

## **1. PROJECT AREA DESCRIPTION AND PLANS FOR REVITALIZATION (55)**

### **1.a Target Area and Brownfields 15**

#### **1.a.i. Overview of Brownfield Challenges and Description of Target Area (5)- ½ page**

The **brownfield challenge** targeted by this project is **an abandoned diesel power plant and associated outbuildings** in the floodplain of the Aroostook River, and within the urban compact area of Caribou, Maine at 142 Lower Lyndon St. (Census Tract 23003951400). Located less than one half mile from the downtown area, the site is of local, regional and even international environmental concern due to waste oil, hazardous substances, asbestos-containing materials (ACM), and the unsafe, dilapidated condition of the structures. The Aroostook River is a noted trout and salmon fishery and is well-known for its scenic, historical and recreational values. The international border with Canada is just 15 river miles downstream of the site. The target site and its adjacent dam have historically (circa 1889) been the location of power generation (until 2012) and public water supply (until 2006). Historical dependence upon costly fossil fuels for energy supply has led energy service providers to use alternate sources, notably Canadian hydropower and solar energy; where feasible, local residents use wood for heat.

**Currently an eyesore and target for vandalism and shelter for the homeless, the site is a reminder of the blight and economic challenges the community has experienced in the last quarter century.**

Caribou, incorporated in 1859, is the most northeastern city in the U.S., and located on the Aroostook River, just ten minutes from the Canadian border. A rural small town with a population of 7,396, Caribou experiences social, environmental, economic and health and welfare disparities typical of a rural community including remoteness from urban areas (Portland, ME is 300 miles and 5 hours away) and climate extremes exacerbated by geography and global warming. Until the late 1960's, it was the world's largest potato shipping hub, and until 1996, was a service community to Loring Air Force Base. Since then, the city has struggled to maintain a strong economy, and **between 2010 and 2020 lost the most population of all communities in the state.** The community now relies on providing services to residents, prides itself on excellent schools and recreational facilities, and hosts a local full-service hospital, Veterans Home, and National Weather Service Office. Caribou is known as a family-friendly, peaceful community. The community has a rich agricultural history and is known for some of the finest snowmobiling and outdoor recreation in the Northeast. The Aroostook River provides some of the best trout fishing in the state; Atlantic Salmon for Northern Maine, Inc. is an abutting landowner and partner in reuse planning. During a recent (Fall, 2022) town meeting, residents ranked Riverfront Renaissance efforts second only to economic development and tourism. The city continues to address the challenges of blighted residential properties and industrial sites as a priority.

**This proposed project will cleanup and dispose of waste oil and associated hazardous substances so that the abandoned, dilapidated building(s) can be demolished, and public safety, environmental, and water quality threats will be eliminated. Restoration and reuse of this scenic, environmentally, and culturally significant riverfront site will be a catalyst and symbol of a revitalized community and reinforce a renewed sense of place in this disparate, rural, remote community facing multi-faceted challenges.**

#### **1.a.ii. Description of the Proposed Brownfield Site (10)**

Located on the west side of the Aroostook River near the historic Caribou Dam, the site commands breathtaking views of the river and expansive farmlands and skies. From 1889 until the early

2000's, it was the location of municipal water and power supply for Caribou. The four-acre target site is the northern portion of Lot 149AA Map 25 owned by the City of Caribou, approximately 1.5 miles from the downtown area. FEMA Flood Maps indicate that the eastern property boundary and structures are located within the 100-year floodplain (Zone A8). General surface topography of the area is flat with a steep embankment to the Aroostook River. The primary soils type in the area is till, a heterogenous mixture of sand, silt, clay and stones; there are no mapped wetlands within the property boundaries of the Site. The structures that need remediation include a 12,200-square foot brick and steel diesel electrical power plant operated from 1949 through 2012 and several outbuildings, including an oil tank building, oil storage building, pump station, pump house and two storage buildings. The identified contaminants at the site are waste oil, hazardous waste, and ACM: asbestos-containing materials (roofing, window glaze, floor tile, mastic, and stored materials).

Immediately adjacent to the diesel plant on the north is an electrical distribution station owned and operated by Versant Power. An inactive, but FERC-licensed (through 2044) hydroelectric generating facility owned by Algonquin N.Maine Gen. Co. borders the site on the riverfront. The city-owned site is also contiguous with 12 acres owned by Atlantic Salmon of Northern Maine, Inc. which they plan to develop into a fish hatchery and park. Immediately south of the diesel plant is a half-acre paved lot and an abandoned steam generation facility. Immediately west is an unpaved road and abandoned railroad tracks well-used by local residents for driving/walking ¼ mile south to a popular city-owned boat landing. The nearest residences are on Patten Street approximately 1,000 feet northwest, and Lafayette Street approximately 1,000 feet west. According to local police and adjacent landowners, the power plant and outbuildings are blighted, nuisance structures that attract vandals and homeless persons. City efforts to secure the site and repeated patrols have not deterred adverse activities. Removal of this obsolete, blighted facility will restore the natural riverfront, increase public safety, and remove an eyesore visible at the international gateway to the city.

### **1.b. Revitalization of the Target Area (20)**

1.b.i. Reuse Strategy and Alignment with Revitalization Plans (10) The projected re-use for the remediated diesel power plant site is a riverfront greenspace/park, in alignment not only with its location in a federally designated floodplain, and but also with community goals, future visions, and adjacent land use. A 2009 Downtown Revitalization Plan, and the 2014 Comprehensive Plan discuss the need for removal of blight and revitalization of Caribou's Aroostook riverfront. A Caribou Riverfront Revitalization Committee (CRRC) was officially established by the Council in 2020 to evaluate and plan for cleanup and development of the riverfront. The Planning Board is actively rezoning the area to promote mixed use and recreation. The Maine Department of Transportation, at the request of the CRRC, is considering reuse of the riverfront railroad right of way for a recreational trail. Atlantic Salmon of N.ME, Inc has plans to restore their contiguous riverfront acreage into a recreational area. To kick off the 2024 Comprehensive Planning process, an October 2022 visioning session attended by over fifty residents was a great success. Many younger citizens attended and contributed; much positive social media attention occurred. It was acknowledged that riverfront redevelopment is overdue, and the consensus was, "We need to keep the momentum going." This brownfields proposal and its upcoming (Nov.2022) public hearing are catalysts for discussion leading to increased enthusiasm for redevelopment and removal of blight, and to reduce public safety concerns.

1.b.ii. Outcomes and Benefits of Reuse Strategy (10) Caribou's sustainable brownfield reuse strategy has already been welcomed by citizens and provides the perfect opportunity to highlight

riverfront revitalization efforts and increase community pride and sense of place for residents. Not only will remediation of contamination make possible a new community greenspace with a scenic view of the river, but the reuse plan is a first step and needed symbol of transformation, community pride, environmental stewardship and health and welfare.

The international gateway to Caribou will become more scenic. Blighted structures and crumbling pavement will become a grassy park, restoring the natural landscape. Opportunities abound for historical and cultural education, such as an informational kiosk about the past importance of the site to the community and potential reuse and/or education about renewable hydropower at the dam.

Health, welfare, and safety for sensitive populations will be increased by contaminant and blight removal and creation of a new scenic recreation area with installation of energy efficient lighting. Improved social cohesion will happen as the community can come together in a new public space. Additional elements of “resilient revitalization” include 1) reduced impacts of climate change (weather extremes: “more frequent and severe storms”) by eliminating impermeable surfaces adjacent to the river and 2) maximizing the recycling rate of demolition materials; ie percent reuse; XXXXXXXX TBD

The primary benefit will be an overall increase in sense of place - the feeling of community connectedness - for improved well-being and community investment, as well as social resilience in times of economic and pandemic stress.

#### **1.c. Strategy for Leveraging Resources: (20) approx. 3<sup>rd</sup> page**

**This section describes current and potential access to leveraged resources; it is expected that receipt of the grant will stimulate availability of additional funds.**

1.c.i. Resources Needed for Site Characterization (5) Phase 1 and Phase II studies have been completed for the site. It is not expected that further characterization will be needed. Maine DEP will assist if needed.

1.c.ii. Resources Needed for Site Remediation (5) This grant will provide the funds needed for cleanup of the Caribou Diesel Power Plant and associated outbuildings. Additional unforeseen remediation costs can be covered by Maine Department of Environmental Protection Brownfields funds, among other sources.

1.c.iii. Resources Needed for Site Reuse (5) Demolition not necessary to cleanup will be funded/contracted by the City. The City of Caribou Public Works Dept will prepare the site for recreational reuse. Applicant expects to produce proposed leveraging consistent with terms of the announcement and narrative. The grant will stimulate the availability of potential additional resources as listed below.

<b>Name of Resource</b>	<b>(1.c.i.) Assessment, (1.c.ii.) Remediation, or (1.c.iii.) Reuse</b>	<b>Secured/Unsecured</b>	<b>Details</b>
Proceeds from recycled tank	Reuse	Secured	Funds from sale of bulk tank~ \$12,000
Maine DEP	Remediation (Possible additional characterization)	Unsecured	Eligibility TBD

City of Caribou Public Works Dept	Reuse	Secured	Grading and seeding adjacent areas, gravel parking area.
Caribou Recreation Dept	Reuse	Unsecured	Landscaping, Planting, Benches
Caribou Tax Increment Financing Program	Remediation	Secured	1. Funding for demolition of remaining site buildings and paved area = \$15,000 2. Signs/photodocumentation
Caribou Riverfront Renaissance Committee	Reuse	Secured	Planning/promotion for reuse as open space/riverfront park
Engie NA	Reuse	Unsecured	Corporate renewable energy partner for energy-efficient lighting solutions.
Maine Community Foundation	Reuse	Unsecured	***Among numerous private sources for small community benefit funds.
Versant Power	Reuse		Secure fencing/mural
Algonquin	Reuse		Hydropower revitalization
Atlantic Salmon N. ME.	Reuse	Unsecured	Grant-seeking/recreational development

1.c.iv. Use of Existing Infrastructure (5) Existing infrastructure includes electricity, and municipal water/sewer. Electricity will be used for efficiently lighting the area at night. Currently, no additional infrastructure needs are foreseen. An adjacent railroad right of way and unpaved roadway allow pedestrian and vehicle access to the site and an upstream recreational boat landing.

## **2. COMMUNITY NEED AND COMMUNITY ENGAGEMENT (40)**

### **2.a. Community Need (25)**

2.a.i. The Community's Need for Funding (5) This grant is necessary for the City of Caribou which is unable to fund environmental remediation and subsequent reuse due to small population and low income. Caribou has a population of 7,396. Between the 2010 and 2020 census it was the fastest-shrinking city in Maine. Caribou's median household income of \$42,325 is 29% below Maine median income of \$59,489, and 38% below the U.S. median household income of \$67,521. The poverty rate in Caribou is 14%, above the state rate of 11.5%. Child poverty rate is 20%; state rate is 13%. (US Census; County Health Rankings 2022). Most new construction has been government-related, and therefore tax-exempt, resulting in a tax base not keeping up with increasing municipal expenses.

### **2.a.ii. Threats to Sensitive Populations (20)**

(1) Health or Welfare of Sensitive Populations (5) Sensitive populations facing greater **susceptibility to the risks/challenges of environmental degradation, climate change, crime, vandalism and blight in the target area are seniors over 65, children under 18, and veterans.** The proportion of senior and veteran residents is greater locally than both state and national averages. Seniors over 65 comprise 27% of residents in Caribou; compared with US rate of 17%. The local hospital service area contains 92% higher proportion of seniors than

nationwide. Local veteran population is 14% compared to 7% nationwide (US Census); the local hospital service area contains 88% more veterans than hospitals nationally (Cary Medical Center). Children under 18 comprise only 16.5% of all; in the U.S. 22.5% of the population is children. Child poverty rate is 20.2% compared to 13.8% statewide; more prevalent than 67% of U.S. hospital populations. One hundred per cent are rural, which denotes disadvantaged and underserved, as rural populations are “systematically denied a full opportunity to participate in many aspects of social, economic and civic life.” (E.O.13985)

**The most prevalent stressors to local sensitive populations are energy costs, low household income, asthma, and obesity and lack of physical activity (EJ Screens, 2022 Maine County Health rankings, 2022 Community Health Needs Assessment (CHNA), US Census).**

2) Greater than Normal Incidence of Disease and Adverse Health Conditions (5) Caribou, as part of Aroostook County, experiences the highest rate (21%) of people with fair or poor health in the state. The County ranks 14th out of 15 for low quality of life/health outcomes (2022 Maine County Health rankings). Also highest, is the percentage of adults who are obese, 38%, with 36% reporting no leisure time physical activity. A local community health assessment also reports that obesity in our hospital service area is more prevalent than in those of 78% of hospitals nationwide.

Higher than average asthma rates impact 12.8% of County population, compared with 11.4% statewide and 9.4% nationwide. Youth asthma impacts 13.7% compared to 7.9% nationally. The local rate of COPD 11.8% compared to 6.5% nationally; this results in almost double the state rate of COPD hospitalizations: 31.3% vs. 16.7%.

While all cancer rates are near state/national averages, the 46% rate of colon cancer is of concern compared to 36%. Other CHNA areas of concern: All hospitalizations: 81% vs 61% statewide; individuals with disabilities: 22.3% locally, 16% Maine, 12.7% U.S.; heart attack deaths: 31.3% locally, just over 25% Maine and U.S. Food insecurity affects 16% of local residents compared to 12.4% Maine, 12.% U.S. (CHNA)

(3) Promoting Environmental Justice (10) Two of the three census tracts of Caribou, including target site, are designated Justice 40 areas by both the EPA EJ Screen and the Council on Environmental Quality Climate and Economic Justice Screening tool, which validate Caribou’s health, economic and social disparities. Cited parameters below threshold criteria include household income less than twice the federal poverty level (70-90%), 60-80% have less than high school education, low enrollment in higher education (96%), health burden (above 90%-asthma and heart disease), and energy burden (88-90% costs related to household income). The requested funds will promote environmental justice by cleaning up the contaminated and blighted riverfront area in a disadvantaged neighborhood, and providing an upgraded, clean area in which low-income citizens and sensitive populations (children, veterans, seniors) can recreate and feel pride, rather than be concerned about health hazards and opportunities for vandalism. A more beautiful, revitalized riverfront and neighborhood will spur further economic development and justice to the currently disadvantaged community.

## **2.b. Community Engagement (15)**

2.b.i. Project Involvement (5) and 2.b.ii. Project Roles (5) Key stakeholders engaged in providing input, facilitating community communication, and making decisions for the cleanup and reuse of the site will be convened as a Project Steering Committee.

<b>Partner Organization/Entity/Group</b>	<b>Point of Contact Name, email,</b>	<b>Specific Role/ Involvement</b>
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Caribou Riverfront Renaissance Committee	Ken Murchison kmurchison@cariboumaine.org	Input and community engagement; Master Planning
Caribou Recreation Commission	Gary Marquis gmarquis@cariboumaine.org	Trail connections, site design/landscaping input
Caribou Organization Promoting Public Safety	Miles Williams jadexp1976@gmail.com	Incorporate best practices for Safety
Atlantic Salmon for Northern Maine, Inc.	Brian Fields brdjfields@gmail.com	Incorporate education, coordinate facilities planning; seek funding
Versant Power	Kevin Webber Kevin.webber@versantpower.com	Provide input as adjacent landowner; beautification
Caribou Planning Board	Dan Bagley dbagley@lattice.net	Input and community engagement
Northern Maine Development Commission	Jay Kamm jkamm@nmde.org	Environmental/economic planning input; funding
Age-Friendly Caribou	Elizabeth Singer esinger@carymed.org	Input and community engagement with seniors
Algonquin Northern Maine Generation Co.	Kevin Quilliam <a href="mailto:Kevin.quilliam@inclimesolutions.com">Kevin.quilliam@inclimesolutions.com</a>	Preservation of historical and cultural values of the target area. Hydropower education/restoration

#### 2.b.iii Incorporating Community Input (5)

The Steering Committee will be convened via Zoom at least three times during the project: initial, mid-point, and final. Strategies to communicate project progress to the local community will include monthly updates to the City Council, broadcast and recorded on YouTube; and updates and photos on the City Facebook page (6500 followers), a robust platform for citizen comments and input. Project staff will maintain a photojournal including drone footage and an on-site billboard. Neighboring residents will be updated by mail. The Caribou Riverfront Renaissance Committee will consider project progress at its monthly public meetings and in overall Riverfront Master Planning. The city website, [www.cariboumaine.org](http://www.cariboumaine.org), provides local news and updates, including grant documents and project plans. Local newspaper and television will feature updates and a series about project progress. The current Comprehensive Plan is being updated for 2024 with dedicated resident workgroups who will be apprised of progress and provide input. Public comment and suggestions will be encouraged and solicited through all public meetings and social media, to be intentionally considered and responded to by the City Manager and Mayor, as well as City Council, Planning Board and Riverfront Committee. The City Manager will ensure that administrative staff is dedicated to promotion and incorporation of community input.

Alternatives to in-person community engagement in the event of social distancing or other COVID-19-related restrictions will include virtual town hall style meetings and/or Facebook live sessions to update residents and obtain input.

### **3. TASK DESCRIPTIONS, COST ESTIMATES, AND MEASURING PROGRESS 55**

#### **3.a. Proposed Cleanup Plan (10)**

The proposed cleanup plan for the site is to remove all waste oil, hazardous substances, asbestos-containing materials (ACM) and hazardous waste. The identified contaminants at the site are waste

oil, diesel, lube oil, antifreeze, degreaser/solvent, asbestos, mercury, lead, PCBs and other hazardous materials. For this cleanup plan, waste oil refers to diesel, lube oil, waste oil, waste oil-contaminated water and sludge. The cleanup goal for the waste oil and hazardous substances is to eliminate the risk of a release to the environment, especially to adjacent Aroostook River. The cleanup goal for the identified ACM and hazardous waste is to eliminate the risk of human contact to asbestos, mercury, lead, PCBs and other hazardous materials.

All waste oil and hazardous substances at the site will be removed for off-site disposal by a Maine licensed Hazardous Waste Transporter. All identified ACM and hazardous waste at the site will be removed for off-site disposal by a Maine licensed Asbestos Abatement Contractor. Removal of asbestos roofing at the diesel plant and diesel pump house includes demolition. All waste oil, hazardous substances, ACM, hazardous waste, and demolition debris will be properly removed, transported and disposed in accordance with state and federal regulations, including but not limited to OSHA Hazardous Waste Operations and Emergency Management standards and Maine Waste Oil Management, Universal Waste, and Solid Waste Management Rules. Where possible, waste volume will be reduced by recycling. It is expected that the project will be completed over one year.

### 3.b. Description of Tasks/Activities and Outputs (25)

The project will consist of 5 primary tasks, described in the following table.

[3.b.i. Project Implementation (10) 3.b.ii. Anticipated Project Schedule (5)

3.b.iii. Task/Activity Lead (5) 3.b.iv. Outputs (5)]

TASK	i. Implementation Strategies	ii. Schedule	iii. Lead	iv. Outputs
(1) Cooperative Agreement (CA) Oversight	a. Attend regional brownfields conferences b. CA oversight c. Meetings with project partners/steering committee; progress reporting d. Procure and engage QEP for CA Technical assistance	TBD Months 1-12  Months 2-3	Project Director: City Manager	Brownfields Conference attendance; #meetings; meeting minutes; QEP contracted
(2) Community Engagement	a. Letters to abutting landowners b. City website blogposts c. Facebook posts/live d. Monthly Council, Planning Board, Riverfront Revitalization meetings e. Print/TV coverage f. Photo journal of project progress; Site billboard	Months 1-12  Monthly throughout project  3x throughout project	Project Director: City Manager and admin asst; city media contractor; QEP as needed City officials and open public comment City Manager	#Website updates; #social media posts/comments; Meeting attendance sheets#/ minutes #TV show(s) #news articles Photojournal Billboard
(3) Cleanup Planning	a. Public notification b. Final ABCA, Cleanup Plan, Health and Safety	Months 1-3	Qualified Environmental	ABCA, Cleanup Plan HASP

	Plan (HASP), Quality Assurance Project Plan (QAPP) and Community Relations Plan (CRP) c. File Asbestos Building Demolition Notification (Form D) and Asbestos Project Monitoring Disclosure (Form M)		Professional (QEP)	Site-specific QAPP CRP Asbestos Form D Asbestos Form M
(4) Cleanup Activities	a. Conduct removal of waste oil and hazardous substances b. Conduct removal of ACM and hazardous waste c. Maintain removal, transport and disposal records, including asbestos waste shipment records and hazardous waste manifests d. Conduct site restoration: fill, gravel or loam and seed e. Demolition of remaining site buildings (non-EPA funds)	Months 6-9	Qualified Environmental Professional (QEP)  City of Caribou responsible	Removal of waste oil and hazardous substances. Removal of ACM and hazardous waste. Removal, transport and disposal records. Site restoration.  Demolition of remaining site buildings
(5) Reporting/Measuring Results	a. Prepare remedial report b. Update the Brownfields Assessment, Cleanup and Redevelopment Exchange System (ACRES)	Months 9-12	Qualified Environmental Professional (QEP)	Remedial report ACRES update

### 3.c. Cost Estimates (15)

Budget Categories	Task (1)	Task (2)	Task (3)	Task (4)	Task (5)	Totals
Personnel	\$ 4,900.00	\$ 4,900.00	\$ 4,900.00	\$ 4,900.00	\$ 4,900.00	\$ 24,500.00
Fringe	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Travel	\$ 5,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 5,000.00
Equipment	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Supplies	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Contracts	\$ 2,400.00	\$ 5,000.00	\$ 4,000.00	\$726,000.00	\$ 4,000.00	\$741,400.00
Total Direct Costs	\$12,300.00	\$ 9,900.00	\$8,900.00	\$730,900.00	\$ 8,900.00	\$770,900.00



Indirect Costs	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 12,500.00
Total Budget Requested	\$14,800.00	\$12,400.00	\$11,400.00	\$733,400.00	\$11,400.00	\$783,400.00

**Budget Narrative:**

Task (1): Personnel: 70 hrs @ \$70/hr= \$4900 Programmatic management.\*

Travel: Conference: (RT airfare: \$650 x 2; 5 nights hotel @ \$250 x 2 = ~\$2500; Per diem @ \$75 x 5 x 2 = \$750; Conference Registration \$225 @ x 2 = \$450; Total: \$5000

Contractual: QEP 24 hrs @ \$100/hr. = \$2,400 (2hrs/month)

Indirect Costs:

Task (2): Personnel: 70 hrs @ \$70/hr= \$4900 Programmatic management\*

Contractual: QEP 24 hrs @ \$100/hr. = \$2,400 (2hrs/month)

Media consultant: 40 hrs @ \$65/hr = \$2,600

Task (3): Personnel: 70 hrs @ \$70/hr= \$4900 Programmatic management\*

Contractual: QEP 40 hrs @ \$100/hr = \$4,000: Final ABCA, Cleanup Plan, Health and Safety Plan, site-specific QAPP and Community Relations Plan.

Task (4): Personnel: 70 hrs @ \$70/hr= \$4900 Programmatic management\*

Contractual: Total: \$726,000: Maine licensed Hazardous Waste Transporter = \$242,000 for removal of waste oil and hazardous substances at the site, with QEP oversight.

Maine licensed Asbestos Abatement Contractor = \$484,000 for the removal of identified ACM and hazardous waste at the site, including demolition of structures with asbestos roofing and site restoration, with QEP oversight.

Task(5): Personnel: 70 hrs @ \$70/hr= \$4900 Programmatic management\*

Contractual: QEP 40 hrs @ \$100/hr = \$4,000 remedial report and ACRES updates.

\* For 5 tasks, this amounts to 350 hrs, over the expected 1-year duration of the project, or ~ 7.3 hrs/week.

### **3.d. Measuring Environmental Results (5)**

Monthly meetings will be utilized to track progress, evaluate strategies and performance, coordinate tasks and schedules, and assess community outreach. Project outputs and milestones will be measured by the successful completion of EPA and Maine DEP-approved cleanup plans, including the final ABCA, cleanup plan, site-specific QAPP and CRP, and the quantity of waste oil, hazardous substances, ACM and hazardous waste removed from the site, as documented on hazardous waste manifests and asbestos waste shipment records and summarized in the remedial report. Project expenses and outcomes will be tracked, monitored and documented in quarterly financial reports and ACRES updates, including the minimized exposure to hazardous substance contamination, leveraged funding, number of acres ready for reuse, and acres of greenspace created for the community. [If HUBZone, SBA Certified Woman-Owned Small Businesses (WOSB), Maine DOT Disadvantaged Business Enterprises (DBE), Minority Business Enterprises and/or Women Business Enterprises (MBE/WBE) provide services for the project, their level of participation will be documented with project expenses.]

## **4. PROGRAMMATIC CAPABILITY AND PAST PERFORMANCE (30)**

### **4.a. Programmatic Capability (15)**

4.a.i. Organizational Structure: The City of Caribou, Maine, with 72 full and part-time employees, is governed by an elected City Council. The City Manager will have primary

oversight of this project, using a collaborative approach to implement the EPA-approved workplan with existing key staff and department heads experienced in managing similar projects. The selected Qualified Environmental Professional will be an important part of the management team, responsible to the City Manager. Monthly project progress reports will be made to City Council.

**4.a.ii Key Staff: Caribou City Manager, Penny Thompson**, will serve as Project Manager and have direct oversight of the program. Ms. Thompson, a 12-year city employee, and Manager since 2020, is a Certified Maine Assessor and certified in nine code enforcement disciplines. She is a member of the Maine Town City and County Management Association, the International City Management Association, and the International Economic Development Council. Manager Thompson maintains strong relationships with city officials and residents through her commitment to community engagement, a strong social media presence, and is initiating a resident text-notification system (TextMyGov). **Special Projects Coordinator, Karen Gorman**, has proven ability in grant writing and management, with a background in natural resource planning and community outreach and coalition-building for community action. She will closely assist the Manager in day-to-day project operations, coordination and outreach. Shoreland zoning and demolition will be overseen by: 1. **Code Enforcement Officer and Zoning Administrator, Kenneth Murchison** who has served the City in many ways, first as a member of the Caribou City Council and Mayor while working for the Northern Maine Development Commission as a Planner and GIS professional. In his current city employee role, he also serves as staff to the Caribou Planning Board and Caribou Riverfront Renaissance Committee. 2. **Building Official, Deputy Tax Assessor and Deputy Code Enforcement officer Tony Michaud**, is a Certified Maine Assessor and certified in all nine code enforcement disciplines in Maine. Mr. Michaud is an Aroostook County native and has worked for the City of Caribou over eight years. Site reuse will be assisted by **Director of Public Works, David Ouellette**, a twenty-four-year employee, is solution-oriented and manages his department professionally and cost-effectively. **Finance Director Carl Grant** is a Certified Maine Tax Collector and Certified Maine Treasurer with experience in all aspects of financial compliance and reporting to local, state and federal entities.

**4.a.iii. Acquiring Additional Resources (5)** The City will augment in-house capabilities with additional expertise solicited through an RFP for a Qualified Environmental Professional(QEP). The QEP will be contracted to generate required cleanup plans and oversee remedial actions and reuse of the site. Local, state, and federal policies and procedures for legal and equitable procurement of all contractual services (cleanup, disposal, demolition, etc.) will be observed. The City will pursue an active partnership with the Brownfields Municipal Assistance Program of the University of Connecticut EPA-TAB. Current partnerships with EPA Region 1 and the Maine Department of Environmental Protection will provide support and advice. Additional resources will be sought from local/regional economic development, cultural/historical, and environmental/outdoor recreation entities.

#### **4.b. Past Performance and Accomplishments (15)**

**4.b.i. Currently has or Previously Received an EPA Brownfields Grant:** N/A

**4.b.ii. Has Not Received an EPA Brownfields Grant but has Received Other Federal or Non-Federal Assistance Agreements (15)**

**(1) Purpose and Accomplishments: Current/most recent assistance agreements (5)** During 2018-19, Caribou received \$100,000 from the Northern Border Regional Commission (NBRC) to clean up, demolish and do site preparation at an abandoned potato processing plant identified as a brownfield. With a final project budget of \$237,308, the 26-acre site was cleaned up and has

been prepared for reuse for commercial and/or industrial development. The city plans to locate its new police station complex here. Additionally, Caribou annually receives major funding from the US Department of Housing and Urban Development for low-income housing assistance. In 2021 and 2020, respectively, amounts were: \$1,231,662 and \$1,459,985. These funds are administered to meet housing needs of low-income households.

(2) Compliance With Grant Requirements (10) All grant implementation has been conducted in compliance with budget, schedule, and reporting requirements. For both programs, an obstacle to be overcome was gaps and changes in the City Manager position. Despite lack of stability in management, City department heads and staff were able to meet grant requirements. COVID adjustments were made by replacing in-person housing reviews with a mail option. Housing staff continues to advocate for more units to meet needs. In the case of the NBRC cleanup grant, unexpected sludge and asbestos contamination were discovered, for which abatement significantly increased project costs. In spite of this obstacle, staff was able to put together local in-kind and cash resources (\$137,308) to complete the project in a timely fashion.

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