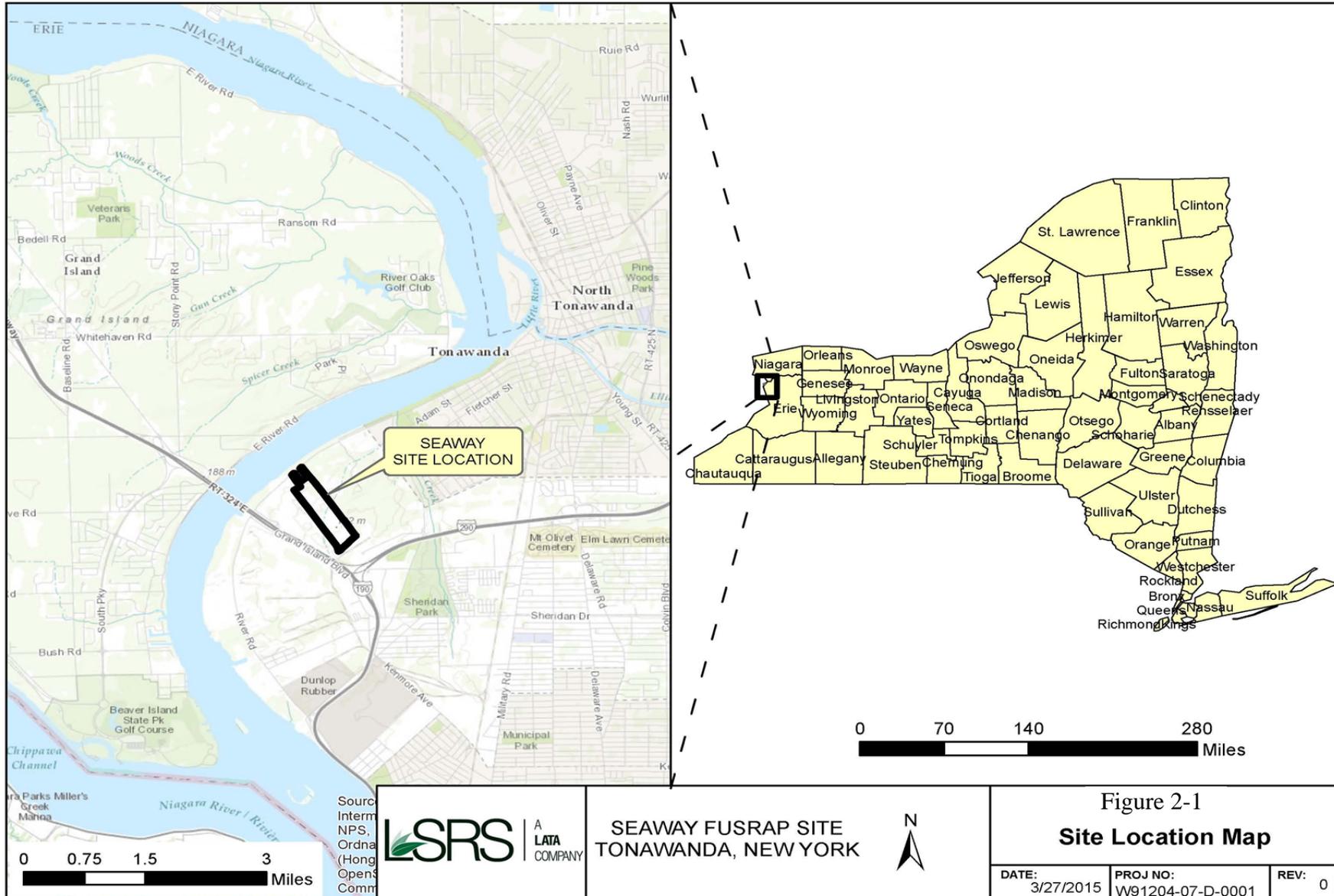
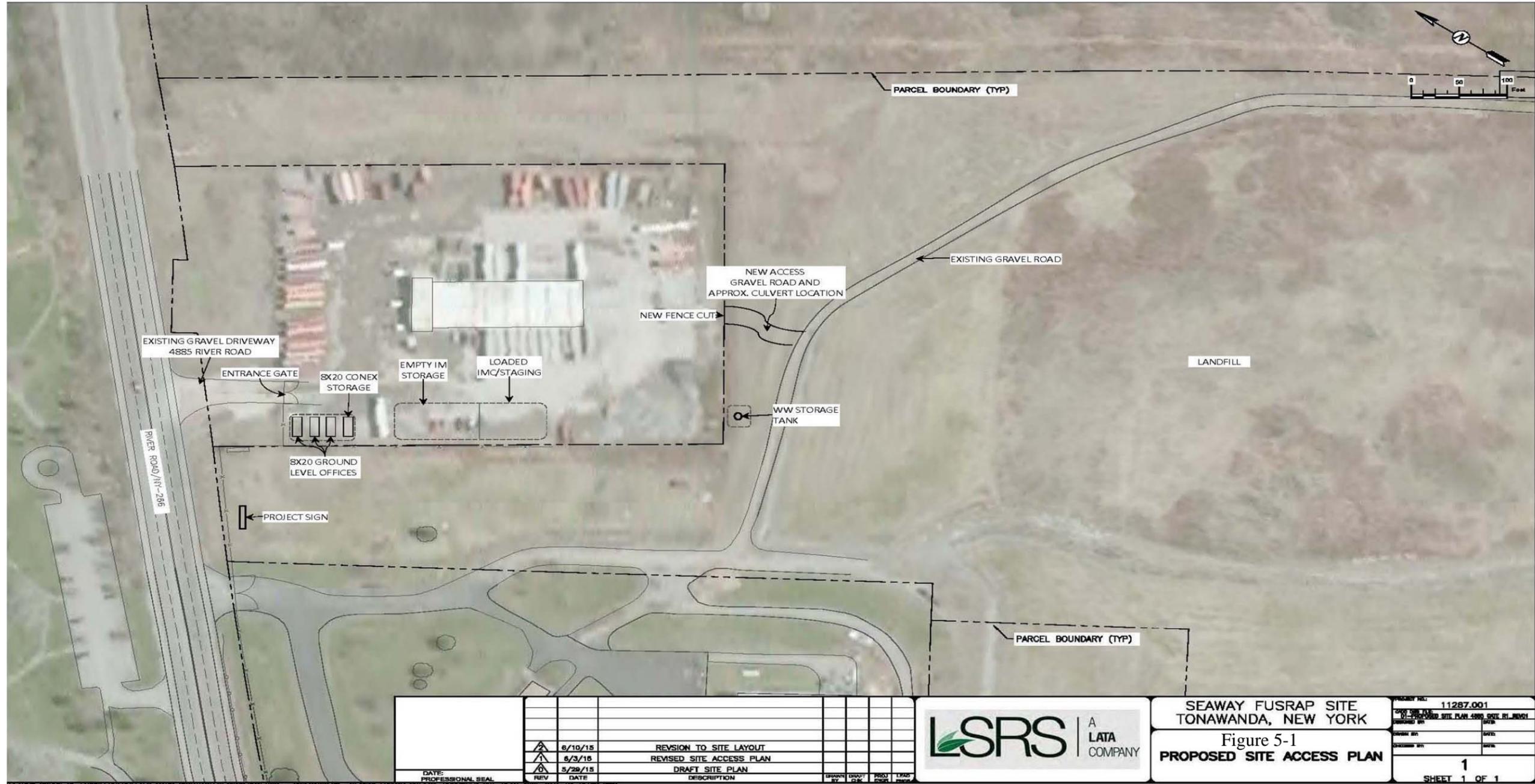


Figure 2-1
Site Location Map

DATE: 3/27/2015	PROJ NO: W91204-07-D-0001	REV: 0
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	Title	Document No.:	Revision No.:
	LSRS Site Operations Plan	SWY-PLA-WP-001	1



DATE	PROFESSIONAL SEAL	REV	DATE	DESCRIPTION	DESIGNED BY	DRAWN BY	PROJ. NO.	SHEET NO.
		6/19/15		REVISION TO SITE LAYOUT				
		6/3/16		REVISED SITE ACCESS PLAN				
		5/29/15		DRAFT SITE PLAN				



SEAWAY FUSRAP SITE
 TONAWANDA, NEW YORK
 Figure 5-1
PROPOSED SITE ACCESS PLAN

PROJECT NO.	11287.001
DRAWN BY	
CHECKED BY	
DATE	
1	
SHEET 1 OF 1	

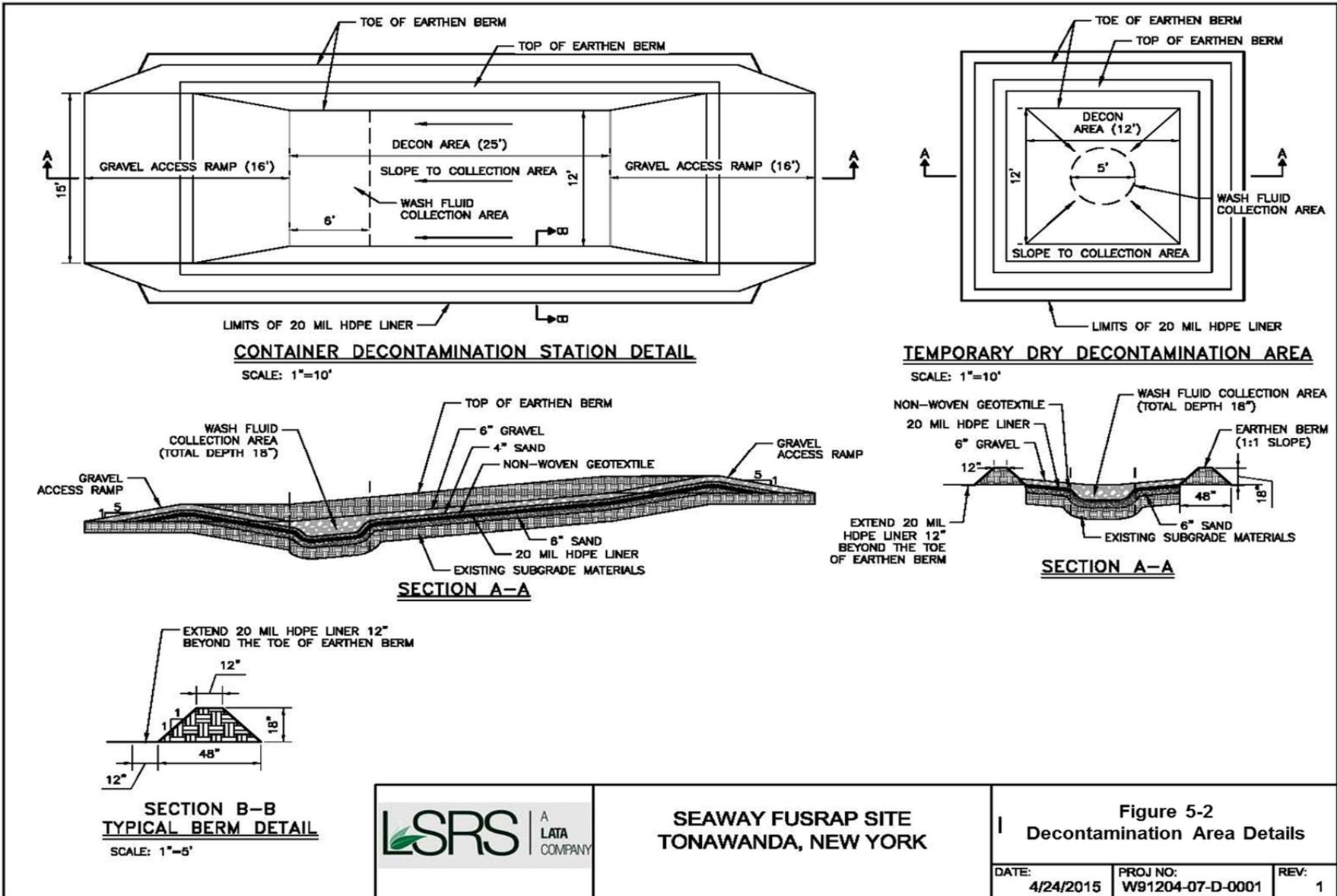


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1



SEAWAY FUSRAP SITE
TONAWANDA, NEW YORK

Figure 5-2
Decontamination Area Details

DATE: 4/24/2015	PROJ NO: W91204-07-D-0001	REV: 1
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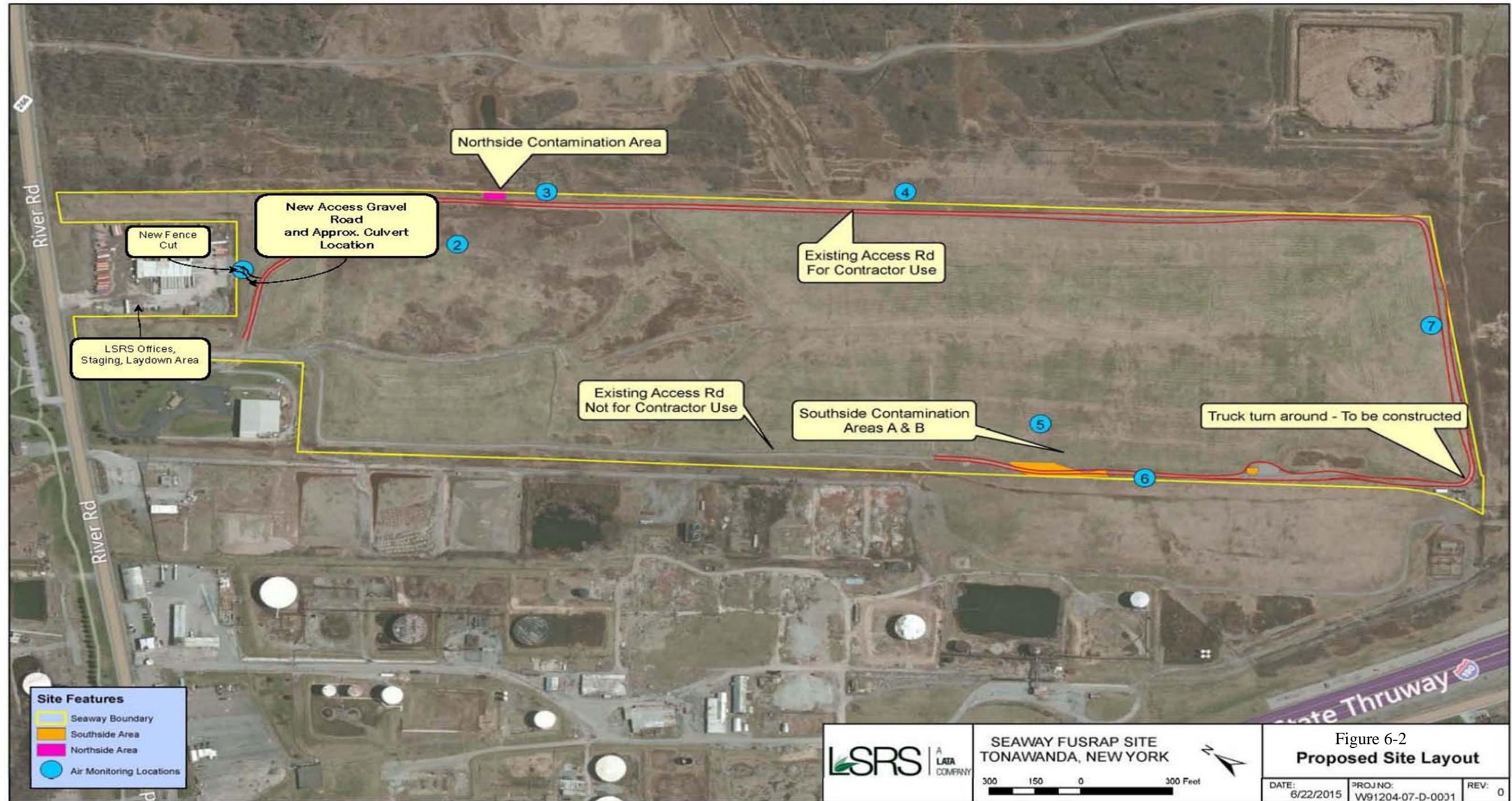


Figure 6-2
Proposed Site Layout
 DATE: 6/22/2015 PROJ NO: W91204-07-D-0031 REV: 0

Document Path: P:\Army Corps of Engineers\Buffalo MARC Contract\Seaway\Drafting - GIS\GIS\02- SEAWAY FUSRAP SITE\Seawy Site Overview Basic W_AirMonitor.mxd

 The logo for LSRS, a LATA company, featuring the letters 'LSRS' in a bold, sans-serif font with a green leaf-like graphic to the left of the 'S'. To the right of 'LSRS' is a vertical line, followed by the text 'A LATA COMPANY' stacked vertically.	Title LSRS Site Operations Plan	Document No.: SWY-PLA-WP-001	Revision No.: 1
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ATTACHMENT 1 - SEAWAY FUSRAP SITE SCHEDULE

Seaway Site Remediation Seaway Project Schedule 90 days_1 16-Mar-15 05:20 PM

Activity ID	Activity Name	Planned Duration	Start	Finish	Total Float	Quarter				
						2	3	4	5	
Seaway Site Remediation						01-Mar-				
A1000	Contract Award & Notice to Proceed	0.0d	02-Mar-15	01-Mar-16	0.4d	Contract Award & Notice to Proceed				
A1010	Project Complete	0.0d		01-Mar-16	0.4d	Project Complete				
Project Plan Submittals - Section 4.1						03-Jun-15 11:00 AM, Project Plan Submittals - Section 4.1				
A1011	CLIN 1 - Project Plan Submittals	93.4d	02-Mar-15	03-Jun-15	272.6d	CLIN 1 - Project Plan Submittals				
A1012	Prepare Submittal Register Sec. 19.2	10.0d	02-Mar-15	11-Mar-15	306.0d	Prepare Submittal Register Sec. 19.2				
A1013	Submit Submittal Register to USACE	0.0d	12-Mar-15	12-Mar-15	306.0d	Submit Submittal Register to USACE				
A1014	USACE Review of Submittal Register	30.0d	12-Mar-15	10-Apr-15	306.0d	USACE Review of Submittal Register				
A1015	Incorporate Comments & Resubmit Submittal Register	5.0d	11-Apr-15	15-Apr-15	306.0d	Incorporate Comments & Resubmit Submittal Register				
A1016	USACE Approval of Submittal Register	15.0d	16-Apr-15	30-Apr-15	306.0d	USACE Approval of Submittal Register				
Site Operations Plan (SOP)						03-Jun-15 11:00 AM, Site Operations Plan (SOP)				
A1017	Prepare Preliminary Draft SOP	30.0d	02-Mar-15	31-Mar-15	272.9d	Prepare Preliminary Draft SOP				
A1018	Submit Preliminary Draft SOP to USACE	0.0d	01-Apr-15	01-Apr-15	272.9d	Submit Preliminary Draft SOP to USACE				
A1019	USACE Review & Issuance of Comments of Prelim Draft SOP	30.0d	01-Apr-15	30-Apr-15	272.9d	USACE Review & Issuance of Comments of Prelim Draft SOP				
A1020	Comment Resolution of Preliminary Draft SOP	5.0d	30-Apr-15	11-May-15	150.3d	Comment Resolution of Preliminary Draft SOP				
A1021	Submit Draft SOP to USACE	0.0d	11-May-15	11-May-15	272.6d	Submit Draft SOP to USACE				
A1022	USACE Review of Draft SOP	15.0d	11-May-15	26-May-15	272.6d	USACE Review of Draft SOP				
A1023	Comment Resolution of Draft SOP	5.0d	26-May-15	03-Jun-15	150.0d	Comment Resolution of Draft SOP				
A1024	Submit Final SOP to USACE	0.0d	03-Jun-15	03-Jun-15	272.6d	Submit Final SOP to USACE				
Accident Prevention Plan / Site Safety & Health Plan (APP/SSHP)						03-Jun-15 11:00 AM, Accident Prevention Plan / Site Safety & Health Plan (APP/SSHP)				
A1025	Prepare Draft APP/SSHP	30.0d	02-Mar-15	31-Mar-15	272.9d	Prepare Draft APP/SSHP				
A1026	Submit Preliminary Draft APP/SSHP to USACE	0.0d	01-Apr-15	01-Apr-15	272.9d	Submit Preliminary Draft APP/SSHP to USACE				
A1027	USACE Review & Issuance of Comments of Prelim Draft APP/SSHP	30.0d	01-Apr-15	30-Apr-15	272.9d	USACE Review & Issuance of Comments of Prelim Draft APP/SSHP				
A1028	Comment Resolution of Preliminary Draft APP/SSHP	5.0d	30-Apr-15	11-May-15	150.3d	Comment Resolution of Preliminary Draft APP/SSHP				
A1029	Submit Draft APP/SSHP to USACE	0.0d	11-May-15	11-May-15	272.6d	Submit Draft APP/SSHP to USACE				
A1030	USACE Review of Draft APP/SSHP	15.0d	11-May-15	26-May-15	272.6d	USACE Review of Draft APP/SSHP				
A1031	Comment Resolution of Draft APP/SSHP	5.0d	26-May-15	03-Jun-15	150.0d	Comment Resolution of Draft APP/SSHP				
A1032	Submit Final APP/SSHP to USACE	0.0d	03-Jun-15	03-Jun-15	272.6d	Submit Final APP/SSHP to USACE				
Sampling and Analysis Plan (SAP)						03-Jun-15 11:00 AM, Sampling and Analysis Plan (SAP)				
A1033	Prepare Draft SAP	30.0d	02-Mar-15	31-Mar-15	272.9d	Prepare Draft SAP				
A1034	Submit Preliminary Draft SAP to USACE	0.0d	01-Apr-15	01-Apr-15	272.9d	Submit Preliminary Draft SAP to USACE				
A1035	USACE Review & Issuance of Comments of Prelim Draft SAP	30.0d	01-Apr-15	30-Apr-15	272.9d	USACE Review & Issuance of Comments of Prelim Draft SAP				
A1036	Comment Resolution of Preliminary Draft SAP	5.0d	30-Apr-15	11-May-15	150.3d	Comment Resolution of Preliminary Draft SAP				
A1037	Submit Draft SAP to USACE	0.0d	11-May-15	11-May-15	272.6d	Submit Draft SAP to USACE				
A1038	USACE Review of Draft SAP	15.0d	11-May-15	26-May-15	272.6d	USACE Review of Draft SAP				
A1039	Comment Resolution of Draft SAP	5.0d	26-May-15	03-Jun-15	150.0d	Comment Resolution of Draft SAP				
A1040	Submit Final SAP to USACE	0.0d	03-Jun-15	03-Jun-15	272.6d	Submit Final SAP to USACE				
Water Management Plan (WMP)						03-Jun-15 11:00 AM, Water Management Plan (WMP)				
A1041	Prepare Draft WMP	30.0d	02-Mar-15	31-Mar-15	272.9d	Prepare Draft WMP				
A1042	Submit Preliminary Draft WMP to USACE	0.0d	01-Apr-15	01-Apr-15	272.9d	Submit Preliminary Draft WMP to USACE				
A1043	USACE Review & Issuance of Comments of Prelim Draft WMP	30.0d	01-Apr-15	30-Apr-15	272.9d	USACE Review & Issuance of Comments of Prelim Draft WMP				
A1044	Comment Resolution of Preliminary Draft WMP	5.0d	30-Apr-15	11-May-15	150.3d	Comment Resolution of Preliminary Draft WMP				
A1045	Submit Draft WMP to USACE	0.0d	11-May-15	11-May-15	272.6d	Submit Draft WMP to USACE				
A1046	USACE Review of Draft WMP	15.0d	11-May-15	26-May-15	272.6d	USACE Review of Draft WMP				
A1047	Comment Resolution of Draft WMP	5.0d	26-May-15	03-Jun-15	150.0d	Comment Resolution of Draft WMP				
A1048	Submit Final WMP to USACE	0.0d	03-Jun-15	03-Jun-15	272.6d	Submit Final WMP to USACE				

█ Remaining Level of Effort
 █ Remaining Work
 ◆ Milestone
█ Actual Work
 █ Critical Remaining Work
 ▸ Summary

Seaway Site Remediation Seaway Project Schedule 90 days_1 16-Mar-15 05:20 PM

Activity ID	Activity Name	Planned Duration	Start	Finish	Total Float	Quarter				
						2	3	4	5	
Waste Management, Transportation and Disposal Plan (WMTDP) 53.3d 02-Mar-15 03-Jun-15 150.5d						03-Jun-15 11:00 AM, Waste Management, Transportation and Disposal Plan (WMTDP)				
A13	Prepare Draft WMTDP	30.0d	02-Mar-15	31-Mar-15	272.9d	Prepare Draft WMTDP				
A13	Submit Preliminary Draft WMTDP to USACE	0.0d	01-Apr-15	01-Apr-15	272.9d	Submit Preliminary Draft WMTDP to USACE				
A13	USACE Review & Issuance of Comments of Prelim	30.0d	01-Apr-15	30-Apr-15	272.9d	USACE Review & Issuance of Comments of Preliminary Draft WMTDP				
A13	Comment Resolution of Preliminary Draft WMTDP	5.0d	30-Apr-15	11-May-15	150.3d	Comment Resolution of Preliminary Draft WMTDP				
A13	Submit Draft WMTDP to USACE	0.0d	11-May-15	11-May-15	272.6d	Submit Draft WMTDP to USACE				
A13	USACE Review of Draft WMTDP	15.0d	11-May-15	26-May-15	272.6d	USACE Review of Draft WMTDP				
A14	Comment Resolution of Draft WMTDP	5.0d	26-May-15	03-Jun-15	150.0d	Comment Resolution of Draft WMTDP				
A14	Submit Final WMTDP to USACE	0.0d	03-Jun-15	03-Jun-15	272.6d	Submit Final WMTDP to USACE				
Backfill, Compaction & Restoration Plan (BCRP) 53.3d 02-Mar-15 03-Jun-15 150.5d						03-Jun-15 11:00 AM, Backfill, Compaction & Restoration Plan (BCRP)				
A14	Prepare Draft BCRP	30.0d	02-Mar-15	31-Mar-15	272.9d	Prepare Draft BCRP				
A14	Submit Preliminary Draft BCRP to USACE	0.0d	01-Apr-15	01-Apr-15	272.9d	Submit Preliminary Draft BCRP to USACE				
A14	USACE Review & Issuance of Comments of Prelim	30.0d	01-Apr-15	30-Apr-15	272.9d	USACE Review & Issuance of Comments of Preliminary Draft BCRP				
A14	Comment Resolution of Preliminary Draft BCRP	5.0d	30-Apr-15	11-May-15	150.3d	Comment Resolution of Preliminary Draft BCRP				
A14	Submit Draft BCRP to USACE	0.0d	11-May-15	11-May-15	272.6d	Submit Draft BCRP to USACE				
A14	USACE Review of Draft BCRP	15.0d	11-May-15	26-May-15	272.6d	USACE Review of Draft BCRP				
A14	Comment Resolution of Draft BCRP	5.0d	26-May-15	03-Jun-15	150.0d	Comment Resolution of Draft BCRP				
A14	Submit Final BCRP to USACE	0.0d	03-Jun-15	03-Jun-15	272.6d	Submit Final BCRP to USACE				
Contractor Quality Control Plan (CQCP) 53.3d 02-Mar-15 03-Jun-15 150.5d						03-Jun-15 11:00 AM, Contractor Quality Control Plan (CQCP)				
A15	Prepare Draft CQCP	30.0d	02-Mar-15	31-Mar-15	272.9d	Prepare Draft CQCP				
A15	Submit Preliminary Draft CQCP to USACE	0.0d	01-Apr-15	01-Apr-15	272.9d	Submit Preliminary Draft CQCP to USACE				
A15	USACE Review & Issuance of Comments of Prelim	30.0d	01-Apr-15	30-Apr-15	272.9d	USACE Review & Issuance of Comments of Preliminary Draft CQCP				
A15	Comment Resolution of Preliminary Draft CQCP	5.0d	30-Apr-15	11-May-15	150.3d	Comment Resolution of Preliminary Draft CQCP				
A15	Submit Draft CQCP to USACE	0.0d	11-May-15	11-May-15	272.6d	Submit Draft CQCP to USACE				
A15	USACE Review of Draft CQCP	15.0d	11-May-15	26-May-15	272.6d	USACE Review of Draft CQCP				
A15	Comment Resolution of Draft CQCP	5.0d	26-May-15	03-Jun-15	150.0d	Comment Resolution of Draft CQCP				
A15	Submit Final CQCP to USACE	0.0d	03-Jun-15	03-Jun-15	272.6d	Submit Final CQCP to USACE				
Regulatory Compliance Plan (RCP) 53.3d 02-Mar-15 03-Jun-15 0.9d						03-Jun-15 11:00 AM, Regulatory Compliance Plan (RCP)				
A16	Prepare Draft RCP	30.0d	02-Mar-15	31-Mar-15	0.8d	Prepare Draft RCP				
A16	Submit Preliminary Draft RCP to USACE	0.0d	01-Apr-15	01-Apr-15	0.8d	Submit Preliminary Draft RCP to USACE				
A16	USACE Review & Issuance of Comments of Prelim	30.0d	01-Apr-15	30-Apr-15	0.8d	USACE Review & Issuance of Comments of Preliminary Draft RCP				
A16	Comment Resolution of Preliminary Draft RCP	5.0d	30-Apr-15	11-May-15	0.6d	Comment Resolution of Preliminary Draft RCP				
A16	Submit Draft RCP to USACE	0.0d	11-May-15	11-May-15	0.9d	Submit Draft RCP to USACE				
A16	USACE Review of Draft RCP	15.0d	11-May-15	26-May-15	0.9d	USACE Review of Draft RCP				
A16	Comment Resolution of Draft RCP	5.0d	26-May-15	03-Jun-15	0.7d	Comment Resolution of Draft RCP				
A16	Submit Final RCP to USACE	0.0d	03-Jun-15	03-Jun-15	0.9d	Submit Final RCP to USACE				
Community Outreach Meeting - Section 4.1 1.0d 30-Apr-15 04-May-15 167.1d						04-May-15 09:00 AM, Community Outreach Meeting - Section 4.1				
Mobilization - Section 4.2 11.0d 03-Jun-15 23-Jun-15 139.1d						23-Jun-15 09:00 AM, Mobilization - Section 4.2				
Site Operations - Section 4.3 64.7d 03-Jun-15 28-Sep-15 0.4d						28-Sep-15 10:00 AM, Site Operations - Section 4.3				
Sampling & Analysis - Section 4.4 18.0d 23-Jun-15 24-Jul-15 0.7d						24-Jul-15 02:00 PM, Sampling & Analysis - Section 4.4				
Excavation & Management of FUSRAP - Section 4.5 18.0d 23-Jun-15 24-Jul-15 0.7d						24-Jul-15 02:00 PM, Excavation & Management of FUSRAP - Section 4.5				
Transportation & Disposal of FUSRAP - Section 4.6 74.0d 24-Jun-15 03-Nov-15 64.1d						03-Nov-15 04:00 PM, Transportation & Disposal of FUSRAP - Section 4.6				
Backfill, Compaction & Restoration - Section 4.7 31.6d 09-Jul-15 02-Sep-15 99.0d						02-Sep-15 05:00 PM, Backfill, Compaction & Restoration - Section 4.7				
Demobilization - Section 4.8 13.0d 03-Sep-15 28-Sep-15 0.4d						28-Sep-15 10:00 AM, Demobilization - Section 4.8				
Close-Out Documentation - Section 4.10 85.0d 28-Sep-15 01-Mar-16 0.4d						01-Mar-16 00:00 AM, Close-Out Documentation - Section 4.10				

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ATTACHMENT 2 - RESUMES OF KEY PERSONNEL

	Title LSRS Site Operations Plan	Document No.: SWY-PLA-WP-001	Revision No.: 1
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PROGRAM MANAGER

Experience Summary:

██████████ has nearly 25 years’ project management and business operations leadership experience in environmental management, nuclear engineering, utilities and energy, public sector, and public affairs industry sectors. She has been responsible for budgets up to \$1.2 billion and organizations of up to 800 employees. ██████████ is currently LATA’ Vice President and General Manager of LATA subsidiary LSRS. She is providing oversight and key leadership and mentoring to LSRS and LATA personnel serving our clients to enhance contract performance, integration and overall business management practices. She has oversight of LATA’s DOE portfolio, which currently represents over \$400M in contract value. She is supporting LATA using her expertise in cost and change control, cash flow projections, funding scenario impact analysis, general government accounting and finance, human resources, and government contracting activities.

Education/Training:

- BBA Management, Kennesaw State University, 1990
- Strong working knowledge of CAS, FAR, GAAP, DOE Order 413.3B
- Expertise in all contract mechanisms including prime contract management and change control
- Project controls and earned value management

Specific Qualifications and Experience Relevant to this Project:

██████████ was advanced to lead LSRS, a wholly owned subsidiary of LATA with full P&L and business development responsibility. This includes responsibility for all financial and operational management including long-range planning, cost control, strategic business development, and the implementation of project-specific teaming plans. She oversees a portfolio of projects including USACE in multiple districts, Department of Energy and commercial projects across the country.

Prior to her current role, ██████████ was also responsible for providing strategic business solutions for contracts including serving in concurrent roles as Business Manager for both the Portsmouth Environmental Remediation and the Uranium Disposition Services contracts. As Business Manager, ██████████ s. ██████████ directed business management and operations including financial, accounting, project controls, change control, contracts, procurement, human resources, public affairs, public relations, records management, information technology, training, and legal. ██████████ was responsible for overseeing milestone development for \$118M in ARRA funding, ensuring compliance with operational and capital programs and orders. She managed the development of Spend Plan scenarios, strategic staffing, proposals, REAs and overall prime contract management.

Her responsibilities included (1) providing leadership to the business operations staff, including the project controls group consisting of one manager and five project control engineers to ensure schedule and cost compliance, (2) analyzing cost control account performance and providing recommendations to project managers, (3) managing the monthly project and variance reporting process, (4) and performing cost estimating and new work scope budget preparation.

Following contract award at Portsmouth, she served on the contract transition team where she developed and led implementation of a customized plan which transitioned 256 employees to LATA in less than 60 days. Following contract start, she established compliant processes and procedures for project controls, and led the development of an integrated site-wide baseline and project baseline. In addition, under ██████████ leadership, the project achieved EVMS certification.

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PROJECT MANAGER

Experience Summary:

██████████ has more than 25 years of experience in construction with expertise in environmental remediation, demolition, decontamination, excavation, grading, utility construction, drill rig operation and well installation. She has over 20 years of hazardous, toxic and radioactive waste site removal action experience including time critical removal actions requiring soil remediation, underground and above ground storage tank removal, demolition of radiological contaminated buildings and groundwater treatment system construction.

Specific Qualifications and Experience Relevant to this Project:

Manager of Business Operations / Deputy PM:

- \$70M fixed price K-33 Radiological Building & Slab Demolition at the Department of Energy (DOE) Oak Ridge Reservation, TN.
- Managed the contract, subcontractors, EVMS, project controls and schedule, vendor procurement and contracting, and invoicing. Supported the improvement of the demolition schedule by 3 months and the negotiation of additional scope.
- Contract revenue increased by 6% higher than originally bid.

Senior Project Manager:

- \$22M Fixed Price X-633 Cooling Tower Decommissioning & Demolition at the DOE Portsmouth Gaseous Diffusion Plant, OH. Successfully demolished 5 facilities and disposed of waste. Came in \$1.5M under budget with zero-accidents and zero-transportation incidents. Managed the demolition planning and field execution of 4 radiological towers and 1 pump house. Managed the safety basis evaluation using the graded approach. Managed the preparation of programmatic plans and procedures (including radiological hazards, health and safety, quality, and safeguards & security), subcontractor procurement, cost and schedule control, demolition, waste characterization, and waste transportation and disposal. Managed a staff of up to 50 people for environmental compliance, engineering, safety, PAAA, quality, project controls, transportation, construction, and craft labor.
- Managed The Ohio State University - Fawcett Landfill Site Investigation. The site was historically used for the burial of low-level radioactive wastes (tritium and C14), solvents, medical wastes, and general debris. Used historic stereo-paired aerial photographs to create a 3-D picture of the topographic changes of the landfill over the years. Performed an EM survey, a magnetometry survey, and a seismic refraction survey to delineate the various waste burial locations. Directed the installation of monitoring wells around the perimeter of the site to determine if contaminants were migrating from the site into the adjacent protected waterway, the Olentangy River. Collected groundwater, soils, surface water, and sediment samples for lab analysis. Directed a geotechnical investigation of the cover material to determine if the existing cover complied with landfill cap design requirements. Developed extensive health and safety protocols for monitoring chemical and radiological hazards.

Education/Training:

- 40 Hour HAZWOPER w/refreshers
- 8 Hour OSHA 1910-120 Supervisor Training
- 30 Hour OSHA Construction Health and Safety
- Current on 8-hour updates
- DOE Radworker II
- CPR and First Aid Certified
- Tennessee Licensing Board for General Contractors – Unlimited
- Alabama Licensing Board for General Contractors – Pending
- South Carolina Licensing Board for General Contractors – Pending
- BS Geology, The Ohio State University

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CONSTRUCTION QUALITY CONTROL SYSTEM MANAGER

Experience Summary:

██████████ is an experienced Quality Assurance and work control professional with 20 years of field and office experience in the execution of nuclear, environmental, and industrial projects at government regulated facilities. Experience includes implementation of quality systems, direct field oversight of projects, procedure/plan development, inspection, training, assessment performance, verification of project readiness, reporting, and interfacing with project management. As a Quality Assurance professional, ██████████ has successfully implemented Quality Assurance Programs for various regulators including USACE, DOE, Nuclear Regulatory Commission, and USEPA.

██████████ currently heads the LATA corporate Quality Assurance group. He is responsible for implementing and maintaining the corporate quality management system which is based on national standards. He recently completed development of the Construction Quality Management Plan (CQMP) for the Naval Facilities Engineering Command Southwest (NAVFAC SW) environmental remediation project. He also has written and is involved in the development of environmental and engineering standard operating procedures for LATA. ██████████ provides Independent Assessment support to LATA projects and provides written reports to management.

Education/Training:

- B.S., Environmental Management
- USACE Construction Quality Management for Contractors
- Certified Quality Auditor, American Society for Quality
- ASME NQA-1, Lead Auditor
- RCRA Hazardous Waste Regulations
- 40 hour HAZWOPER with current refreshers
- US Naval Nuclear Propulsion Program, 1991
- DOE Certified Radiological Worker II

Specific Qualifications and Experience Relevant to this Project:

██████████ is the QA/QC Manager for the environmental remediation activities at 77 sites on 6 Air Force Bases. He is responsible for ensuring the overall project quality, specifically the outgoing project plans and reports, and ensuring each project deliverable meets the quality standards established in the LATA corporate quality program and in the contract. The QA/QC Manager coordinates with the technical members of the project team to evaluate status, procedures, and nonconformances from a quality program standpoint. The QA/QC Manager gathers and coordinates corporate resources and references in the areas of quality improvement, corrective action control, and quality systems auditing for the project. ██████████ serves as primary contact for project quality matters and actively identifies and responds to QA/QC needs, resolves problems, and answers requests for guidance or assistance.

██████████ managed and implemented work quality control programs for the Portsmouth Remediation Project including environmental remediation, D&D, and environmental systems operations contract for LATA for four years. He reviewed work plans, developed quality control documents, inspected sites, oversaw work activities for quality control of a broad range of site activities. The remedial actions included: hazardous and radiological waste characterization and management; groundwater treatment; building D&D; transportation of waste; remedial investigations and studies; monitoring well installation and sampling; facility surveillance and monitoring; environmental data collection, management and interpretation; ground-water modeling; air monitoring; NPDES monitoring; engineering and design; well abandonment; facility operation and maintenance; short and long-term monitoring and remedial action plans/actions. He provided QC inspections and oversight of LATA and subcontractor personnel in their compliance with QC plans and work procedures.

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HEALTH & SAFETY MANAGER

Experience Summary:

[REDACTED] has 24 years of experience working in progressively challenging safety positions in the HTRW remediation and construction fields. This expertise is enhanced by 14 years of experience working and managing crews in the HTRW remediation industry. He also has a strong background in chemistry and industrial hygiene, including selection and use of air monitoring instruments, air sampling methods, PPE and development and implementation of respiratory protection programs. He has significant experience providing ES&H oversight and direction on federal government environmental remediation projects. He is currently providing safety and health support to LATA's \$400M fence-to-fence environmental remediation project at the Paducah Gaseous Diffusion Site. The Paducah Scope includes soil and groundwater remediation as well as contaminated facility D&D with radiological, chemical and beryllium as contaminants of concern.

Specific Qualifications and Experience Relevant to this Project:

[REDACTED] was the Site Safety and Health Officer for the K-33 Project which encompassed D&D of a former gaseous diffusion uranium enrichment facility. The project was guided by CERCLA for building demolition and RCRA for slab and soil removal. With a 32-acre footprint encompassing 2.8M ft² of floor space, precision building deconstruction in carefully planned sequences was enabled by detailed safety planning and structural analyses. [REDACTED] developed the safety and health Plans and SOPs for the project scope which included characterizing radioactive and hazardous waste materials; transporting, treating, and disposing of radioactive and hazardous materials; radiological field operations; and identifying and mitigating safety risks to the safe execution of D&D. He established a productive, safety-driven work culture that facilitated successfully completing the project within budget while complying with contract, regulatory, and safety requirements. Work was completed with zero lost time accidents, no violations of waste facility acceptance criteria and no off-site environmental releases or non-compliances.

At the Portsmouth Remediation Project, [REDACTED] monitored contractor integrated safety, QA, radiation protection, and nuclear safety programs and performed project surveillances, walk-downs, and worker health and safety analyses. As Health and Safety Manager, [REDACTED] played a key role in the planning and implementation of X-701B TCE remediation project - beryllium, a groundwater treatment project requiring soils excavation to depths of 30 feet.

[REDACTED] was the Site Health and Safety Officer for the Ashtabula Closure Project which included remediation of radiologically-contaminated soils and groundwater requiring precise, large-scale construction/excavation, groundwater and surface water management, and waste management and shipping. It also involved extensive interface with Federal, State and local regulatory agencies.

Education/Training:

- B.S., Wright State University, Environmental Science, 2001
- Certified Safety Professional
- Hazardous Waste Site Safety Officer
- 40-Hour HAZWOPER w/current refreshers
- OSHA 10 and 30-hour Construction
- USEPA AHERA Asbestos Certification for Bldg Inspector Mgmt Planner
- USEPA AHERA Asbestos Certification for Supervisor/Contractor
- Radiological Worker II
- Confined Space Entry Supervisor
- Hoisting and Rigging
- Excavation Competent Person
- Gas Cylinder Specialist
- First Aid/CPR
- OSHA Beryllium and Cadmium Hazards Training
- Capabilities and Limitations of the Technologies Commonly Used in Portable Gas Detectors

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SITE SUPERINTENDENT

Experience Summary:

██████████ has 38 years of total site experience with emphasis in heavy civil and concrete construction, installation of leachate collection systems, installation of sheet pile and shoring systems, building demolition, radiological D&D, waste packaging, soils excavation, construction surveying, solid waste landfill construction, UST removal / remediation, and heavy equipment operation. He has been responsible for supervision and quality control for diverse projects involving specialized excavations for the remediation of petroleum-contaminated soils and other types of hazardous, non-hazardous, and radioactive materials and has served as emergency response team member. He has overseen the packing and preparation of hazardous and radioactive materials for transportation and disposal, the solidification and excavation of more than 7K tons of sludge disposed of at an EPA-approved landfill, and an emergency removal project to excavate and dispose of soils that had been contaminated with gasoline and were close to university campus buildings requiring 24/7 operations. ██████████ experience includes demanding projects with unique quality, health, and safety considerations including the dismantlement and decommissioning of 10 facilities contaminated with Uranium-235 and Technicium-99 at the Ashtabula Closure Project. He is experienced in the use of field screening instrumentation for radioactive and hazardous materials, in field sampling techniques, and in on-site laboratory operation.

Education/Training:

- USACE Construction Quality Management for Contractors
- Certified UST Installer/Remover
- FEMA ICS 100 Level
- 40-Hour HAZWOPER w/ current refreshers
- OSHA 1910.120 Supervisor Trained
- US DOE Radworker II
- LATA Corporate QC Training
- CPR and First Aid Certified
- Confined Space Entry and Supervisor Certified

Specific Qualifications and Experience Relevant to this Project:

██████████ was Site Superintendent for the USACE Former LOOW WWTP. The scope primarily included the demolition of deteriorated structures, foundations, steel railings, and wooden tanks; backfilling excavations; and disposing of demolition debris, collected water, and miscellaneous hazardous, radioactive, and asbestos contaminated materials. Additionally, sampling and analysis for a full suite of radiological and chemical parameters was performed to characterize the water and sludge within WWTP structures that were to remain intact.

T&D of radioactive Slag at the Niacet Facility Project included development of work plans, regulatory interface, excavation of subsurface radioactive materials, radiation safety support, T&D of impacted materials and debris. ██████████ supervised field personnel to ensure performance criteria were met and to provide guidance to project personnel responsible for implementation of the approved HASP. This includes the management of field personnel to ensure they were performing their required duties efficiently and safely. He was responsible for investigating health and safety occurrences, working with the Project Manager to identify corrective actions, and making recommendations on policy changes needed to prevent or minimize future occurrences.

██████████ managed the field activities of the lead environmental contractor, the radiation controls subcontractor and three separate construction contractors at Greenpac Mill Remediation Project. The project included working in strict accordance with the quality assurance plan as well as analysis and maintenance of the project schedule. He oversaw remediation of various source areas over the 10+ acres of radioactive slag/rock sub-base with concentrations of Ra-226 up to approximately 120 pCi/g, total U up to approximately 80 pCi/g, and Th isotopes up to approximately 50 pCi/g.

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CERTIFIED HEALTH PHYSICIST

Experience Summary:

[REDACTED] has more than 30 years of diversified experience in Industrial Hygiene and Health Physics for USACE, DOE and USEPA. Primary practice areas include environmental risk and decision analysis; accident analysis/consequence assessments; radiation protection operations; environmental monitoring and reporting; waste management; and environmental restoration technologies. [REDACTED] has extensive experience Technologically Enhanced Naturally Occurring Radioactive Material (TENORM) consulting, oil and gas NORM, radiation surveys, geographic information systems, and GPS-based radiation surveys.

Education/Training:

- M.S., Chemistry, Texas A&M 1978
- B.S., Biochemistry, Texas A&M 1975
- Certified Health Physicist
- Certified Industrial Hygienist
- 40-hour HAZWOPER w/ current refreshers
- 8-Hour Supervisor
- Supervisor/Contractor Asbestos

[REDACTED] is an active member of both American Board of Health Physics and the American Industrial Hygiene Association serving in a number of capacities for the past 25 years.

Specific Qualifications and Experience Relevant to this Project:

[REDACTED] was the Health Physicist for a pathway-by-pathway comparison of the models underlying RESRAD, RESRAD-Build, and D&D computer codes for the NRC. The comparison was published as NUREG/CR-5512, Volume 4. He reviewed eight site decommissioning management plans and assessments and provided recommendations to NRC about whether radioactive materials license termination criteria are satisfied. He provided a comprehensive technical review of two license termination proposals submitted to NRC for properties where metallurgical slag (source material) had been disposed. He developed a screening model for estimating radon dose for a building occupant in support of the Greater Confinement Disposal Performance Assessment.

[REDACTED] also provided the Health Physicist/Industrial Hygienist assignment for a background study which demonstrated that elevated uranium concentrations in sediments below a waste outfall are naturally occurring. He provided industrial hygiene and safety support for the expedited removal of sludge from radioactive liquid waste from a series of storage tanks at the Los Alamos Neutron Scattering Center (LANSCE). This included writing a Site Specific Health and Safety Plan, a confined space entry procedure, as well as field support.

[REDACTED] provided program support to the SNL Waste Characterization Team Leader. He worked on obtaining a memorandum of understanding between the NM Environment Department and Waste Management, Inc. that would allow land disposal of non-oil field NORM wastes for their Subtitle D landfills in New Mexico. [REDACTED] authored a procedure for writing sampling and analysis plans based on SW-846 and MARSSIM guidance. He drafted a position paper on RCRA status of equipment containing circuit boards and performed an analysis of disposal options for tritiated wastewater.

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PROJECT CHEMIST

Experience Summary:

██████████ is a Project Chemist and QA/QC Manager with over 18 years' experience in analytical chemistry and the analysis of environmental samples including organics, inorganics, metals, and radiochemical in a variety of media.

██████████ performs the data QA/QC review and validation of all chemical data for LATA. He works closely with the corporate QA/QC Manager implementing the corporate QA program at the Westerville, OH office. He performs environmental analyses, data review and validation for LATA projects including industrial and military site investigations, assessments and closures. He recommends appropriate analytical methods, appropriate levels of QC sampling, conducts laboratory audits, and reviews data for regulatory compliance including validations using the USEPA National

Functional Guidelines as well as the use of Automated Data Review (ADR) software reviews on USACE projects. ██████████ QA/QC experience also includes authoring standard operating procedures (SOPs) as well as QAPPS, QCPs, quality control summary reports for USACE environmental data, and analytical reporting for environmental permitting and environmental impact assessments. His project experience in RCRA and CERCLA includes site RI/FS, remedial and corrective actions (RA), long term monitoring, and RCRA permit evaluation. ██████████ also has direct experience with chemical warfare including the chemical analysis of chemical warfare and chemical warfare constituents, including nerve and vesicant agents.

Education/Training:

- B.S., Biology, West Virginia State, 1996
- Agilent 5890 and 6890 FPD/FID GC using Thermo Atlas software
- Agilent Micro GC using EZChrom software
- Varian Micro GC using Cerity software
- DoD Certification in Chemical Personnel Reliability Program
- UFP QAPP

Specific Qualifications and Experience Relevant to this Project:

██████████ serves as the lead analytical data validator for the Paducah Gaseous Diffusion Site, a radiological contaminated site located in Paducah, Ky. In this role, ██████████ provides an independent review and validation of routine, non-routine, and radiochemical samples for multiple matrices, including but not limited to data generated for soil, water, waste, air and tissue samples for Paducah. ██████████ has also helped to revise Paducah's environmental data validation SOPs for the review and validation of inorganics, organics, and radiochemistry samples.

██████████ is also responsible for compiling and comparing the analytical data for all field related activities during the life of LATA's projects. He also supervises compiling the final results into report form and performs QA/QC on the final product before it is sent to the client.

Before joining LATA, ██████████ worked on a variety of projects as an analytical chemist with Battelle. His position was directly regulated by the DoD, and involved Homeland Security directed research and development. ██████████ was also responsible for achieving and maintaining a DoD Secret level security clearance, and maintaining status in the chemical personnel Reliability Program (CPRP) with the DoD.

While employed with CT&E Environmental Services, ██████████ was directly responsible for maintaining a high sample throughput as well as performing the QA/QC peer review of junior level staff, and authoring and implementing SOPs. For example, as lead analyst for mercury analysis ██████████ was directly responsible for the digestion and analysis of approximately 175,000 samples annually and successfully met a 24 hour turnaround time on 120,000 samples.

██████████ has been recognized on multiple occasions with outstanding performance awards for his ability to maintain a high sample throughput with a decreased turnaround time leading to on time delivery of client data.

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ATTACHMENT 3 – HEAVY EQUIPMENT LIST

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Heavy Equipment List Seaway FUSRAP Remediation, Northside and Southside Areas		
<u>Item</u>	<u>Where it will be used</u>	<u>Activity</u>
Excavator	Seaway FUSRAP site Northside and Southside Excavation Areas	Seaway FUSRAP Remediation
Dozer	Seaway FUSRAP site Northside and Southside Excavation Areas	Seaway FUSRAP Remediation
Compactor	Seaway FUSRAP site Northside and Southside Excavation Areas	Seaway FUSRAP Remediation
Roller	Seaway FUSRAP site Northside and Southside Excavation Areas	Seaway FUSRAP Remediation
Water Truck	Seaway FUSRAP site Northside and Southside Excavation Areas	Seaway FUSRAP Remediation
Utility Truck	Seaway FUSRAP site Northside and Southside Excavation Areas	Seaway FUSRAP Remediation
City Cab Tractor	Seaway FUSRAP site Northside and Southside Excavation Areas	Seaway FUSRAP Remediation
Skidsteer	Seaway FUSRAP site Northside and Southside Excavation Areas	Seaway FUSRAP Remediation
Generator	Seaway FUSRAP site Project Support Areas	Seaway FUSRAP Remediation
4WD ATV	Seaway FUSRAP site Northside and Southside Excavation Areas	Seaway FUSRAP Remediation
3/4 ton pickup(s)	Seaway FUSRAP site Northside and Southside Excavation Areas	Seaway FUSRAP Remediation
Man lift	Seaway FUSRAP site Northside and Southside Excavation Areas	Seaway FUSRAP Remediation
Conex Boxes	Seaway FUSRAP site Project Support Areas	Seaway FUSRAP Remediation