



Request For Qualifications & Fee Proposal

RFP 2025 – 08

City of Caribou

Introduction

The City of Caribou, Maine, as a general-purpose unit of local government, was selected to receive FY25 EPA Brownfields Cleanup funding for the remediation of the former Caribou Steam Power Plant.

The City of Caribou is seeking the expertise of a Qualified Environmental Professional (QEP) to provide specific professional services to provide cleanup oversight and technical assistance for all aspects of this project over the period of performance of the grant through September 30, 2029.

Site Eligibility and Property Ownership Eligibility:

The City of Caribou owns the site.

Operational History and Current Uses:

The brownfield priority site targeted by this project is an abandoned steam power plant in the floodplain of the Aroostook River, and within the urban compact area of Caribou, Maine at 142 Lower Lyndon St. The 0.74-acre site is the central portion of Map 25 Lot 149AA owned by the City of Caribou, approximately 0.5 miles from the downtown area. Located less than one half mile from the downtown area, the site is of local, regional, and international environmental concern. Site 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 of the City, to safeguard and improve the underserved disadvantaged adjacent neighborhood, alleviate concerns of contaminant 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). The vacant Steam Plant produced electricity from 1949 until 2011. The abandoned 10,700 square-foot, five-story building is in horrific disrepair with leaking roofs, broken windows, and is continuously boarded up to prevent trespassing and vandalism. The Steam Plant presents an overwhelming series of challenges to Caribou as it works to promote quality of life, economic development, and a revitalized riverfront.

Environmental Concerns:

Previous environmental assessments conducted at the Steam Plant identified 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. Prior assessments have 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 expected to be extremely difficult and time-consuming to remove and 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.

Since the site's abandonment, well prior to the City's acquisition, the roof has deteriorated and began leaking; and metal scavengers have 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. A limited removal of friable asbestos and waste oil was conducted in 2024 through CERCLA but further cleanup is needed to fully decontaminate the Steam Plant site to make it safe for redevelopment. For full remediation, demolition of the Steam Plant is necessary. A "Deconstruction Engineering Plan and Estimate of Probable Costs" completed by the EPA contractor upon completion of the preliminary emergency removal action is available for reference (see below).

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. A 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.

During cleanup, the river and the public must be protected through erosion and sedimentation controls, dust suppression, site security, and perimeter air monitoring to confirm dust/contaminants are not leaving the site. Waste oil will require field testing. All waste oil and hazardous substances must 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 must 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.

The funding of EPA Cooperative Agreement will be used to cover the costs of activities at or in direct support of brownfields sites as defined under CERCLA 101(39). The overall coordination

of the cooperative agreement will be carried out by the *Caribou's City Manager and Special Projects Coordinator*, with technical assistance and oversight to be performed by a Qualified Environmental Professional (QEP) and Brownfields Advisory Committee (BAC).

Scope of Services

The following list of activities represents the scope of services being requested on behalf of the City for the former Caribou Steam Power Plant site cleanup. This scope of services is based on the City of Caribou's work plan submitted to the EPA as part of the grant application. More details about these tasks can be found in the Project Narrative, Cleanup Workplan, Draft ABCA, Deconstruction Engineering and Costs located on the City's website at

<https://www.cariboumaine.org/rfps/>

Task 1 – Cooperative Agreement Oversight

Specific subtasks for Task 1 include:

Reporting and Tracking: Prepare annual and quarterly reports, Federal Financial Report forms; enter site data into the Assessment, Cleanup and Redevelopment Exchange System (ACRES); and maintain site project files, including establishment of an information repository.

Task 2 – Public Meetings and Community Involvement

Specific subtasks for Task 2 include:

Community Engagement Plan: Prepare plan for involving the public in cleanup activities, with focus on how adjacent landowners, target community, and public will be made aware of project, meeting times and dates, and comment periods. Establish an information repository and prepare a 'fact sheet' regarding the cleanup project, including answers to frequently asked questions to improve public understanding of the project.

Implement 30-Day Public Comment Period on Analysis of Brownfields Cleanup Alternatives: Receive and respond to questions and comments.

Public Meetings: Ensure at least three (3) public meetings with any requested translation services, to inform and improve the understanding of the public about cleanup activities, allowing for input and resultant potential modifications.

Task 3- Site Specific Activities

Specific subtasks for Task 3 include:

Hold Kickoff Meeting

Ensure site is enrolled in MEDEP VRAP

Address Historic Preservation/Section 106 applicability

Prepare Final Analysis of Brownfields Cleanup Alternatives (ABCA)

Considerations for Resilient and Greener Cleanups

Prepare Decision Document based on public input

Prepare Remedial Design and Engineering Documents

Prepare Site Specific Quality Assurance Project Plan (SSQAPP) and Health and Safety Plan (HASP)

Bidding, Selection of Environmental Cleanup Contractor: Prepare bid package, including engineering design documents (plans, specifications), Davis-Bacon requirements, and bid form according to EPA guidelines and City of Caribou Purchasing Policy. Prepare budget detailing how EPA funds will be used to clean up the site. Conduct site visits with interested contractors.

Task 4 – Oversee Site Cleanup

Specific subtasks for Task 4 include:

Oversight of Cleanup Activities: Conduct site inspections to ensure proper procedures are being followed and that work is performed according to bid documents; ensure that wage rates and posters are available to workers on-site; collect, review, and maintain payrolls; conduct on-site labor interviews; ensure cleanup is conducted according to applicable MEDEP rules and guidelines; and ensure work is proceeding according to the established timeline. Specifically, oversight of the removal of waste oil and hazardous substances; removal of ACM, LBP, universal & hazardous waste; Maintain removal, transport and disposal records, including asbestos waste shipment records and hazardous waste manifests; demolition and site restoration.

Project Updates: Prepare and submit weekly updates, including photographs of work in progress.

Confirmatory Sampling: Collection of post-cleanup samples.

Cleanup Documentation: Prepare and submit close-out documentation to MEDEP indicating that cleanup is complete and identifies any institutional controls and long-term monitoring; receive final cleanup documentation from MEDEP and submit to EPA; and prepare final report and grant closeout material. The City will seek a revised VRAP from the MEDEP so that redevelopment of the Caribou Steam Power Plant site will be bankable.

Firms considering responding to this request for proposals may find information and resources to be helpful and informative at <https://www.cariboumaine.org/rfps/>

A mandatory site walk-through is scheduled for Thursday, September 18, at 2:00 pm.

The complete proposal selection schedule can be found on page five.

Schedule:

The proposal selection schedule is as follows:

Request for proposals published	9/8/2025	
Mandatory pre-bid site walk-through	9/18/2025	@ 2:00 p.m.
All questions must be submitted by	9/23/2025	@ 2:00 p.m.
All questions will be answered by	9/30/2025	@ 2:00 p.m.

****Questions and answers will be posted on the city website at: <https://www.cariboumaine.org/rfps/>**

Receive Proposals from Consultants	10/9/2025	@ 2:00 p.m.
Selection Review Committee Meets	10/10/2025	
Interview of firms, if needed	10/14 and 10/15/2025	
Bid consideration / approval by Caribou City Council	10/20/2025	
Execute Contract	11/01/2025	

It is the intent of the City to set the duration of the contract through September 30, 2029, to allow for a final closeout report. All other work should be completed by June 30, 2029.

Electronic proposal submissions will not be accepted. All submissions will become property of the City of Caribou and will not be returned.

The Caribou City Council shall have the authority to reject any and all proposals when proposals are deemed non-responsive, token, collusive or otherwise non-acceptable, and such an action is in the best interest of the City. The City of Caribou reserves the right to waive any defect or informality in any proposal. The City of Caribou is not liable for any costs incurred by firms prior to the issuance of a contract, including any costs incurred in responding to this request for proposals. It is expressly understood and agreed that the submission of a proposal does not require or obligate the City of Caribou to pursue an agreement or contract with any firm.

A mandatory site walk-through is scheduled for Thursday, September 18, at 2:00 pm.

Required RFP Submission Contents:

Consultants' response to this RFP shall include:

1. **Cover Letter:** Provide a cover letter expressing the firm's interest in working with City of Caribou staff, EPA, MEDEP, and other stakeholders. The firm shall affirm that they and all subconsultants used in this project will meet all requirements of the EPA Brownfields program and the Cooperative Agreement. This letter should be on your firm's letterhead and signed by an officer of the firm authorized to bind the firm to all comments made in the proposal and shall include the name, address and phone number of the person(s) to contact who will be authorized to represent your firm.

2. **Organizational Profile and Qualifications:** Provide a summary of all personnel to be involved in the project including all subconsultants. Designate the Principal in Charge, the Project Manager, Community Relations Manager, and other key personnel, and identify who the primary contact will be on this project. Provide personal resumes illustrating the experience and background of key personnel who will be assigned to the project. Provide an overall history and description of qualifications for your firm, as well as for any of your proposed subconsultants. Provide proof of liability insurance for your firm and your proposed subconsultants. Provide information regarding your firm's current staffing, current workload, and availability to provide the scope of services as soon as the contract is awarded.

3. **Approach to the Project and Timeline:** Include the following information: Describe the approach to be taken toward completion of each of the four (4) tasks outlined above and an explanation of any proposed variations to the work program. ***Address each of the four (4) tasks separately.*** Also provide a timeline for completing the various components of the scope of services requested. See the suggested work plan for guidelines. The final timeline will be negotiated in the contract. The period of performance for this grant is July 1, 2025, to September 30, 2029.

4. **Communication, Collaboration, and References:** Describe your communication strategy and ability to collaborate effectively with City, property owners, and other stakeholders. Describe your working relationships with State and Federal partners, including MEDEP and EPA. Provide references to corroborate this information.

5. **Familiarity with Environmental Cleanup:** List representative examples of related work (projects) your firm has performed over the past three (3) years which illustrates your firm's role and experience in providing the scope of services requested. For each example (project), include a brief description and a reference with contact information. Also provide a list of all current EPA-funded Brownfields projects (assessment, cleanup, revolving loan fund, etc.) that your firm is currently working on.

6. **Fee Proposal:** Provide a budget for your submitted proposal in chart form, broken down by each of the four (4) tasks. Further, for each of the four (4) tasks, provide a chart showing the estimated number of hours spent by each employee or subconsultant as well as their hourly rates or fees, as well as a schedule of other basic costs. ***No contracts shall be awarded wherein the fee is stated as a percentage of the project cost.*** The actual scope of services may change based on final redevelopment plans and final costs for conducting remedial actions. The City of Caribou reserves the right to negotiate the scope of services of the contract as well as its terms and conditions to fit the City's needs and priorities from the selected consultant's hourly rate schedule.

Selection Process

A Selection Review Committee (SRC) shall evaluate proposals. The Selection Review Committee will be responsible for screening proposals, conducting interviews of selected firms, and ranking the firms. The highest rated consultant will be recommended to the Caribou City Council for award of the contract. The Caribou City Council will make the final decision regarding the selection of the consultant chosen.

The City reserves the right to solicit additional information from the consultant or their references.

The Caribou City Council shall have the authority to reject any and all bids when bids are deemed non-responsive, token, collusive or otherwise non-acceptable, and such action is in the best interest of the City.

The SRC will use the following general criteria in evaluating the proposals for recommendation to the Caribou City Council:

1. The clarity of the proposal, the understanding of the project site, the cleanup project, and its objectives, and responsiveness to the work program.
2. The respondent's experience and qualifications to perform the requested scope of services, with particular attention on experience with successful projects similar in size and nature/complexity to this one.
3. The degree to which the respondent demonstrates an ability to work effectively and coordinate activities with City of Caribou staff, EPA, MEDEP, and other interested stakeholders.
4. The firm's demonstrated ability to maintain an appropriate relationship with the City staff and project contractors.
5. Resumes of the personnel who will be assigned to this project identifying their specific role, including relevant experience.
6. References of last three similar cleanup projects.
7. Reasonable and appropriate budget description.

Each proposal will be ranked according to the Selection Review Committee's evaluation as follows:

Quality of Project Team (20 Points)

Qualifications of the firm or firms assigned, including appropriate areas of expertise, relevant experience, technical capabilities and quality references that suggest they are the best qualified to undertake the project, in addition to knowledge of the northern Maine region, relevant work experience with Maine DEP and the U.S. Environmental Protection Agency. Demonstrated capacity showing ability to carry out the RFP scope of services. Resumes of the professionals assigned to the project including technical attributes and relevant experience that make them uniquely qualified to undertake this project.

Overall Quality of Proposed Project Approach (20 Points)

The technical quality and composition of proposed approach and consistency of approach with the project work plan and EPA program objectives. Proposed timeline best meeting the work plan requirements of the City's cleanup of Caribou Steam Power Plant.

Communication, Collaboration, and References (20 Points)

Demonstrated ability of the firm and the proposal to effectively communicate program and findings to the public; ability to work effectively and coordinate activities with the City, property owners, real estate professionals, and other stakeholders; solid working relationships with State and Federal partners; and review of references.

Familiarity with Environmental Cleanup (15 Points)

Breadth and depth of experience and management of Brownfields/Environmental Cleanup grants.

Fee Proposal/Budget (25 Points)

Provide detailed estimate of all costs to complete the each of the four tasks in the Scope of Services
Provide an itemized breakdown of costs, including labor, materials, and overhead, explaining any cost-saving measures or efficiencies to demonstrate value. Clearly link specific costs to project phases or deliverables to show how the budget supports project outcomes.

A schedule of all hourly rates and charges to be charged to task orders including subconsultants

Following the review of proposals, one or more firms may be selected for interviews by the Selection Review Committee.

Additional Resources

Firms considering responding to this request for proposals may find information and resources to be helpful and informative at:

<https://www.cariboumaine.org/rfps/>

Payment

The consultant shall be paid based on hourly rates agreed to, with a “Not to Exceed” amount negotiated for each deliverable and that is tied to the project schedule and benchmarks.

Conclusion

A mandatory site walk-through is scheduled for Thursday, September 18, at 2:00 pm.

Proposals will be received in the office of the City Manager, Caribou Municipal Building, 25 High Street, Caribou, Maine 04736 on Thursday, October 9, 2025, until 2:00 p.m. No electronic/email submissions will be accepted. Please indicate on the outside of the submission that it is for: “Request for Qualifications and Fee Proposal – FY2025 Brownfields Cleanup”

The consultant shall submit:

Nine (9) copies of their proposals:

Eight (8) Bound Copies for use by the Selection Review Committee

One (1) PDF file to facilitate document reproduction

Questions regarding this request should be directed to Penny Thompson, City Manager via email at pthompson@cariboumaine.org or by telephone at (207) 493-5961.