



City of Caribou

Office of the City Manager

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**Narrative Information Sheet
EPA FY2025 Brownfields Cleanup Grant Application
RFA No.: EPA-I-OLEM-OBLR-24-11**

1. Applicant Identification: City of Caribou, Maine
25 High Street, Caribou, Maine 04736
2. Website URL: www.cariboumaine.org
3. Funding Requested
 - a. Grant Type: Single-Site Cleanup
 - b. Federal Funds Requested: \$4,000,000
4. Location
 - a. City: Caribou
 - b. County: Aroostook County
 - c. State: Maine
5. Property Information
Steam Plant Site at the Former Caribou Power Plant complex
142 Lower Lyndon Street, Caribou, Maine 04736
6. Contacts:
 - a. Project Director: Penny Thompson, City Manager
25 High Street, Caribou, Maine 04736
(phone): 207-493-5961
citymanager@cariboumaine.org
 - b. Chief Executive/Highest Ranking Official: Courtney Boma, Mayor
25 High Street, Caribou, Maine 04736
(phone): 207-493-3324
cboma@cariboumaine.org
7. Population: City of Caribou has a population of 7,431 (7-1-2023 Census data).

8. Other Factors Checklist:

Other Factors	Page #
Community population is 15,000 or less.	1
The applicant is, or will assist, a federally recognized Indian tribe or United States territory.	N/A
The proposed brownfield site is impacted by mine-scarred land.	N/A
Secured firm leveraging commitment ties directly to the project and will facilitate completion of the remediation/reuse; secured resource is identified in the narrative and substantiated in the attached documentation.	1 – 3
The proposed site is adjacent to a body of water (i.e., the border of the proposed site is contiguous or partially contiguous to the body of water, or would be contiguous or partially contiguous with a body of water but for a street, road, or other public thoroughfare separating them).	1
The proposed site is in a federally designated flood plain.	1 – 2
The reuse of the proposed cleanup site will facilitate renewable energy from wind, solar, or geothermal energy.	3
The reuse of the proposed cleanup site will incorporate energy efficient measures.	3
The proposed project will improve local climate adaptation/mitigation capacity and resilience to protect residents and community investments.	3
The target area is located within a community in which a coal-fired power plant has recently closed (2014 or later) or is closing.	N/A

9. Releasing Copies of Applications: Not Applicable- application does not have confidential, privileged or sensitive information.

1. PROJECT AREA DESCRIPTION AND PLANS FOR REVITALIZATION

1.a Target Area and Brownfields

1.a.i. Overview of Brownfield Challenges and Description of Target Area: The City of Caribou, incorporated in 1859, is the most northeastern city in the U.S., is located on the Aroostook River, which is well-known for its scenic, historical, recreational, and trout and salmon fishery values. The people of the Mi'kmaq Nation were the first residents, and are still a vital part of the community. The international border with Canada is just 15 river miles downstream of the site. It consists of 79.29 square miles, and a population of 7,431. Caribou meets the census definition of a small rural town. Caribou experiences social, environmental, economic and health and welfare disparities typical of a disadvantaged rural community including remoteness from urban areas (Portland, ME is 300 miles away) and weather extremes exacerbated by geography and climate change. Until the late 1960s, Caribou was the world's largest potato shipping hub, and until the base closure in 1994, was a service community to Loring Air Force Base, leading to a long period of disinvestment. Unemployment spiked in the wake of the base closure, causing massive workforce flight and abandonment of residential, commercial and industrial properties, including the Steam Plant site at the former Caribou Power Plant complex, which is the proposed Brownfield target area. Caribou struggles to maintain a resilient economy and has lost 40% of its population since 1960. Valuable school programs and safety resources have been slashed due to reductions in the Caribou budget. In a remote rural community such as Caribou, brownfields exacerbate public health and environmental risks, and social and economic burdens. Environmental challenges include: 8 brownfield sites, 2 Superfund sites, and 14 hazardous waste sites. With under 7,500 people, the population has a large elderly contingent. According to EJSCREEN and CEJST, Caribou is in the 82nd percentile of the US for people over 65. The elderly have an elevated risk associated with the windblown asbestos from the Steam Plant that exposes all nearby residents, waterbodies, and recreational trail users. EJSCREEN also reports that Caribou has a low-income rate of 40%, 10% higher than the national average. The proposed brownfield site poses health and safety concerns to the surrounding sensitive receptors, creates blight impacting property values, and encourages rampant vandalism, graffiti, and trespassing. This is a culturally significant area to the Mi'kmaq Nation and through the Tribe's Eltueg corporation, educational tourism opportunities have been explored. This cleanup grant will support Caribou's ongoing efforts to revitalize this riverfront site. This highly valued plan has been conceived and supported throughout community visioning sessions during the City of Caribou 2024 Comprehensive Planning process.

1.a.ii. Description of the Proposed Brownfield Site: The site is the abandoned Steam Plant, located in the urban compact (Census Tract 230039514). The Steam Plant is bordered by the Aroostook River on the east and located within its floodplain; an abandoned railbed (recreational trail) to the west; a wooded area to the south which includes a public boat launch (upstream); and electrical substation, owned by Versant Power, the hydro plant owned by InClima Solutions, and former water company buildings owned by Atlantic Salmon for Northern Maine, Inc all located to the north (downstream). The 0.74-acre site is part of Map 25 Lot 149AA owned by the City of Caribou. Topography is flat with a steep embankment to the Aroostook River. This site was selected to reduce the disproportionate impact of brownfields in this area, to safeguard and improve the disadvantaged adjacent neighborhood, alleviate concerns of contamination spread, and protect the riverine environment. The Steam Plant and adjacent dam have historically (circa 1889) been the location of power generation (until 2012) and public water supply (until 2006). Located less than one half mile from downtown, the site is of local, regional, and international environmental concern. The vacant Steam Plant produced electricity from 1949 until 2011. The abandoned 10,700 square-foot, five-story building is in horrific disrepair with a leaking roof, broken windows, and must be continuously boarded up to prevent trespassing and vandalism. Identified in 2021 Phase I and 2022 Phase II and Hazardous Building Materials Survey (HBMS), asbestos is the main concern for cleanup, but contaminants such as lead, mercury, universal and hazardous wastes, and waste oil in electrical equipment, tanks, drums and vessels, are of concern as well. The HBMS identified over 2 miles of asbestos-wrapped steam and water pipes; 1,600 square-feet of asbestos-containing Transite electrical boards and panels; 14,000 square-feet of asbestos-coated condensers, ducts, vents, tanks, point heaters, steam headers, and vessels; two massive boilers

coated with 8,200 square-feet of asbestos; 400 square feet of asbestos-containing floor tile and mastic; thousands of asbestos-containing piping gaskets; miles of asbestos-coated electrical wiring; 2,000 square-feet of asbestos-containing window glazing and caulking; and the entire roof (tar and gravel) is contaminated with asbestos. The asbestos-wrapped piping, condensers, ducts, tanks, vessels, and two massive boilers are double-wrapped in steel-mesh jacketing, which is to be extremely difficult and time-consuming to remove and resulted in exorbitant costs to properly remediate. The turbines are equipped with lead diaphragms and equipment, tanks, and piping coated in lead-based paint. Over 5,000 gallons of waste oil remain in boiler day tanks, separation tanks, turbine reservoirs, transfer pumps, and drums, which are deteriorating at a rapid pace and would pose an unprecedented environmental risk to the Aroostook River if a catastrophic waste oil release occurs. The Steam Plant presents an overwhelming series of challenges to Caribou, as the current owner, as it works to promote quality of life, economic development and a redeveloped riverfront. Since the site's abandonment, well prior to the City's acquisition, the roof has deteriorated and began leaking; metal scavengers damaged virtually everything inside, including asbestos containing materials and waste oil-containing structures. Non-friable asbestos has deteriorated, and large volumes of friable asbestos are present. Currently, a limited removal of friable asbestos is being conducted through CERCLA but further cleanup is needed to fully decontaminate the Steam Plant to make it safe for redevelopment. For full remediation, demolition of the Steam Plant is necessary. The estimated cost to properly remediate asbestos, lead-based paint, universal waste, and waste oil and to demolish the Steam Plant after CERCLA activities are completed is astronomical and would bankrupt Caribou if EPA Brownfields Cleanup funding is not secured.

1.b. Revitalization of the Target Area

1.b.i. Reuse Strategy and Alignment with Revitalization Plans: Redevelopment of the site will likely take the form of a park for use by Caribou's citizens and visitors. As there is a walking trail nearby and the site is on the Aroostook River, it will serve as an ideal locale for public recreation and riverfront access for a community in need of such amenities. This planned park is aligned not only with its location in a federally designated floodplain, but also with community goals, future visions, and adjacent land use. A 2009 Downtown Revitalization Plan, and the 2024 Comprehensive Plan discuss the priority need for removal of blight and revitalization of Caribou's Aroostook riverfront. The Caribou Riverfront Redevelopment Committee (CRRC) was established in 2020 to evaluate and plan for cleanup and redevelopment of the riverfront. The Planning Board has rezoned the area to promote mixed use and recreation. The Maine Department of Transportation is considering reuse of the riverfront railroad right of way for a recreational trail. Atlantic Salmon of Northern Maine, Inc. plans a fish hatchery/park on an adjacent parcel. During the 2024 Comprehensive Planning process, a visioning session was attended by over fifty residents, and it was acknowledged that riverfront redevelopment is long overdue. The CRRC meets monthly, and has other ongoing riverfront district revitalization projects, all enlisting public input. This brownfields proposal and public hearing are catalysts for discussions leading to redevelopment and removal of blight, and reduction of public health and safety concerns. It is serving to energize and fuel riverfront cultural and recreational development welcomed by the entire community.

1.b.ii. Outcomes and Benefits of Reuse Strategy: Caribou's sustainable brownfield reuse strategy provides the perfect opportunity to highlight riverfront revitalization efforts and increase community pride and sense of place for residents and visitors. Health, welfare, and safety for sensitive populations will be increased by contamination and blight removal and creating a new scenic riverfront recreation area. Not only will remediation make possible a new community greenspace, but the reuse plan is a first step and a needed symbol of transformation, community pride, environmental stewardship and health and welfare. The Caribou Development Committee prioritizes riverfront cleanup and redevelopment as a major economic engine for boosting the local economy. The international gateway will become more scenic when the vacant, distressed property with the dystopian Steam Plant and crumbling pavement will be transformed into a beautiful park, restoring the natural landscape. Opportunities abound for cultural education, such as an informational kiosk about the historical importance of the site for water and power supply, as well as about renewable hydropower at the dam.

Renewable energy and resiliency will be facilitated by this project: Remediation and reuse of the site will ease the planned restoration of hydropower generation at the dam by improving access and security. Local solar electric power operations feeding Versant Power’s substation, adjacent to the Steam Plant, will benefit from the increased security resulting from the cleanup. Additional elements of “resilient revitalization” include reduced impacts of climate change (weather extremes: “more frequent and severe storms”) by elimination of impermeable surfaces adjacent to the river which will be replaced by native grasses and vegetation, and maximized the recycling rate of demolition materials; it is estimated that at least 90% will be diverted from the waste stream, and the use of existing infrastructure, energy-efficient lighting and renewable local natural building materials.

1.c. Strategy for Leveraging Resources:

1.c.i. Resources Needed for Site Characterization: Phase I ESA, Phase II ESA, and HBMS were completed for the site. No additional assessment or characterization is anticipated; however, if unexpected conditions arise, funding will be sought through EPA’s TBA program or through MEDEP 128A funds.

1.c.ii. Resources Needed for Site Remediation: Cleanup of the Steam Plant is estimated at \$4M; as such, it is anticipated that this EPA Grant will be sufficient for site cleanup. Caribou will be flexible with contractor schedules to receive the lowest bids and will utilize local contractors as feasible. If cleanup bids exceed the budget, gap funding will be sought through the Maine Department of Economic and Community Development, Maine Department of Environmental Protection Regional Response Services, State of Maine Brownfields Revolving Loan Fund (RLF), and/or Eastern Maine Development Corporation’s Brownfield RLF program. Costs for grant administration will be provided by Caribou.

1.c.iii. Resources Needed for Site Reuse: Caribou is committed to site restoration for reuse. The owner of the adjacent hydro plant, InClima Solutions, plans to reopen the hydro plant and seeks to support education. The Eltueg Corporation, the Federally Chartered Corporation of the Mi’kmaq Nation, has been consulted on the cultural significance of the Aroostook River to the Tribe. Funding for a Riverfront Master Plan has been secured by the CRRC. Reuse planning will be coordinated with the US EPA Land Revitalization office. Caribou blight funds and in-kind services will be used. Adjacent landowners have expressed support for recreational reuse and may provide site enhancements such as fencing, murals and educational displays. Caribou expects to procure proposed leveraging consistent with terms of the announcement and narrative; the grant will stimulate the availability of additional resources.

Name of Resource	(1.c.i.) Assessment, (1.c.ii.) Remediation or (1.c.iii.) Reuse	Secured / Unsecured	Details
InClima Solutions	Reuse	Secured	Adjacent landowner: hydro plant education
Eltueg Corporation	Reuse	Secured	Providing consultation on river’s cultural significance to local Mi’kmaq Tribe
City of Caribou	Remediation Reuse	Secured	1. Cooperative Agreement oversight 2. Community Engagement 3. Site restoration
Caribou Riverfront Redevelopment Committee (CRRC)	Reuse	Secured	Has secured Riverfront Master Plan for site reuse as open space and riverfront park; assist with community communication
Region I US EPA Land Revitalization	Reuse	Unsecured	Plan to leverage LRTA resources in Spring 2025
ME DEP response services; RLF	Remediation	Unsecured	Available if necessary, during cleanup
Engie NA	Reuse	Unsecured	Energy-efficient lighting
Versant Power	Reuse	Unsecured	Adjacent landowner: secure fencing/mural
Local, regional, & federal grant programs	Reuse	Unsecured	Available, if necessary, may apply to relevant sources for community benefit.

1.c.iv. Use of Existing Infrastructure: Existing infrastructure includes electricity, and municipal water/sewer. No additional infrastructure needs are foreseen. An adjacent railroad right of way and unpaved roadway allow pedestrian and vehicle access to the site and upstream boat landing.

2. COMMUNITY NEED AND COMMUNITY ENGAGEMENT

2.a. Community Need

2.a.i. The Community's Need for Funding: This grant is necessary for Caribou which is unable to fund environmental remediation and subsequent reuse due to small population, low income, and declining tax base. Between the 2010 and 2020 census, Caribou was the fastest-shrinking city in Maine. Caribou's 2022 median household income of \$47,803 is 29% below Maine median income of \$68,251, and 36% below the US median household income of \$75,149. The poverty rate in Caribou is 13.6%, above the state rate of 10.4%. Child poverty rate is 20%; state rate is 13%. (US Census; County Health Rankings 2022). As a designated regional service center, most new construction and business has been government and/or healthcare-related, and therefore tax-exempt, resulting in a tax base not keeping up with increasing municipal expenses; causing a lack of financial resources for site cleanup. This grant will fulfill community need for blight removal and recreational space. It will support public health and safety necessary for this community to overcome serious environmental threats and health disadvantages.

2.a.ii. Threats to Sensitive Populations:

(1) Health or Welfare of Sensitive Populations: Four sensitive populations facing greater susceptibility to the risks/challenges of environmental degradation, climate change, crime, vandalism and blight in the target area are seniors, veterans, low-income population, and limited English-speaking households. The proportion of senior and veteran residents is greater locally than both state and national averages. Seniors over 64 comprise 27% of residents in Caribou; compared with US rate of 18%. The local hospital service area contains 92% higher proportion of seniors than nationwide. The 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). 40% of Caribou's population is low income, compared to 28% for the state of Maine. According to EJSCREEN, within a 1-mile radius of the site, low-income population is 47% of total; resulting in 87th percentile in the state; 78th percentile in US. In the target site census tract, 21% are below the poverty line compared to 14% in all of Caribou and 11% US (2020 Census). Other significant local welfare issues are indicated by public assistance (3.3% compared to 2.4% nationally), and SNAP benefits (21% compared to 11.4% nationally). Food insecurity affects 16% of residents compared to 12.4% Maine, and 12% for the U.S. Caribou's percentage of limited English-speaking households is at the 92nd percentile for Maine and 72nd percentile for U.S. households. While age, veteran status, low incomes, and linguistic isolation, all contribute to higher risk for exposure to the contaminants and blight attributed to the site, the environmental and socioeconomic benefits of this cleanup to sensitive populations are many. Not only will the cleanup remove blight and increase the safety of these sensitive populations, but it will also spur community investment, leading to new businesses, jobs and economic growth throughout the city. New spaces for community gatherings for events, food trucks and farmers' markets will be created.

(2) Greater than Normal Incidence of Disease and Adverse Health Conditions: Caribou, as part of Aroostook County, experiences the highest rate (21%) of people with fair or poor health in the state. 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. The 2022 Community Health Needs Assessment (CHNA) cites cancer as the #1 local health priority with 69.3% of survey respondents rating it as extremely important. While all cancer rates are near state/national averages, 46% rate of colon cancer is of concern compared to 36%. Cancer is the leading cause of death in Aroostook County with a higher mortality rate than statewide. 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 is 11.8% compared to 6.5% nationally, resulting in almost

double the state and national rate of COPD hospitalizations: 31.3% vs. 16.7% (ME), 16.3% (US). Other CHNA areas of concern are: All hospitalizations: 81% vs 61% statewide, individuals with disabilities: 22.3% locally, 16% Maine, 12.7% US; heart attack deaths: 31.3% locally, ~25% Maine and US. This cleanup grant and associated reuse strategy will reduce threats and address the health and welfare of sensitive residents. Exposure to currently unsecured pollutants present at the site are cancer/health risks to vulnerable residents visiting this site, either through direct contact or threat of ground and surface water contamination. The threat of exposure to airborne asbestos by those affected with asthma and COPD will be mitigated by this cleanup. New opportunities for accessible recreation and physical activity for overweight/obese residents will be provided.

(3) Promoting Environmental Justice: All (100%) of the population is 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) Environmental justice indicators show that people in Caribou do not have adequate access to affordable housing, clean environments, adequate transportation, and healthy food and lifestyles.

(a) Identification of EJ issues: All three census tracts of Caribou, including the target site, are designated disadvantaged and Justice 40 areas by the 2022 Council on Environmental Quality Climate and Economic Justice Screening tool, validating Caribou’s health, economic and social disparities. According to the current EJ Screen Community Report for Caribou, air non-attainment, impaired waters, transportation access burden, and food desert are significant environmental justice factors. Additionally, 13% of neighborhood housing units are vacant, up 37% from 2010 (US Census). Overall, the most prevalent stressors to local sensitive populations are low household income, asthma, heart disease and obesity, and lack of physical activity (EJSCREEN, 2022 Community Health Needs Assessment (CHNA), US Census). In target site census tract, 13% of housing units are vacant, up 37% from 2010 (2020 Census).

(b) Advancing Environmental Justice: The requested funds will promote environmental justice by cleaning up the contaminated and blighted riverfront area in this disadvantaged neighborhood; protecting sensitive populations from disproportionate and adverse human health and environmental effects, especially wind-blown contaminants; and create economic opportunities. The outcome of this project will be an upgraded, clean area in which low-income citizens and sensitive populations (children, veterans, seniors, limited English) can recreate and feel secure, rather than be concerned about health hazards, personal safety, and vandalism. A beautiful, revitalized riverfront will spur economic development and just treatment for the currently underprivileged neighborhood. Opportunities for meaningful resident involvement will be provided during project community engagement activities to ensure that revitalization does not result in unintended displacement of residents or small businesses. By including community members through every step of the process, Caribou will ensure that this project is equitable and beneficial for the people who already call this city home. This grant will be used to help achieve Caribou’s goals of advancing environmental justice, elevating community pride, and honoring sense of place.

2.b. Community Engagement 2.b.i. Project Involvement and 2.b.ii. Project Roles: Key stakeholders engaged to provide input, facilitate community communication, and make decisions for the cleanup and reuse of the site convened as a Brownfields Advisory Committee (BAC).

Name or Entity / Organization / Group	Entity Mission	Point of Contact & email	Specific Involvement in Project or Assistance Provided
CRRC: Caribou Riverfront Redevelopment Committee	" ... restore and renew the Aroostook Riverfront by creating commercial, residential, & recreational opportunities ..."	Mark Draper mark@aroostookwaste.com	Riverfront master planning; community engagement

Mi'kmaq Nation	" ... elevate health status of the Mi'kmaq Nation to the highest level possible ... promote responsibility"	Christina Kane-Gibson ckanegibson@micmac-nsn.gov	Inform and preserve native history and culture
Eltueg Corporation	" ... engage in business enterprise ventures to promote the economic development of the Tribe."	Christina Kane-Gibson ckanegibson@micmac-nsn.gov	Preserve and respect natural resources and environment
InClima Solutions	" ... to express gratitude ... to look forward to continued growth and innovation"	Kevin Quilliam kevin.quilliam@inclimesolutions.com	Plan to restore adjacent hydropower dam; preserve history
Age-Friendly Caribou	" ... help Caribou ...by addressing the needs of its aging residents"	Elizabeth Singer esinger@carymed.org	Input from & engagement of seniors
Aroostook County Action Program (ACAP)	" ... to provide services and resources that help individuals and families achieve greater economic independence and improve lives .."	Jason Parent jparent@acap-me.org	Advocate for low income & limited English-speaking families
Aroostook Veterans Advocacy Committee	"...to provide veterans & their spouses with information & updates on VA benefits & other issues ..."	Bill Flagg bflagg@carymed.org	Ensure that Veterans' interests are promoted and addressed
Atlantic Salmon for Northern Maine, Inc.	"... to conserve and manage Atlantic salmon populations in Maine ... provide clean river habitat ..."	Brian Fields brdjfields@gmail.com	Adjacent landowner with input on access, facilities planning
Versant Power	" ... guiding principles of integrity and respect, creativity and innovation ... also align with Maine's climate goals"	Kevin Webber kevin.webber@versantpower.com	Adjacent landowner with input on access, security, planning
Caribou Recreation Commission	" ... provide year-round recreational opportunities ... promote health improvement and life enrichment."	Gary Marquis gmarquis@cariboumaine.org	Provide input on site with its adjacent recreational trails
Northern Maine Development Commission	" ... drive growth in the region, especially in underserved and economically distressed communities."	Jay Kamm jkamm@nmmdc.org	Provide input on reuse planning; access to funding
Caribou Planning Board	" .. Planning the city's future through community planning; facilitating public participation, relations, and citizen involvement"	Amanda Jandreau amanda.jandreau@gmail.com	Forum for community engagement, input on codes & planning

2.b.iii Incorporating Community Input: The BAC will be convened via Zoom/in person 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 CRRC and to the City Council (Council meetings are broadcast and recorded on YouTube). Updates and photos will be posted on the Caribou website and Facebook page (7600 followers), both of which provide opportunities for citizen comments and input. The city website, www.cariboumaine.org, provides local news and updates, including grant documents and project plans. Local news outlets will feature updates and a series about project progress. Public comments 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, City Council, Planning Board and CRRC. Alternatives to in-person community engagement will include virtual town hall style meetings and/or Facebook live events to update residents and obtain input. The City is committed to hearing from impacted residents, embracing the idea that full participation is critical, and “nothing about us without us” applies to all aspects of community policy creation and implementation.

3. TASK DESCRIPTIONS, COST ESTIMATES, AND MEASURING PROGRESS

3.a. Proposed Cleanup Plan

The goal of the cleanup plan is removal of all waste oil, asbestos-containing materials, lead-based paint, and universal waste. The Community Engagement Plan (CEP) will be prepared, public meetings and 30-day comment period will be conducted, and the ABCA will be finalized. Site-Specific Quality Assurance Project Plan (SSQAPP) will be prepared, and confirmatory sampling will be completed to ensure cleanup measures are correctly implemented. As determined by the ABCA, the optimum cleanup will be to first remove waste oil and universal wastes. However, because the ACM and lead paint are so integrated with the building elements, boilers, and other infrastructure, the only practical means to clean up these materials is to remove them concurrently with building demolition so that public health and safety risks and environmental threats posed by the deteriorating building will be eliminated. This is imperative for redevelopment of the property. Cleanup contractors will comply with Davis Bacon requirements. During cleanup, the river and the public will be protected through erosion and sedimentation controls, dust suppression, site security, and perimeter air monitoring will to confirm dust/contaminants are not leaving the site. Waste oil will require field testing. All waste oil and hazardous substances will be removed for off-site disposal by a Maine Licensed Hazardous Waste Transporter in accordance with OSHA Hazardous Waste Operations and Emergency Management Standards and Maine Waste Oil Management Rules. All asbestos-containing materials, lead-based paint, and universal waste, and demolition debris will be removed for off-site disposal by a Maine Licensed Asbestos Abatement Contractor, Hazardous Waste Transporter and/or demolition contractor, in accordance with OSHA General and Construction Standards, Maine Asbestos Management Regulations, and Universal Waste and Solid Waste Management Rules. Approximately 90% of the demolition debris will be reused or recycled, including brick, steel and concrete. The project is expected to take one year to complete. Cleanup documentation will be submitted to MEDEP with a Voluntary Response Action Program (VRAP) Completion Report and a VRAP Certificate of Closure will be obtained. Following this cleanup, non-EPA grant resources for tasks necessary for reuse will be contributed by Caribou and will include grading and seeding, access road improvement, creation of an accessible parking area, signage, paths, plantings, and benches, in alignment with the Caribou Riverfront Master Plan.

3.b. Description of Tasks/Activities and Outputs 3.b.i. Project Implementation, 3.b.ii Anticipated Project Schedule, 3.b.iii Task/Activity Lead & 3.b.iv Outputs

Task/Activity: Cooperative Agreement Oversight (Task 1)
<p>i. Project Implementation <u>EPA-funded tasks/activities:</u> Staff travel to National Brownfield Conference and regional brownfield events. QEP will complete quarterly reports and MBE/WBE reporting; maintain/update ACRES. <u>Non-EPA grant resources needed to carry out task/activity:</u> Caribou City Manager will conduct activities for program development and organization; develop a Brownfields Advisory Committee (BAC) that includes City staff, MEDEP, EPA, and stakeholders convened via zoom/in person at least three times to provide input, facilitate communication, make decisions with reports to elected officials; develop a Request for Proposals and implement a competitive bid process in accordance with applicable state and federal requirements of fair and open competition, including 2 CFR 200, 1500, and 40 CFR 33; select and contract with a QEP</p>
<p>ii. Anticipated Project Schedule: BAC meetings will be held, at least three but likely on a quarterly basis. A QEP will be selected within 1-2 months of funding. Quarterly reports, MBE/WBE reports, and required ACRES updating will be performed in a timely manner throughout the grant period.</p>
<p>iii. Task/Activity Lead(s): Caribou City Manager will oversee this task, with assistance from the BAC on QEP selection. The QEP will complete quarterly reports and ACRES updates.</p>
<p>iv. Outputs: The creation of a BAC; preparation of an RFP and selection of a QEP; Conference attendance; regular BAC meetings (minimum 3, up to 16, based on the project duration) and minutes of these meetings; quarterly reports (up to 16, based on the project duration); Davis-Bacon reporting and ACRES reports updating.</p>
Task/Activity: Community Outreach & Engagement (Task 2)

<p>i. <u>Project Implementation</u> <u>EPA-funded tasks/activities:</u> Preparation of MEDEP/EPA-approved Community Engagement Plan (CEP); development of information repository; preparation of outreach materials; advertising public meetings; hold at least two public meetings to solicit input, educate, and update the community (with translators as needed); project status updates to City Manager; receive and reply to public input/comments. Conduct 30-day public comment period to solicit input on the draft ABCA, then finalize ABCA. <u>Non-EPA grant resources needed to carry out task/activity:</u> Caribou staff oversight of project outreach and engagement materials; notify community members, abutters, and community organizations of project progress; notifications will be published on website and social media; attend meetings and reply to relevant input and comments; Monthly updates to elected officials given</p>
<p>ii. <u>Anticipated Project Schedule:</u> Outreach performed throughout the grant period. The first public meeting will occur while draft cleanup plans and specifications are prepared (to advertise & solicit input on the draft ABCA), second meeting will be held as cleanup nears completion for both Sites, and a third public meeting will be held at a time to be determined. City Council updated monthly.</p>
<p>iii. <u>Task/Activity Lead(s):</u> Caribou City Manager will oversee project outreach and engagement materials and with assistance from QEP will organize and attend meetings then receive input, reply to comments then provide updates to elected officials; QEP will prepare CEP, draft ABCA, conduct comment period then finalize ABCA.</p>
<p>iv. <u>Outputs:</u> CEP, outreach and educational materials, public meeting ads, press releases and project updates, educational materials to support a public meeting (PowerPoint presentations and handouts). Final ABCA. Two public meetings. Monthly City Council updates.</p>
<p>Task/Activity: Site-Specific Activities (Task 3)</p>
<p>i. <u>Project Implementation</u> <u>EPA-funded tasks/activities:</u> The QEP will prepare a Site-specific Health and Safety Plan (HASP), cleanup plans and specifications for review and approval by the EPA/MEDEP; conduct pre-bid site visits; and prepare SSQAPP for confirmatory sampling. QEP will review contractor bids and select contractor(s). The QEP will obtain necessary cleanup permits and will coordinate with the local health agency on necessary health monitoring activities during cleanup, as determined by the health agency. QEP will be in communication with MEDEP and EPA team members throughout this phase of work. The selected cleanup contractor will perform hazardous building materials abatement, universal waste removal, and waste oil removal. <u>Non-EPA grant resources needed to carry out task/activity:</u> City Manager will provide oversight and coordination, including contractor bid review & communication. Manager will coordinate with the City Finance Director for financial management of grant.</p>
<p>ii. <u>Anticipated Project Schedule:</u> The QEP will prepare project documents and cleanup design within 3-6 months of selection (winter 2025/spring 2026). SSQAPP will be prepared, and permits will be obtained at that time. Will plan to start cleanup activities in the summer/fall of 2026 and will complete this work within the grant period.</p>
<p>iii. <u>Task/Activity Lead(s):</u> The QEP will oversee this task, with oversight and input from the City Manager.</p>
<p>iv. <u>Outputs:</u> Cleanup plans and specifications, bidding documentation, SSQAPP, cleanup permits, Site cleanup in accordance with the ABCA and MEDEP-approved design plans.</p>
<p>Task/Activity: Oversee Site Cleanup (Task 4)</p>
<p>i. <u>Project Implementation</u> <u>EPA-funded tasks/activities:</u> QEP will monitor and oversee cleanup; perform project reporting; review and approve pay requisitions and Davis-Bacon documentation; perform final site walk-through; and collect confirmatory samples. Health monitoring and air sampling will be conducted to confirm cleanup goals are achieved. QEP will submit the Steam Plant site to the MEDEP VRAP, prepare MEDEP VRAP closure report, obtain VRAP Certificate of Closure, grant closeout documentation, and institutional controls (Environmental Media Management Plans, as necessary).</p>

Non-EPA grant resources needed to carry out task/activity: City Manager will provide oversight and will be in communication with MEDEP and EPA team members; Manager will coordinate with City Finance Director for financial management of grant.	
ii.	Anticipated Project Schedule: Cleanup activities in summer/fall 2026, closure report and documentation in spring 2027.
iii.	Task/Activity Lead(s): The QEP will oversee this task, with oversight and input from the City Manager.
iv.	Outputs: Confirmatory sampling and EMMP, as necessary, MEDEP VRAP Closure Report, VRAP Certificate of Closure, Grant Closeout documentation

3.c. Cost Estimates: A breakdown of cost by task, with a summary task table, is provided below. The applicant, City of Caribou, is not seeking EPA funds for their own administrative costs, and as such, it is less than 5% cap.

Budget Categories		Project Tasks				
		Task 1 CA Oversight	Task 2 Community Outreach	Task 3 Site Specific Activities	Task 4 Oversee Cleanup	Total
Direct Costs	Personnel	\$0	\$0	\$0	\$0	\$0
	Fringe Benefits	\$0	\$0	\$0	\$0	\$0
	Travel	\$9,960	\$0	\$0	\$0	\$9,960
	Equipment	\$0	\$0	\$0	\$0	\$0
	Supplies	\$0	\$0	\$0	\$0	\$0
	Contractual	\$9,500	\$8,000	\$30,000	\$47,500	\$95,000
	Construction	\$0	\$0	\$3,895,040	\$0	\$3,895,040
	Other	\$0	\$0	\$0	\$0	\$0
Total Direct Costs		\$19,460	\$8,000	\$3,925,040	\$47,500	\$4,000,000
Indirect Costs		\$0	\$0	\$0	\$0	\$0
Total Budget		\$19,460	\$8,000	\$3,925,040	\$47,500	\$4,000,000

Task 1 - Cooperative Agreement Oversight: National and regional brownfields training (2 staff): Registrations: ~ \$1,500, Per diems ~ \$750, Hotels ~ \$4,100, Mileage \$.67 ~ \$2,010 Airfare ~ \$1,300, Ground transportation ~ \$300. Total \$9,960; Contractual/QEP includes quarterly reports & updating ACRES (\$250 per quarter = \$4,000), meetings with BAC, project stakeholders, and regulators (5 meetings @ \$1000 = \$5000), general tasks (\$500). QEP Total: \$9500; **Total Task 1 = \$19,460**

Task 2 - Community Outreach and Engagement: QEP time to develop Community Engagement Plan, lead outreach meetings, develop and maintain information repository on city website, interact with affected public and residents (\$6000), develop outreach materials & press releases (\$2000). **Total Task 2 = \$8,000**

Task 3 - Site Specific Activities: MEDEP VRAP Fee & Application \$5,000; QEP costs (SSQAPP \$2,500, ABCA/RAP \$2,500, HASP/Cleanup Plans & Specifications \$10,000, bidding phase services \$10,000), QEP Total \$25,000. Based on engineering estimates prepared for the Steam Plant cleanup, including recent comparable cleanup projects in Maine, the cleanup contractor costs for the Brownfields site are estimated at \$3,895,040 (includes \$20,000 for Site security and erosion/sedimentation controls during demolition, \$3,265,040 for integral asbestos and lead-based paint abatement during building deconstruction, \$550,000 for waste oil removal, \$50,000 for universal waste removal, \$10,000 to stabilize site soils to prevent soil erosion into the adjacent Aroostook River). The amount (\$3,895,040) includes a 25% contingency for the total cost of cleanup, as determined by an engineer, and based on quantities of asbestos and lead in building materials, waste oil to be evacuated, as described in Section 1, and the removal, transportation and proper disposal of these wastes. Construction Contractor Total: \$3,895,040 **Total Task 3 = \$3,925,040**

Task 4 - Oversee Site Cleanup: QEP overseeing and documenting cleanup activities (\$32,500), preparing VRAP

closure report and coordination with MEDEP/EPA (\$10,000), and grant closeout documentation (\$5,000). QEP Total: \$40,000 **Total Task 4 = \$47,500**

3.d. Measuring and Evaluating Environmental Progress and Results

MEDEP-approved cleanup plans, including the final ABCA, cleanup plan, SSQAPP and CEP, 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 is summarized in the remedial report that will include the results of confirmatory sampling. 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. Progress on accomplishing the redevelopment vision will be assessed by tracking BAC and CRRC minutes, completion of reuse plan and tracking plan-recommended site development improvements.

4. PROGRAMMATIC CAPABILITY AND PAST PERFORMANCE

4.a. Programmatic Capability

4.a.i. Organizational Structure: The City of Caribou, Maine is governed by an elected 7-member City Council. The City Manager will serve as Project Manager and have primary oversight of this project, collaborating with the selected Qualified Environmental Professional (QEP) and contractors to implement the EPA-approved workplan. Monthly progress reports will be made to City Council.

4.a.ii Key Staff: Caribou City Manager, Penny Thompson, will serve as Project Manager. A 14-year city employee, and Manager since 2021, she is a member of 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. Special Projects Coordinator, Karen Gorman, experienced in grant management, community planning and outreach, will assist the Manager. Thompson and Gorman were presenters at the 2023 National Brownfields Conference during the “Perfect Pitch” competition where they were selected by the audience as having the “Best Presentation.” Finance Director Carl Grant is a Certified Maine Tax Collector and Treasurer experienced in local, state and federal financial compliance and reporting. Mr. Grant will work with Manager Thompson on financial management of grant. Site reuse will be assisted by Caribou’s Director of Public Works, David Ouellette, and Caribou’s Superintendent of Parks and Recreation, Gary Marquis.

4.a.iii. Acquiring Additional Resources: The City will augment in-house capabilities with expertise solicited through an RFP for a QEP. The QEP will generate the required cleanup plans and oversee remedial actions at the site. Local, state, and federal policies and procedures for procurement of all contractual services will be observed. Caribou will continue to partner with the University of Connecticut EPA-TAB, EPA Region 1 and the Maine Department of Environmental Protection for technical assistance. Additional redevelopment resources will be generated from local/regional economic, cultural/historical, and environmental/outdoor recreation entities.

4.b. Past Performance and Accomplishments

4.b.i. Currently has or Previously Received an EPA Brownfields Grant:

(1) Accomplishments: The City of Caribou is currently managing a brownfields cleanup grant at an abandoned diesel power plant site. The grant period of performance is 07/01/2023- 09/30/2027. ACRES quarterly reporting is current as of the time of this application, November 2024. Outputs reflected in ACRES include procurement of Qualified Environmental Professional; finalized Community Relations Plan and ABCA; Public Meeting held; staff attendance at 3 national and regional Brownfields training events.

(2) Compliance with Grant Requirements: Minor challenges and delays have occurred due to an adjacent EPA CERCLA removal action. EPA has specified that work on the diesel plant cleanup may not occur simultaneously. The CERCLA action will be demobilized by December 2024, and the current diesel plant cleanup is then expected to proceed, causing minimal impact on final outputs and outcomes of the cooperative agreement. All funds are committed to ongoing eligible grant activities as described in the narrative. It is expected that all grant funds will be expended before the end of the period of performance.