

1. PROJECT AREA DESCRIPTION AND PLANS FOR REVITALIZATION

1.a.i. Overview of Brownfield Challenges and Description of Target Area

The City of Worcester, with a population of 205,918 (2021 US Census Bureau), is the second largest city in New England. Worcester is a community with a rich history in industry and manufacturing. As with most American industrial cities, the City of Worcester fell victim to the decline of manufacturing in the late 20th century and the manufacturing base vacated the city. As industrial companies continued to withdraw from the region, many of these plants were abandoned, leaving large manufacturing complexes vacant, blighted, and contaminated. According to the Massachusetts Department of Environmental Protection's (MassDEP) Waste Site and Reportable Release database, the City of Worcester has over 1,400 listed environmental releases. Additionally, EPA's EnviroAtlas database indicates there are 259 EPA Underground Storage Tank (UST) sites, 511 Resource Conservation and Recovery Act (RCRA) active hazardous waste sites under RCRA oversight and 303 inactive hazardous waste sites under RCRA management.

The high prevalence of environmentally contaminated parcels in Worcester has stifled growth and limited property values, further inhibiting economic growth and development. The costs and risks associated with remediating these environmental hazards has prohibited private investment, leaving many of these facilities underutilized and creating perceived health and safety concerns for area residents.

The proposed Brownfield site is in the Target Area of the Greendale neighborhood of Worcester, associated with Census Tracts 7303, 7304 and 7305. In the late 19th and early 20th centuries, the neighborhood was established by Norton Company as a manufacturing base and housing development to serve their labor force. For over 130 years, the Norton Company operated within the heart of this neighborhood, establishing itself as the largest industrial manufacturer in Worcester. During its time of growth, the residential neighborhoods and smaller business hubs developed around the campus to serve those that worked in the area. As the industrial boom of the early 19th century began its decline, the neighborhood composition began to evolve, the labor force dispersed to other more suburban settings and many of these small businesses began to shutter. By 1985, over 1,200 employees had lost their jobs in a restructuring and the company was eventually sold to Saint Gobain Abrasives (SGA) in 1990.

For the past 30 years, SGA has evolved from abrasives manufacturing and diversified its business units. SGA has seen a modernization and consolidation of its existing operations, leaving several underutilized and/or vacant buildings on the northern campus and serving as a definitive example of the community impacts from the decline of the manufacturing sector.

1.a.ii. Description of Proposed Brownfield Site(s)

1 New Bond Street is a ~16-acre site, of which the 400-Block is an 8-acre section. The proposed Brownfields site is located on one (1) tax parcel and includes a series of eleven (11) interconnected buildings and a portion of an inactive railroad spur. The buildings were constructed between 1910 and 1938 and continued to undergo major renovations through 1966. The buildings are constructed of brick with ornamental concrete at the roofline. The structural flooring is concrete slab, with fly ash to minimize the noise disturbance. The vacant structures are in varying states of disrepair with some concrete/masonry falling from the building, separation within the mortar joints and spalling on the corners and parapet walls. The site has been secured with exterior fencing to protect the public from any potential falling debris and/or accessing the site.

The Phase II Environmental Site Assessment (ESA) activities completed in 2020 and 2022 revealed a number of soil concentrations that exceed the MassDEP Reportable Concentrations, including 1,1,2,2-Tetrachloroethane, 1,4-Dioxane, Acenaphthylene, Lead and Arsenic. The arsenic concentrations are due, in part, to the City of Worcester being documented by the US Geological Survey as an area of elevated arsenic concentrations in soil and groundwater and do not represent a

“reportable concentration”. Additionally, trichloroethene was detected in groundwater at concentrations exceeding the standards. The contaminated groundwater flows towards Weasel Brook; however, the limits of contamination is confined to the building footprints and has not migrated off site. The source of this contamination is from historical manufacturing activities.

The 400 Block of buildings is unsuitable for reuse due to the varying states of disrepair and their inefficient layout for potential reuse or redevelopment. In addition to these inefficiencies, NGP has confirmed the presence of contaminants, including trichloroethene (TCE) detected in subsurface soil, groundwater and / or subslab soil vapor beneath the building footprints within the 400 Block.

Historically completed hazardous material building surveys documented the presence of ACMs, Lead and PCBs in building materials throughout the 320,000 square feet of buildings, requiring abatement prior to building demolition. Building materials include drywall, interior and exterior caulking, flooring, flooring underlayments, mastic and pipe insulation.

1.b.i. Reuse Strategy and Alignment with Revitalization Plans

New Garden Park, Inc. (NGP) has been working with SGA since 2013 to identify a comprehensive program that would allow consolidation of SGA operations while addressing the existing underutilized and antiquated manufacturing buildings on the site. Given the extensive size of the campus, with over 1.6 million square feet of manufacturing space spread over ~51 acres, NGP anticipates this to be a multi-phased redevelopment project.

The reuse strategy for the 400 Block, and the overall ~51-acre campus, is directly aligned with the City of Worcester’s community goal of increasing and enhancing the city’s industrial and manufacturing sector which has suffered a significant decline in recent history. Prior to the 1970s, manufacturing jobs in Worcester represented nearly half of the workforce in Worcester and the region, before these jobs were exported from the area. According to US Census Bureau, American Community Survey estimates from a period between 2011-2016, the Worcester region experienced a 10.5% decline in manufacturing jobs. Despite this decline, the City of Worcester and the region have placed an emphasis on recruiting and retaining new manufacturing jobs that are reflective of the new-age of industry ranging from clean manufacturing to biomanufacturing.

The SGA campus, including the proposed Brownfields site, is located in a Federally designated flood plain that often causes flooding issues during and after significant rain events. The cleanup of this site will be conducted in a manner so that all hazardous materials are remediated and mitigated to a standard that will not allow the contaminant transference through groundwater and/or stormwater that reaches levels over the floodplain.

The North Worcester area has historically been focused on industrial uses, including the SGA campus. Given the historic uses and the interest in expanding these uses, the City of Worcester has focused on utilizing the SGA campus as a growth point for these sectors. NGP has been actively engaging community stakeholders since 2014, including private property owners as well as the other institutional uses, to discuss redevelopment options and potential reuse strategies. As part of the land transfer, NGP is committed to maintaining the property as a key part of the industrial/manufacturing stock in the City. NGP has provided the community stakeholders with draft conceptual plans, as well as began initial discussions of communications programs for the community during demolition and remediation efforts. NGP is committed to working with the stakeholders to review and address, as best as possible, how the redevelopment of this proposed Brownfields site can address the historical issues related to site access and circulation to the surrounding area. Specifically, the redevelopment of this site will allow for the local public Charter school, Abby Kelley Foster Charter Public School (AKFCPS), to address its ongoing school traffic circulation concerns, and to provide greater site access, making critical connections from Interstate-190 to Route-12, a connection that had been previously impeded due to the security of the SGA campus. NGP is also committed to a larger planning study which will encompass the Rte. 12 corridor and the adjacent Higgins Industrial Park.

1.b.ii. Outcomes and Benefits of Reuse Strategy

The historically-industrial operations on the site has plagued the campus with varying types of contamination in multiple media (from multiple sources) that impede the productive reuse of this complex. The proposed remediation and redevelopment of the project area will revitalize and enhance the surrounding neighborhood. The grant will facilitate the hazardous materials abatement and demolition of the vacant, obsolete buildings and remediate the subsurface soils, ground water and slab soil vapor beneath these structures, allowing for clean, pad-ready development sites. Upon completion of the proposed environmental work, NGP expects to have between 3 and 5 larger pad-ready development sites available to attract more efficient and modern manufacturing uses to the area. Upon full redevelopment of the ~51-acre site, NGP anticipates the availability of over 1 million square feet of available space that has the potential to create over 1,000 new jobs for the area. Further, redevelopment of the overall site provides SGA with an opportunity to consolidate its operations within their existing campus to solve the issue of a sprawling campus and create a more efficient campus. #

As part of the redevelopment program for the site, NGP has placed an emphasis on attracting development that will engage with local and minority partners as part of the construction trades. Further, NGP is seeking to incorporate energy efficiency and sustainability measures through its remediation and redevelopment plans, including the recycling of existing materials and resources within the structures. As NGP reviews proposed redevelopment plans for the site, greater consideration will be given to development proposals that incorporate sustainable development principles, including but not limited to, water efficiency, optimization of energy performance, materials and resources, incorporation of renewable energy sources and indoor environmental quality.

Current site and building conditions represent a significant risk to potential site occupants. The environmental benefits anticipated from the proposed remediation activities on this proposed Brownfields site are significant. The proposed project reduces the toxicity in the building stock, minimizes potential migration of contaminants to surrounding properties, as well as contamination of surrounding water sources in close proximity to the site, and redevelops a blighted, contaminated and underutilized parcel within a neighborhood. The remediation and redevelopment of this site will not displace any residents and/or businesses but rather will increase public accessibility, providing the surrounding community with the ability to utilize the streets and sidewalks to navigate through a parcel that had previously been inaccessible to the public.

1.c.i. Resources Needed for Site Characterization

NGP completed a site feasibility study in 2014 which concluded that two of the five parcels that comprise the ~51-acre campus will require extensive environmental remediation and demolition of existing structures to provide greater opportunity for development. To date, NGP has conducted both a Phase I ESA on April 26, 2022 and a Phase II ESA (in 2020 and 2022) for the site. An updated Phase I ESA was issued on October 18, 2022. In addition to these environmental studies, NGP has conducted a traffic study, flood plain analysis, and ALTA survey of the property. Additionally, a hazardous material building survey of the project area in 2012, documenting the presence of Asbestos Containing Materials (ACMs), lead-based paint (LBP), polychlorinated biphenyls (PCBs) and heavy metals in building materials, requiring abatement prior to building demolition. Building materials include drywall, interior and exterior caulking, flooring, flooring underlayments, mastic and pipe insulation. NGP has developed a clear direction of the necessary environmental and infrastructure actions that must be implemented to provide for successful development to occur on the site and does not believe there is a need for further site characterization prior to remediation. In the event additional characterization is required, NGP is prepared to fund this necessary work.

1.c.ii. Resources Needed for Site Remediation

The proposed project area is focused on the 400 Block of the larger SGA campus. NGP is anticipating the environmental remediation and abatement of the 11 interconnected structures within this 8-acre section of campus, and the associated subsurface contamination, will cost ~\$6.6 million. In addition to the requested grant funds, NGP has secured a \$2 million forgivable loan from the Massachusetts Development Financing Agency (MassDevelopment) to financially support this project. NGP is committed to contributing \$3.6 million to assist in the remediation of the site to prepare it for redevelopment. In the event of project overages, NGP is prepared to fund any overage to complete the necessary remediation.

1.c.iii. Resources Needed for Site Reuse

The project area is part of a larger, multi-phased project that encompasses a significant amount of property. The overall redevelopment of the ~51 acre site is expected to take multiple years. NGP has released a Request for Proposals (RFP) for site development to private developers. The intentions are to focus efforts and resources on completing the necessary remediation and demolition and select a development partner to complete the larger development. To date, NGP has received initial interest from fifteen (15) developers. Of those 15, nine (9) developers have submitted formal development proposals that are being reviewed for consideration. The proposed developments vary in size and scope but generally focus on the industrial and manufacturing uses that are consistent with the vision for the site.

1.c.iv. Use of Existing Infrastructure

As part of the abatement, remediation and demolition activities on the site, most existing utilities, including but not limited to water, sewer, electrical, gas and stormwater, will be required to be cut and capped. In an effort to attract new development, NGP is committed to working with the developer and the City of Worcester to identify the appropriate upgrades and/or utility relocations to thoughtfully accommodate future development of the site.

As part of the identified upgrades, NGP is anticipating the construction of a new public roadway, and all associated utilities, to provide ease of access to the proposed Brownfields site and establish frontage for other development parcels that are currently “landlocked”, creating new pad-ready development sites. To date, NGP has secured a \$1 million earmark as part of the FY22 Congressional Directed Funding application process. Additionally, NGP has applied for a second earmark as part of the FY23 Congressional Directed Funding, totaling \$1.5 million, and is awaiting notification on this request. Further, NGP is anticipating applying to the US Department of Commerce, Economic Development Administration (EDA) for a Public Works grant to assist in these infrastructure upgrades.

2. COMMUNITY NEED AND COMMUNITY ENGAGEMENT

2.a.i. The Community’s Need for Funding

Like many industrial cities, Worcester has struggled to rebound from the decline of manufacturing and the loss of employment that it has brought to the region. In May 2017, the Worcester workforce was 93,069 with a 4.9% unemployment rate, approximately 0.7% higher than the Massachusetts unemployment rate and 0.6% higher than the US unemployment rate. As of September, 2022, the unemployment rate in Worcester was 4.0%, 1.8% higher than the Massachusetts unemployment rate and 0.5% higher than the US unemployment rate. As unemployment rates continue to fluctuate, the median household figures continue to reflect the economic impact of this loss in workforce. According to the US Census 2016-2020 5-Year Estimates, the median household income for the City of Worcester is \$51,647, compared to \$84,385 in Massachusetts and \$64,994 in the United States. In the city, 19.7% of families live at or below the poverty level, compared to 10.4% in Massachusetts and 11.6% in the United States.

The proposed Brownfields site is a prime example of the impacts of the loss of manufacturing within a community. The SGA campus, including the 400 Block, has been an industrial center for

over 130 years. The recent consolidation of SGA’s operations has seen a decrease in their workforce and has left a significant portion of the property vacant and/or underutilized. The surrounding residential communities, as well as the nearby commercial corridors, have experienced the impact of this contracting and are eager to see the campus placed back into active use. Given the nature and extent of the contamination, the City of Worcester does not have the financial means to complete the cleanup or execute the proposed reuse plans without additional financial assistance. The grant funds are critical to ensuring the necessary remediation is complete to turn this vision into a feasible development.

2.a.ii. Threats to Sensitive Populations

(1) Health or Welfare of Sensitive Populations

As a recognized Brownfields area, the proposed Brownfields site is located in an Environmental Justice (EJ) area. According to the CEJST, the proposed Brownfields site is defined as an EJ area in eight (8) categories - Particulate Matter 2.5 85th percentile, Ozone 97th percentile, Diesel Particulate Matter 91th percentile, Air Toxics Cancer Risk 89th percentile, Air Toxics Respiratory HI 98th percentile, RMP Facility Proximity 96th percentile, Underground Storage Tanks 99th percentile and Wastewater Discharge 99th percentile. The socioeconomic indicators show that EJ qualifies per the following: Demographic Index 90th percentile, People of Color 84th percentile, Low Income 97th percentile, Unemployment Rate 17th percentile, Limited English Speaking Households 34th percentile and Less than High School Education 34th percentile. As a prime example of the impacts on sensitive populations, the AKFCPS is located adjacent to the boundaries of the SGA campus. The remediation of this proposed Brownfields site will remove potential environmental hazards from proximity to the school, minimizing the health and safety impacts this could have on these populations.

The remediation of this proposed Brownfields site will result in the removal of hazardous materials within the SGA campus, minimize the potential of migration of soil and/or groundwater contamination to surrounding areas, remove the blighted, vacant and vastly underutilized structures in the area that can easily attract potential public safety issues. Further, this remediation will create the opportunity to develop a more modernized campus that provides new employment opportunities for area residents and complements the surrounding area in a meaningful way.

(2) Greater Than Normal Incidence of Disease and Adverse Health Conditions

The SGA campus has a host of identified higher concentrations of contaminants such as 1,1,2,2-Tetrachloroethane, 1,4-Dioxane, Acenaphthylene, Lead, Trichloroethene, as well as Asbestos Containing Materials; NGP has comprehensive documentation through its environmental investigations that these contaminants have not negatively impacted the adjacent properties. Further, the proposed Brownfields site is downgradient of the adjacent properties that host sensitive populations, including the AKFPCS, and do not pose concern for any potential migration from the project site. Further, documentation has been provided that confirms any of the contaminants on the site have not been airborne throughout the historic use of the parcel and has not posed any negative impact on the surrounding area. With that understanding, NGP recognizes that the identified contaminants are correlated with various health conditions such as cancer, respiratory diseases and birth defects. Asthma rates in the Target Census Tracts range from 11.2 (88th percentile nationally) in Census Tract 7303 to 11.8 (93rd percentile) in Census Tracts 7304 and 7305. According to the US Cancer Statistics, the new cancer rate in Worcester County in 2019 was 438.6 per 100,000 compared to the 475.6 US average; Worcester is the largest city in the county. This grant will allow for the remediation of contaminants from the area, removing any potential exposure that could potentially increase related health risks in the residents of Worcester and the Target Area.

(3) Promoting Environmental Justice

The EJ policy has been founded on the principle that all populations should be protected from environmental pollution and live within a clean and healthy environment.

Given the history of the heavy industrial uses of the proposed Brownfields site, the SGA campus has historically added to the catalog of blighted, underutilized and contaminated sites throughout Worcester, posing a potential health and safety concern for area residents.

In addition to removing the blight from this area, the portion of the SGA campus that will continue to operate will be able to more effectively engage in modern, energy efficient practices which will minimize pollutants, reduce the carbon footprint and bring technologically advanced systems to this area. This grant is a critical part of the overall redevelopment project to promote environmental justice and support the surrounding neighborhoods.

2.b.i. – 2.b.ii. Project Involvement and Project Roles

As with all NGP projects, community involvement and input is of utmost importance. Since NGP entered into discussions with SGA to purchase the ~51 acre parcel, NGP has engaged the surrounding community and City leaders to ensure that the vision for the proposed Brownfields site is clear and complementary to the area. Throughout the proposed remediation and redevelopment process, NGP will maintain strong lines of communication with community leaders, welcoming input and addressing any questions or concerns that may arise during the redevelopment process.

To date, NGP has engaged a number of key stakeholders, listed below, to ensure equitable engagement and overall project success:

Name of Entity	Point of Contact (name, email)	Specific involvement in the project or assistance provided
Worcester City Council	City Councilor Sean Rose seanrose@yahoo.com	District 1 City Councilor and participant in various community groups/associations, including Indian Hill Neighborhood Association, Universalist Church, Indian Lake Watershed Association, and Greendale Retirees Association
City of Worcester	Peter Dunn, dunnp@worcesterma.gov	Chief Development Officer
Saint Gobain Abrasives	Melanie Bonsu, Melanie.Bonsu@saint-gobain.com	Community Relations Manager
Abby Kelly Foster Charter Public School	Heidi Paluk, hpaluk@akfcs.org	Executive Director
Quinn’s Irish Pub	Timothy Quinn, tq@quinnsirishpub.com	Local Small Business Owner
McGovern’s Greendale Package Store	Bill Talcott, btalcott1@verizon.net	Local Small Business Owner

2.b.iii. Incorporating Community Input

NGP uses several outreach methods to ensure the community is regularly updated on project progress and has opportunities to ask questions and/or provide input. In addition to the traditional forms of communication, NGP has expanded its community outreach to digital formats (NGP website, social media channels, etc.). This medium provides NGP the opportunity to reach a broader audience who may not be aware of this redevelopment initiative. NGP seeks to utilize social media platforms to show the process of the cleanup and redevelopment project, provide information and resources to educate the public, and encourage discussions related to the environmental issues and economic development in the City of Worcester.

In the event there is a need to implement social distancing protocols and/or virtual meetings, NGP is prepared to pivot to hosting and/or attending virtual community meetings via the Zoom platform. In the event that translation services are required, they will be made available, based on the surrounding neighborhood demographics.

Any questions and/or feedback received from the community during all phases of this project will be carefully reviewed and considered as part of the overall decision-making process for both the cleanup and development of the site.

3. TASK DESCRIPTIONS, COST ESTIMATES, AND MEASURING PROGRESS

3.a. Proposed Cleanup Plan

The goal of this project is to remediate the 400 Block as part of the overall redevelopment of the larger ~51 acre SGA campus, removing vacant, blighted and underutilized properties and placing them back into a productive use that will protect human health and the environment while creating new economic development opportunities for the entire community.

The proposed Brownfields site is not suitable for reuse without the abatement and removal of hazardous materials. As part of future planned demolition activities, a limited volume of cVOC-contaminated soils from the site, including under the building footprints of the 400 Block, will be removed from the site and disposed of at licensed facilities, in accordance with local, state and federal laws. Contaminated groundwater will be remediated through a ground water pump and treatment (GWPT) system. As part of any new proposed building construction, NGP will require a vapor barrier membrane and/or SSDS system to be installed to prevent/eliminate potential vapor intrusion pathways. Additionally, the evaluation of the soils and preparation of an Activity and Use Limitation (AUL) will be completed to support a Permanent Solution and maintain a condition of No Significant Risk at the site. Finally, due to the PCB concentrations detected in building materials, these materials must be managed in accordance with EPA – TSCA regulations. There are significant costs and timeframe implications associated the various management / disposal options under TSCA. For the remediation of the PCB-contaminated building materials (CMU walls and concrete floor), it has been determined that a Performance-Based cleanup will be implemented and all materials will be disposed of as TSCA PCB remediation waste (due to time restrictions of developer and future end users).

3.b.i. – 3.b.iv. Project Implementation, Anticipated Project Schedule, Task/Activity Lead and Outputs

<p>Task #1 Cooperative Agreement Oversight</p> <p>i. Project Implementation</p> <ul style="list-style-type: none"> • EPA-Funded Tasks/Activities Management and execution of the cooperative agreement oversight activities include, but are not limited to, the review and compliance of EPA’s Brownfields Programmatic Requirements, EPA reporting, management of a Qualified Environmental Professional (QEP) for the site, financial reporting and requisition submittal, maintenance of project files in project repository (hard copy and digital), and project coordination with community stakeholders. Additionally, NGP will travel to and attend the National Brownfields Conference in 2023. • Non-EPA Grant Resources Needed to Carry Out Tasks/Activities NGP has selected and contracted with a QEP to assist in the management and execution of the cooperative agreement oversight. NGP is prepared to provide in-kind services for any additional oversight activities that are not budgeted for as part of this item. <p>ii. Anticipated Project Schedule These tasks will be completed throughout the grant performance period. All required reporting will be submitted within 30 days of the end of each quarter and ACRES will be updated initially upon grant award and updated periodically throughout the project.</p>
--

<p>iii. Task/Activity Lead The NGP Senior Project Manager will be the lead for all cooperative agreement tasks and will receive support, as needed from other NGP staff and its contracted QEP.</p> <p>iv. Outputs EPA reporting, grant requisitions, cooperative agreement oversight and management and attending the National Brownfields Conference</p>
<p>Task #2 Community Outreach and Engagement</p> <p>i. Project Implementation</p> <ul style="list-style-type: none"> Discussion of EPA-funded activities NGP will lead all community outreach and engagement throughout the project period. Outreach will include, but is not limited to, updates to the project repository (hard copy and electronic), public forums, social media updates, email correspondence, and continued individual discussions with property owners and stakeholders. Non-EPA grant resources needed to carry out task/activity, if applicable NGP is prepared to provide in-kind services for any additional community outreach and engagement activities that are not budgeted for as part of this item. <p>ii. Anticipated Project Schedule Community outreach has been ongoing since early 2014 with meetings with private property owners and area institutions. Community outreach will continue throughout the grant period, including, but not limited to, when a remediation plan is developed, discussions surrounding traffic circulation and transportation safety, and as the development program for the site becomes more defined.</p> <p>iii. Task/Activity Lead The designated NGP Senior Project Manager will be the lead for all community outreach tasks and will receive support, as needed from other NGP staff and its contracted QEP</p> <p>iv. Outputs Outreach materials including, but not limited to, website updates social media posts, public notices and meeting presentations. Additionally, the engagement outputs include compiled comments from community stakeholders from the development of the remediation plan, discussions re: traffic circulation and overall redevelopment program. Comments will be collected and addressed, to the best of NGP’s ability.</p>
<p>Task #3 Site Specific Cleanup Activities</p> <p>i. Project Implementation</p> <ul style="list-style-type: none"> Discussion of EPA-funded activities Includes the preparation of necessary documents for the site cleanup, including but not limited to the ABCA, QAPP, etc. NGP will also prepare required competitive RFPs to competitively procure a qualified environmental remediation contractor(s). Includes environmental permitting, excavation of 180,000 tons of impacted soil and off-site disposal of 90,000 tons of impacted soil (remaining will be re-used on site). Expenses also include on-site water treatment, preparation of hazardous waste manifests, dust and erosion controls/air monitoring, etc. Non-EPA grant resources needed to carry out task/activities if applicable NGP is prepared to provide in-kind services for any additional site-specific cleanup activities that are not budgeted for as part of this item. <p>ii. Anticipated Project Schedule Fall 2023 – complete ABCA & QAPP Winter 2024– procurement and contract execution for cleanup activities Spring 2024 – Winter 2025 – permitting and cleanup activities Spring –</p>

<p>Summer – 2025 – demolition activities and continued cleanup activities Fall 2025 – close out remediation contracts</p> <p>iii. Task/Activity Lead NGP will lead procurement and contract execution efforts, with support from QEP. QEP will prepare all necessary reports, specifications and other documentation. Selected contractor will complete specified cleanup tasks with oversight from QEP.</p> <p>iv. Outputs All necessary reporting documents, Competitive RFP/Bid documents</p>
<p>Task #4 Site Cleanup Oversight</p> <p>i. Project Implementation</p> <ul style="list-style-type: none"> Discussion of EPA-funded activities NGP does not anticipate to utilize any EPA funds for this activity. Non-EPA funded Activities QEP will work with NGP to ensure cleanup is conducted in accordance with MassDEP policies and procedures and prepare the required MCP reports, as applicable, for the project. During remedial activities, QEP will perform oversight activities to ensure all remedial actions were completed in accordance with the EPA approved ABCA and meets MCP standards. QEP will also assist in preparation and submittal of all documents related to cleanup completion and site closure. <p>ii. Anticipated Project Schedule Cleanup and oversight is expected to commence in Winter 2023-2024. All remediation activities and necessary compliance documentation will be completed and submitted to EPA for consideration in Fall 2025.</p> <p>iii. Task/Activity Lead QEP will provide all oversight and monitoring of cleanup activities, with support of NGP</p> <p>iv. Outputs Cleanup Completion and necessary site closure reports, any required MassDEP MCP reports, and final Activity and Use (Limitation (AUL) recorded on deed of property, as necessary.</p>

3.c. Cost Estimates

Task 1: Personnel = \$6,380 (150hrs x \$55/hr); Brownfield Conference- 2 attendee (travel, lodging, per diem)= \$5,000; Contractual- General Oversight Assistance, Quarterly Reports (12) and ACRES updates \$3,575 (65hrs @ \$55/hr average) **Task 2:** Personnel time = \$11,000 (200hrs x \$55/hr); Contractual= \$7,500 (~\$1,500/mtg x 3 meetings) + \$3,000 for production of outreach materials **Task 3:** Contractual: Remediation Contractor \$1,890,235 (30,000 In-State Non Haz Waste, 8,000 tons Out of State Non Haz Waste, 2,000 tons TSCA Out of State, Ground water treatment and clean backfill) **Task 4:** Contractual = Cleanup/Completion Reports Review and approval = \$6,325 (1,500hrs x \$55/hr) for remediation oversight services, soil management/bills of lading/manifest and completion report review

Budget Categories	1. Cooperative Agreement	2. Community Outreach	3. Site Specific Cleanup Activities	4. Cleanup Oversight	TOTAL
Personnel	\$8,250	\$11,000		\$82,500	\$101,750
Fringe	0				
Travel	\$5,000				\$5,000
Equipment	0				
Supplies					

Contractual	\$3,575	\$7,500	\$1,879,250		\$1,890,325
Other					
Total Direct Costs	\$19,750	\$18,500	\$1,879,250	\$82,500	\$2,000,000
Indirect Costs					
Total Budget	\$19,750	\$18,500	\$1,879,250	\$82,500	\$2,000,000

3.d. Measuring Environmental Results

NGP will track and measure project progress with support from the QEP. Quarterly reports and internal project management tools will be utilized to ensure the EPA funds are properly managed and expended within the 4-year grant period. All necessary data and outcomes will be entered into ACRES, as appropriate. NGP will create an EPA-approved workplan that details the project milestones and results and will track and measure the progress against the work plan to ensure the project is efficiently and successfully managed. In the event a project is not on schedule, any identified issues will be documented and corrective action will be taken.

4. PROGRAMMATIC CAPABILITY AND PAST PERFORMANCE

4.a.i. – 4.a.ii. Organizational Structure and Description of Key Staff

NGP is the 501(c)3 non-profit arm of the Worcester Business Development Corporation (WBDC). The WBDC shares its experienced staff with NGP, Inc. The team has decades of experience in real estate development and Brownfields remediation.

NGP staff includes President, Craig L. Blais, Executive Vice President, Roberta L. Brien, Deputy Director of Construction/Senior Project Manager, Jason Kruckas, Senior Project Manager, Julie A. Holstrom, Director of Construction, William P. Carkin, P.E., Director of Marketing Samantha Penzone, and Chief Financial Officer, Kathleen Kelleher. Roberta Brien has conducted grant management of previous EPA Assessment, Cleanup, and BCRLF program grants. Jason Kruckas is the dedicated staff to the management of the grant and all phases of the proposed Brownfields project. Bill Carkin has an extensive understanding of the anticipated remediation and abatement processes and will provide technical assistance to the project. Julie Holstrom has also conducted grant management of previous EPA-related funds and understands the complexity of redeveloping brownfield sites and Kathleen Kelleher will provide financial management to ensure appropriate drawdowns, and all back-up documentation is on file to support expenditures of federal funds. Finally, Samantha Penzone will assist in facilitation any public outreach and community engagement.

4.a.iii. Acquiring Additional Resources

NGP has the capacity to acquire additional expertise for the proposed project, as necessary. NGP competitively bids its work via a Request for Proposals (RFP) process. In the event that the project is being funded by local, state or federal funds that have certain requirements, NGP has all necessary policies and procedures in place for the execution of a competitive and equitable procurement process.

4.b.i.(1) Accomplishments

NGP has received and administered various Federal, State, and Local grants including US EPA Brownfield Cleanup Grants and Brownfields Cleanup Revolving Loan Fund Grants through the City of Worcester. All previous Brownfield grant awards through the USEPA, detailed below, were properly maintained in the ACRES reporting system and were successfully completed and closed with EPA.

In 2005, the Worcester Business Development Corporation (affiliation with NGP) received an EPA Brownfields Revolving Loan Fund grant in the amount of \$1.28 million. These dollars were used for the environmental cleanup of an 11-acre portion of a larger 30-acre project in the northern end of Worcester’s Central Business District. As a result of these funds, this collaborative project

with Worcester Polytechnic Institute (WPI) created a mixed-use development, including the \$42 million WPI Bioengineering and Life Sciences Center, an \$11 million, 880-car parking structure, and four pad-ready development sites. In 2007, the Gateway Park project was awarded the prestigious Phoenix Award from the EPA for Region One.

NGP also utilized EPA funds for the remediation and partial demolition of the former Worcester Vocational High School for the purposes of creating urban housing in the city's North Main Street area. This remediation work utilized two \$200,000 EPA Brownfields Cleanup grants for abatement, demolition and subsequent environmental cleanup of the complex. The EPA funds leveraged an additional \$800,000 of local, state and private funds to remediate the property. Upon completion of the \$1.2 million remediation project, NGP sold the property to a private developer in 2014, redeveloping the historic property into 84 new units mixed-income rental housing.

In 2012, the EPA awarded NGP a \$200,000 EPA Cleanup grant to assist in the remediation of the former Worcester Telegram & Gazette property in the heart of Downtown Worcester. The renovated facility re-opened its doors in 2014, serving as an urban campus for the local community college's healthcare and workforce development programs. In addition to the educational uses, the building is home to a entrepreneurial incubator and accelerator that focuses on local students and emerging companies. Finally, the facility houses an art gallery and blackbox theatre, providing the Downtown with a great cultural amenity.

4.b.i.(2) Compliance with Grant Requirements

NGP has been diligent in complying with the proposed work plan, schedule, and terms and conditions for each grant previously awarded. For each project, NGP prepared and presented its quarterly reports in a timely fashion, assisting in tracking the progress of the work plan and the schedule. NGP has also utilized the ACRES database to track property data and keep it updated as NGP accomplished its short-term milestones and long-term goals of remediation, redevelopment, reuse, and jobs created. All grant requirements were met and accomplishments reported. Cleanup activities were complete and all necessary closure documents were submitted.