The City of Council Bluffs, Iowa

Request for Qualifications Response
Environmental Professional Services

U.S. Environmental Protection Agency Brownfields
Hazardous Substance Assessment Grant
South Expressway Corridor



9550 Hickman Road, Suite 105
Clive, Iowa 50325
515.473.6256

November 20, 2020

Cover Letter

November 20, 2020

Dessie Redmond, Housing & Economic Development Planner
City of Council Bluffs
209 Pearl Street
Council Bluffs, IA 51503

Re: Letter of Transmittal, City of Council Bluffs Request for Qualifications for Brownfields Environmental Professional Services

Dear Ms. Redmond:

We appreciate the opportunity to submit the comprehensive proposal response to the City of Council Bluffs (City) in response to the issued Request for Qualifications (RFQ) for Professional Environmental Services associated with the City's United States Environmental Protection Agency (EPA) Brownfields Hazardous Substance Assessment Grant. Impact7G is a growing, full service environmental and sustainability consulting firm based in Clive, Iowa and with additional offices in Coralville, Slater, Sioux City, Denver, and Nashville. Impact7G strives to provide long-term value that amplifies our client's ability to sustain healthy growth and prosperity and this objective is never more prevalent than in the outcomes of our brownfield services.

As demonstrated with past Brownfield Assessment Grant work, Impact7G is exceedingly thorough, understands EPA expectations, and will always work to respond to the client's schedule needs. Our references in Section 7 of the attached response to the City's request for proposals will provide reference to the quality and high level of service Impact7G has provided to other EPA grant recipients. In Southeast Iowa, Eric Tysland, current manager of the City of Burlington EPA Brownfield Cooperative Agreements (CAs) will attest to the same high level of professional service. Our staff were integrally involved in EPA brownfield projects in Sioux City and Council Bluffs that received the coveted Phoenix Award for excellence in brownfields redevelopment.

Impact7G is a recognized leader in the environmental and sustainability consulting arena. Our diverse multidisciplinary team of environmental scientists, engineers, geologists, environmental attorneys, cultural resource specialists, and biologists have decades of combined experience providing environmental planning and due diligence services to municipalities, community planning organizations, private industry, real estate developers, and state/federal governments. Our staff's backgrounds are deeply rooted in land "recycling" and brownfields redevelopment. Impact7G has a unique set of abilities that differentiates us from our competitors and allows us to cost effectively and efficiently provide environmental services for the City of Council Bluffs. Specifically:

- Our understanding of this project, both scope and technical approach is inherent in our involvement with grant writing for the target area as well as assessment and cleanup of the former Reliance Battery Factory site differentiating Impact7G from other firms responding to this request for proposals.

- Impact7G's proposed staff and Project Manager, Mike Fisher, are all based in Iowa within a short drive of Council Bluffs. Mike will always make himself readily available, even on short notice, for in person or online meetings with the City, project partners, and the public.

- Impact7G is a small, Iowa-based business with over 40 employees. As such our office cost structure is lower than larger environmental and engineering firms providing similar services. As a streamlined and, more importantly, focused environmental professional services company we intend to provide a higher level of technical expertise and quality when it comes to brownfields redevelopment services. We are well tenured in

EPA funded aspects of brownfield redevelopment, grant writing including State catalyst grant preparation, State of Iowa brownfield funding options, and opportunity zone funds. We will bring quality, efficiency, and added value to the execution of assigned Cooperative Agreement (CA) work plan tasks and objectives.

- Impact7G has substantial experience providing environmental due diligence, risk assessment, and cleanup services in support of both EPA and DNR brownfields assessment and cleanup grants. Specifically, Impact7G was the lead program manager for the most recent Perry, Iowa EPA Multi-purpose grant, the Fort Dodge EPA Assessment grant, Fort Dodge Cleanup grant, Keokuk Assessment grant, and Burlington Area Wide Planning and Assessment grants. Impact7G served as the technical arm for the East Central Intergovernmental (ECIA) EPA Brownfields Coalition Assessment Grant. Our staff has assisted communities across the State in assessment, cleanup, and planning for the redevelopment of brownfields.

- Impact7G has leading state and national technical experts in brownfields program areas to include All Appropriate Inquiry (AAI) professionals experienced in ASTM E1527-13 and E1903-11 protocols. Of note, our President, Ryan Peterson, and Vice President, Mike Fisher have participated in multiple brownfields technical workshops and has spoken at or facilitated speaker engagements on "All Appropriate Inquiry" and DNR brownfields programs.

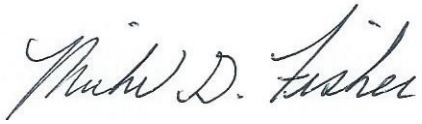
- Mike Fisher, your proposed Project Manager, has presented at several national EPA brownfield conferences and EPA and DNR State conferences covering a variety of brownfield topics from life-cycle analysis of brownfields redevelopment to brightfields—the installation of renewable energy on brownfield sites. Mike has been involved in the EPA Brownfields Program since the late 1990's during the piloting of the Program and was awarded an EPA Partnership Award for his voluntary efforts to promote brownfield revitalization in Iowa. Mike is truly passionate about Brownfields redevelopment, property reuse, and land recycling.

- Impact7G is one of the few Iowa-based, full-service environmental firms with an in-house asbestos inspectors, abatement designers, and analytical laboratory, geo-probe and conventional drilling capabilities, and XRF lead testing equipment.

Impact7G appreciates the opportunity to provide our firm's SOQs for this RFP. In summary, our staff are intimately familiar with the federal brownfields program, we have the staff capacity to meet the workload, our staff have the qualifications necessary to complete a diverse array of brownfield-related technical tasks, and we understand the complexity of the Elkem Site. Your assigned project manager for this potential engagement, Mike Fisher, is available to answer any questions related to our attached SOQ and can be reached at mfisher@impact7g.com or (319) 551-1579.

Best Regards,

Impact7G, Inc.



Mike Fisher
Vice President, Senior Project Manager

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1. Title Page

Firm Name:	Impact7G, Inc.
Address:	9550 Hickman Rd., Clive, IA 50325
Contact Numbers:	(319) 551-1579 cellular (515) 472-4256 work
Primary Contact Person:	Mike Fisher
Date:	November 20, 2020

2. Firm History

Impact7G, Inc. was incorporated as an S Corporation in January of 2011 with the primary focus of providing environmental due diligence and remediation services to public and private sector clients. This focus included work on post 2012 EPA Brownfield-funded projects in Council Bluffs. Since 2011 much of Impact7G's work revolves around environmental due diligence and public and private sector contaminated sites redevelopment projects; however, the Company has continued to diversify both in terms of clients served and types of services offered. Today, nearly a decade after its inception, Impact7G is a top contender among environmental companies and provider of professional diverse environmental services. Our team of environmental scientists, planners, geologists, biologists, foresters, drillers, geographic information system analysts, engineers, and regulatory specialists are committed to providing you quality data and information to foster informed decisions for sustainable solutions.

Impact7G's mission stems from the belief that generational, sustainable change starts with the understanding of individual client needs and proactive information exchange. We understand, through experience, that a sustainable, healthy and happy workforce or population follows from the individual informed decisions our clients make today. Whether you are a community, a business, or an agency, Impact7G professionals are committed to understanding your specific needs and providing you objective data and services that foster informed, sustainable decisions.

We strive to provide long-term value that amplifies our clients' ability to sustain healthy financial and economic growth. We are a certified small business and operate in a lean environment. Our mode of operation focusing on competitiveness, flexibility, and high-value professional services provides our clients access to the information and resources they need while minimizing the impact to their bottom line.

Impact7G is a stable company. We have continued to grow since inception in January of 2011. By being a desirable place to work, staff retention and attraction has been outstanding. With that comes financial stability. By having top-tier talent and an ever increasing client pool, Impact7G experienced steady, controlled growth each year since inception. A letter of recommendation from our bank, Northwest Bank, is available upon request. Despite our extensive equipment list including in-house drilling and geoprobe equipment, Impact7G operates as a debt free company investing profits year

after year in the company, bolstering its balance sheet. We offer the following contacts with regard to information as it pertains to the financial stability of the Company:

Organization	Contact	Affiliation	Email	Phone
Impact7G, Inc.	Ryan Peterson	President	rpeterson@impact7G.com	515-473-6256
Northwest Bank	Troy Boelman	Financial Institution	tboelman@bank-northwest.com	515-963-8033
Meriwether, Wilson & Company	Benjamin Peterson	Accounting Firm	bapcpa@mwcplc.com	515-223-0002

At Impact7G we are passionate about the ever-changing environment in which we live and work. Our clients' quests for continuous improvement in their communities, operations, and natural environment pushes our staff to continuously expand their expertise in their respective environmental fields. Our diverse and expanding knowledge base becomes our clients' knowledge base and with that knowledge comes the opportunity to plan, create and restore our natural environment in a manner that expands economic opportunity not just this year or this decade but seven generations into the future and beyond.

3. DBE Status

Impact7G is not a disadvantaged business enterprise (DBE); however, Impact7G is an Iowa-based certified small business. Impact7G will be partnering with Mountain Town Strategies, a pending woman-owned business enterprise (WBE) that specializes in community redevelopment outreach, planning and visioning.

4. Project Team Description



The adjacent organizational chart identifies the personnel assigned to this project which consists of a multi-disciplinary group of environmental professionals. The engagement will be led by Mike Fisher from Impact7G. Mike is a leading "Environmental Professional" with over 30 years of environmental due diligence experience including direct experience administering environmental site assessment services in support of both federal EPA and State of Iowa Brownfields projects. Mike will be supported by staff from the Coralville, Clive, and Sioux City offices. Our team boasts all environmental credentials necessary for any and all types of environmental issues that may arise during this project. Mike is also well versed in identifying and addressing other variables that affect site redevelopment potential. Mike has been the principal-in-charge or manager of EPA Brownfields Grants and RLFs totaling over $12 million over the last 20 years. The experience matrix below displays the wide diversity of skill sets and potential staff assignments of key staff members shown in the organizational chart.

While Mike Fisher will be the overall point of contact and project manager, the Impact7G team will be overseen by Ryan Peterson (Principal-in-Charge). Ryan has over a decade of experience working on contaminated sites and 13 years on EPA Brownfield programs. Ryan's experience has provided him with extensive knowledge working with multiple Iowa regulatory agencies as well as the EPA Brownfields Program. As conveyed in the following experience matrix, Impact7G offers the City a dedicated focused multidisciplinary team that will deliver quality and quantity of results within the parameters of the EPA grant funding.

Applicable Experience Matrix	**Impact7G Staff**								
	Mike Fisher	Ryan Peterson	Eric Lindeen	James Goodrich	Jeromy Pribil	Megan Down	Jon Reis	John Coons	Cindy Quast, PE
Phase I ESA	X	X	X	X	X	X	X		X
Phase II ESA	X	X	X	X	X	X	X	X	X
Site Cleanup	X	X	X	X	X	X	X	X	X
Vapor Intrusion	X	X	X	X	X	X		X	X
Asbestos Inspection & Abatement		X	X	X	X		X		
Lead Based Paint Inspection & Abatement		X	X	X	X		X		
UST/Risk Assessments	X	X	X	X	X	X	X	X	X
Soil, GW, Sediment sampling	X	X	X	X	X	X	X	X	X
Soil Boring & Monitoring Well Installation	X	X	X	X	X	X	X	X	X
Cleanup Planning	X	X			X				X
Quality Assurance Plans	X	X	X	X	X	X	X		X

Qualifications & Experience of Key Staff, EPA Brownfield Implementation, Brownfields Redevelopment

As Project Manager, Mike will handle the day to day management of this grant. Mike has obtained a technical expertise throughout his career that is diverse and extensive in the area of hazardous material and contaminant investigation and management. It will be the goal of Impact7G to flawlessly implement this Community-Wide Assessment Program for the City with the staff identified in this section. The abbreviated personal resumes of each team member are provided below.

Mike Fisher – *Project Manager*



Mr. Fisher is currently the Impact7G project manager responsible for assisting Nicole Turpin with the City's EPA Brownfield Assessment Program. He is Vice President of Impact7G and focuses primarily on community redevelopment services. He was actively involved with many EPA Region 7 brownfield sites and his constant objective is to foster positive economic and "quality of life" outcomes through a holistic approach to redevelopment. This means addressing contaminant constraints in addition to funding strategies, context sensitive planning, and sustainable engineering. Related to meeting the federal AAI definition of "environmental professional", Mike possess sufficient specific education, training, and experience necessary to exercise professional judgment to develop opinions and conclusions regarding the presence of releases or threatened releases to the surface or subsurface of a property. Additionally, he has a baccalaureate degree in environmental science and over five years of relevant experience.

Mikes environmental due diligence experience spans over 20 years, twice the 10 years of full-time relevant experience requirement. EPA Region 7 recognized Mike's efforts during EPA's Pilot Program with a Partnership Award in recognition for his voluntary efforts to promote all aspects of Brownfields redevelopment in Iowa. Through programs offered by EPA, original EPA brownfield partnering agencies, and state agencies, he has helped communities secure millions of dollars for brownfields redevelopment with additional leveraging of substantial private sector investment. The end result of this effort has been the transformation of numerous blighted and contaminated properties into recreational trails,

greenspace, retail centers, residential development, and commercial development. Mike has presented technical discussions on environmental and sustainability topics to National EPA Brownfields Conference attendees, Sustainable Cities Conference attendees in Dubuque, The National Association of Environmental Professionals, Upper Midwest American Planning Association, North American Housing and Redevelopment Organization, Great Plains/Rocky Mountain Hazardous Substance Research Center, Environmental Professionals of Iowa, Council for Urban and Economic Development, Iowa League of Cities, Minnesota Brownfields, and various Rotary organizations.

EDUCATION
B.G.S., Environmental Studies with Impact Assessment Emphasis. University of Kansas, 1989
REGISTRATION/LICENSE
NREP Registered Environmental Manager – Certification No. 291271972
OSHA 40-Hour HAZWOPER Certification
MREA PV Site Assessor (Certificate No. 234)
PROFESSIONAL AFFILIATIONS
National Registry of Environmental Professionals
Iowa Environmental Council
Environmental Law and Policy Center

Ryan Peterson – *Principal In-Charge*



As President of Impact7G, Ryan oversees the operations of the company's eight service departments. Ryan formed Impact7G as a professional services firm offering diverse environmental services to a variety of clients in the public, private and governmental sectors. Ryan has a wide range of management experience with environmental projects including: Environmental Protection Agency (EPA) Brownfield Projects, Environmental Site Assessments, Contaminated Sites Cleanup, Underground Storage Tank Management, Indoor Air Quality Investigations and Asbestos and Lead Based Paint inspections (UST) and abatement projects. He has assisted multiple communities with fund procurement for the investigation and cleanup of environmentally impaired properties.

In addition, he has completed numerous underground storage tank investigations and cleanups. Ryan is an Iowa Certified Groundwater Professional and a Registered Environmental Manager and has provided oversight and management of sites with contaminated soil and groundwater in multiple states. He has completed numerous field tasks including: remediation system installation with operation and maintenance, groundwater and soil vapor monitoring well installation and sampling of asbestos and lead-based paint. Ryan has provided consultation, field testing, and sampling relating to industrial hygiene and indoor air quality issues for multiple clients throughout the nation and is currently a member of the Indoor Air Quality Association.

EDUCATION
B.S., Environmental Studies with Community and Regional Planning, Iowa State University, 1999
REGISTRATION/LICENSE
Registered Environmental Manager – 08142012-3
IDNR Underground Storage Tank Remover – 1276
State of Iowa Certified Asbestos Inspector – 19-3235
State of Iowa Certified Asbestos Project Designer – 19-1652
OSHA 40 Hour HAZWOPER Certification
PROFESSIONAL AFFILIATIONS
Environmental Professionals of Iowa
Greater Dallas County Development Alliance Board Member
Indoor Air Quality Association
Iowa League of Cities

Eric Lindeen – *Environmental Specialist II*



Mr. Lindeen is an Environmental Specialist II at Impact7G with over 9 years of experience in the environmental consulting field throughout the lower 48 and Alaska. Eric works on a variety of projects within the company's seven business lines, with primary involvement and focus in community redevelopment, environmental planning, and environmental impact assessment services. Eric will also oversee all asbestos containing material (ACM) inspections and facilitate any analysis of brownfield alternative (ABCA) abatement-related design specifications.

Eric has provided consultation, field testing, building inspections, and sampling on numerous EPA Region 7 brownfield sites throughout Iowa, including: EPA Phase II Work Plans, Phase I and II Environmental Site Assessments (ESAs), Limited Subsurface Investigations, Phase I Site Inspections, Asbestos Inspections, and Lead-based Paint Inspections.

EDUCATION
B.A., Geography. University of Northern Iowa, 2009
REGISTRATION/LICENSE
OSHA 40 Hour HAZWOPER Certification
State of Iowa Certified Asbestos Inspector – 20-4328
State of Iowa Certified Asbestos Contractor Supervisor – 20-4437
NIOSH 582 Training
U.S. Army Corps of Engineers Wetland Delineation Training Program – 5920
PROFESSIONAL AFFILIATIONS
Environmental Professionals of Iowa
Society of Wetland Scientists

James Goodrich – *Senior Environmental Specialist/Groundwater Professional*



James brings 18 years of experience to this project for the City. He is an experienced geologist with a demonstrated history of success providing professional environmental services. James is skilled in environmental risk assessments per ASTM 1527-13 (Phase I ESAs), Phase II ESAs, environmental risk-based corrective action assessments, commercial and residential asbestos inspection and reporting, commercial and residential lead based paint sampling analysis and reporting, AutoCAD, geologic influences on contaminant migration, groundwater contaminant fate and transport modeling, and environmental compliance.

James also has experience with contaminated site remedial design as well as managing numerous sites with petroleum and hazardous material releases. James has recently completed Phase I and Phase II Environmental Site Assessments related to the redevelopment of historic properties (Hobart Historic Property, Cedar Rapids) for mixed commercial and multi-family use. He has also performed asbestos and lead-based paint sampling and analysis associated with historic real estate renovations. His recent work includes UST excavations and cleanups and semi-annual leaking UST post-remediation monitoring.

EDUCATION
B.S., General Geology/Earth Science, University of Iowa, 1998
REGISTRATION/LICENSE
OSHA 40 Hour HAZWOPER Certification
State of Iowa Certified Asbestos Inspector – 19-3613
Iowa Certified Groundwater Professional – 2072
PROFESSIONAL AFFILIATIONS
Iowa Groundwater Association
Environmental Professionals of Iowa

Jeromy Pribil, CHMM – *Senior Environmental Specialist*



Jeromy has consulted on Environmental Protection Agency (EPA) Brownfields and Iowa Land Recycling Program (LRP) projects throughout Iowa. Jeromy has worked closely with municipalities, state and federal regulators and citizens within the project areas in an effort to successfully implement brownfields grants or state regulations. Jeromy has overseen and participated in grant writing, community outreach initiatives, completion of Phase I & II ESAs, enrollment and management of properties through the Iowa LRP, conducting observation at demolition sites and implemented asbestos perimeter monitoring.

Jeromy is responsible for managing, implementing and reporting for state and EPA assessment, cleanup and redevelopment projects throughout Iowa. Jeromy has worked on Leaking Underground Storage Tank (LUST) sites throughout Iowa and Kansas. His UST field work includes the installation and monitoring of remediation systems, bio remediation implementation, sampling of soil, vapor and groundwater, the retrieval and disposal of free product, geotechnical investigations including soil classification, and site surveying.

EDUCATION
B.S., Environmental Science/Biology, University of Iowa, 2004
REGISTRATION/LICENSE
Certified Hazardous Materials Manager – 15147
OSHA 40 Hour HAZWOPER Certification
State of Iowa Certified Lead Based Paint Inspector – 0015627-INSP
PROFESSIONAL AFFILIATIONS
Wetland Professionals Association

Megan Down, CGP – *Environmental Specialist II/Groundwater Professional*



Megan has a total of fourteen years' experience in the environmental consulting industry. As a Project Manager for Impact7G, Megan primarily oversees the investigation, remediation, and reporting of LUST sites, Free Product sites, and Contaminated sites across Iowa. Her experience in the environmental consulting industry includes, but is not limited to Risk Based Corrective Action (RBCA) investigations (Tier 1/2/3 Site Cleanup Reports, Site Monitoring Reports), tank closures, free product removal technologies, Corrective Action Design Reporting (CADR), chemical oxidation injection remediation, laser induced fluorescence (LIF) plume definition, soil excavation, land farm application, emergency spill response management and reporting, and Phase I/II ESAs.

As a Certified Groundwater Professional, Megan has extensive knowledge of Iowa's RBCA Guidance and procedures. She has conducted field work including but not limited to well installation, sampling, free product recovery, remediation system monitoring/maintenance, and land farming. She has simultaneously managed over 30 LUST sites ensuring all sites met applicable monitoring, corrective action and/or reporting requirements.

EDUCATION
B.S. Geology, Iowa State University, Ames, Iowa, 2004
REGISTRATION/LICENSE
Iowa Certified Groundwater Professional – 2008
OSHA 40 Hour HAZWOPER Certification
PROFESSIONAL AFFILIATIONS
Iowa Groundwater Association
Environmental Professionals of Iowa
Iowa Environmental Council

Jon Reis – *Environmental Specialist II*



Jon has more than five years of experience in completing environmental projects which include: National Environmental Policy Act (NEPA) assessments, Phase I and II Environmental Site Assessments (ESA), Indoor Air Quality Investigations, Asbestos & Lead Based Paint Inspections, Nationwide Programmatic Agreement reviews (NPA or PAL), Environmental Assessments (EA), Environmental Assessment Worksheets (EAW), wetland delineations, informal biological assessments, and well plugging. Jon is a certified wetland delineator in the state of Minnesota. Jon has consulted on Brownfields projects throughout Iowa. Jon has worked closely with municipalities, state and federal regulators and citizens within the Brownfields project areas in an effort to successfully implement Brownfields grants. Jon has participated in the completion of Phase I & II ESAs, conducted observation at demolition sites and implemented asbestos perimeter monitoring. Jon has also completed UST investigations throughout Iowa, including the sampling of soil and groundwater and the retrieval and disposal of free product.

EDUCATION
B.S., Geology, Iowa State University, 2006
M.S., Geology w/ Structural Emphasis, Iowa State University, 2009
REGISTRATION/LICENSE
OSHA 40 Hour HAZWOPER Certification
State of Iowa Certified Asbestos Inspector – 20-5149
State of Iowa Certified Project Designer – 20-3985
State of Iowa Certified Lead Based Paint Inspector/Risk Assessor – LEAD-INSP10006
State of Iowa Certified Well Driller – Operator ID 9921
Minnesota Certified Wetland Delineator - 1271
PROFESSIONAL AFFILIATIONS
Minnesota Wetland Professionals Association

John Coons – *Drilling Manager*



John has 30 plus years of environmental drilling experience. John currently operates a CME 55 drill and a 6712 Geoprobe for Impact7G. John has experience in project coordination, cost control and project scoping to ensure effective versatile solutions are developed to meet client's regulatory needs and budgets. John holds licensure, and can provide drilling services in Iowa, Nebraska, Missouri, Kansas, and Illinois. John has completed soil borings and well installations on numerous development and redevelopment sites throughout the Midwest. His over 30 years' experience provides the background and skill necessary for professional field activities and accurate reporting. Drilling related projects include Phase II Environmental Site Assessments, underground storage tank removal projects, monitor and recovery well installation and abandonment, and remediation systems. Direct push sampling and continuous sampling drilling skills include: monitoring well installation, extraction well installation, vertical water sampling, sparge wells, well development, rehabilitation & abandonment, chemical injection, soil & groundwater sampling, soil and groundwater remediation, soil borings and soil gas sampling, pre-packed well installation per ASTM, 1-inch through 4-inch wells, well development, soil vapor gas installations, and temporary wells.

REGISTRATION/LICENSE
Well Contractor - Iowa License 1986
OSHA 40 Hour HAZWOPER Certification
PROFESSIONAL AFFILIATIONS
Iowa Water Well Association

Cindy Quast, P.E. – *Senior Environmental Specialist*

Cynthia has more than 40 years environmental consulting and industrial experience. Her area of expertise is soil and groundwater contamination assessment, risk assessment and remediation. Cynthia enrolled the first site in Iowa to proceed through the Land Recycling Program, Iowa's voluntary cleanup program. A large portion of Cynthia's assessment

and remediation experience involved brownfields sites. For the last several years she has been involved with all stages of the EPA Brownfields process from grant writing, through assessment and cleanup. Cynthia also has experience in groundwater issues concerning large animal confinements, underground storage tank removal, Risk Based Corrective Action (RBCA) Analysis, sanitary landfill monitoring and reporting, brownfields sites, and expert witness assistance on environmental issues. Cynthia has authored several publications and made numerous presentations on environmental due diligence and brownfields redevelopment.

EDUCATION
M.A., Servant Leadership, Viterbo University, LaCrosse, WI, 2006
M.S., Civil Engineering, Oklahoma State University, 1993
B.S., Civil Engineering, University of Minnesota Institute of Technology, 1979
REGISTRATION/LICENSE/TRAINING
Licensed Professional Engineer – OK, IA, NE, MN, WI

Kate Greene – ***Planner, Mountain Town Strategies (pending certified WBE)***



As a planner, Kate engages in environmental and resilience planning, public involvement, brownfield site reuse planning, and project management. Kate's objective is to provide clients with planning and development services that support a sustainable future for generations ahead. Kate has 15 years of experience in community economic development, downtown and brownfield redevelopment planning, and community wealth building. Over the years, Kate has cultivated her economic development expertise by adding finance specializations, targeted property redevelopment, statewide, and national influence in identifying and realizing critical redevelopment opportunities. She has facilitated community interaction and outreach, capacity and relationship building, and engagement with public and private sectors to coordinate data-driven development in rural downtown communities. While serving as an Economic Redevelopment Specialist with the Northern Brownfields Assistance Center at West Virginia University, Kate designed and managed the Downtown Appalachia program, generating micro-level data packages that illustrated rural downtown market needs and feasibility analysis on existing strategically located downtown buildings. She has supported the redevelopment of brownfield projects in Opportunity Zones through the development equity crowdfunding strategies and targeted OZ Prospectuses.

EDUCATION
B.A., Fairmont State University
REGISTRATION/LICENSE/TRAINING
Economic Development Certification, National Development Council 2018
Strong Towns Academy 2020

Identification and Qualifications of Subcontractors and Description of Services to be Provided

Impact7G will be subcontracting planning assistance to Mountain Town Strategies, a pending Small Business Administration (SBA) woman-owned business enterprise (WBE). Mountain Town Strategies is a specialist consultancy at the heart of community development work, partnering with community leaders to develop creative, custom solutions that address the biggest challenges facing communities today. Moutain Town Strategies works with clients and partners to take bold, strategic ideas and turn them into progressive, purposeful action. The result? Together, enabling communities to adapt and achieve their potential. The planning effort will be led by Kate Greene, the managing principal. Starting at the grassroots level, Kate began working with public groups and organizations to affect homegrown change. Over the years, she has cultivated her craft, adding finance specializations, targeted property redevelopment, statewide, and national influence in identifying and realizing critical redevelopment opportunities. Kate has facilitated community interaction and outreach, capacity and relationship building, and engagement with public and private sectors to coordinate data-driven development in smaller (less than 100,000 population) downtown communities.

All asbestos samples will be analyzed by EMSL, an NVLAP certified laboratory. All lead based paint on-site testing will be conducted by Impact7G using in-house XRF testing equipment. Drilling and Geoprobe services will be conducted using in-house equipment which is based in Clive, Iowa. All Impact7G staff utilize company owned vehicles (which include four wheel drive to overcome adverse weather or road conditions).

Impact7G will subcontract with Eurofins TestAmerica of Cedar Falls, Iowa to provide laboratory services in support of this project and Eurofins TestAmerica's protocols will become part of the project QAPP. Eurofins TestAmerica is the leading analytical laboratory for environmental testing services in the United States. Eurofins TestAmerica's comprehensive laboratory service package, innovative technical expertise and superior on-line data management solutions are among the many reasons they will be utilized. Their focus on delivering analytical services that address current environmental analysis issues will prove to be a major asset to this project. Eurofins TestAmerica, an Iowa certified laboratory, will be responsible for soil and groundwater sample analysis. EMLab P&K will be responsible for indoor air quality (mold) samples and Environmental Hazards Services LLC will be responsible for confirmatory lead-based paint samples.

5. Firm Qualifications

Impact7G offers a complete and comprehensive range of services to support the requirements of the City in their request for an outside environmental consulting firm to assist with their Hazardous Substance Assessment Grant implementation. Specifically, Impact7G staff have extensive experience providing ASTM and AAI compliant Phase I and II Environmental Site Assessments (ESAs), certified asbestos inspections, site cleanup and reuse planning, Quality Assurance Project Plans (QAPPs), Analyses of Brownfield Cleanup Aternatives (ABCAs), contaminant remedial and removal design. Impact7G staff have direct experience with implementation and oversight and work performed under the U.S. EPA Brownfields program, including EPA's Brownfield Assessment Grant Program. The depth and breadth of these qualifications will be a critical asset to City's efforts to achieve their EPA Cooperative Agreement (CA) objectives as well as their long-term vision for the South Expressway Corridor.

As noted in the previous Section, our staff maintain numerous certifications and registrations including, but not limited to: Professional Engineer (environmental); State of Iowa Certified Asbestos Inspector & Project Designer; Iowa Certified Lead-Based Paint Inspector/Risk Assessor; Iowa DNR UST Remover; Certified Groundwater Professional; Registered Environmental Manager; Iowa Certified Well Installer; and 40 Hour OSHA HAZWOPER designation. Impact7G also has two XRF analyzers for lead-based paint testing and multiple drill rigs for soil boring and groundwater monitoring well installations necessary for brownfield site investigations.

A redevelopment of this magnitude requires a level of expertise, experience, and efficiency most firms do not possess. Impact7G offers the City a proven dedicated team that will deliver both quality and quantity of results within the parameters of their EPA CA. Impact7G has assisted communities with numerous EPA grant-supported revitalization projects, ranging from initial brainstorming sessions on site redevelopment to identifying and securing additional funding to managing cleanup and demolitions. Impact7G is well versed at navigating the EPA Brownfield Process and offers a wealth of expertise to City staff for this community-wide grant. Adding to our strong capabilities will be laboratory analytical organizations (mentioned above under subcontractors) that will bring unparalleled experience to the team.



Many of Impact7G's personnel have extensive experience working with EPA Region 7 on brownfields initiatives in Iowa. In fact, Impact7G's fully qualified staff average more than a decade of experience working with EPA on Iowa brownfield projects including work in 14 separate communities. The proposed Project Manager for this project, Mike Fisher, has been directly involved in the assessment and cleanup of dozens of properties across Iowa and has been involved in EPA's program since it was piloted in the late 1990s. He also has direct experience with taking sites from initial assessment to the point of private sector redevelopment leveraging a myriad of outside funding programs. Mike is one of very few consultants in EPA Region 7 to work on multiple EPA Brownfield Assessment, Area Wide Planning, Revolving Loan Fund, and Cleanup projects. As displayed in the table below, Impact7G's team offers unparalleled project experience with a diversity of EPA Region 7 Brownfield projects within Iowa dating back to the program's inception. The proven performance of these individuals has delivered on cooperative agreement objectives time and time again. References are included in Section 7.

Brownfield Project	Year	Select Impact7G Staff					
		Ryan Peterson	Jon Reis	Mike Fisher	Eric Lindeen	James Goodrich	Cindy Quast
Coralville, IA EPA Pilot Grant	1998			X			X
Waterloo, IA EPA Cleanup RLF	2001			X			
Sioux City, IA EPA Cleanup RLF	2001			X			
Fort Valley, GA EPA Pilot Grant	2002			X			X
Clinton, IA EPA Assessment Grant	2003			X			
Waterloo, IA EPA Assessment Grant	2003			X			X
Clinton, IA EPA Assessment Grant	2005			X			X
Council Bluffs, IA EPA Assessment Grant	2005			X			X
Marion, IA EPA Cleanup Grant	2005						X
Oelwein, IA EPA Assessment Grant	2005			X			X
Perry, IA EPA Assessment Grant	2005	X					
Sioux City, IA EPA Assessment Grant	2005	X		X			
Waterloo, IA EPA Cleanup Grant	2005	X		X			X
Marion, IA EPA Assessment Grant	2006		X				X
Perry, IA EPA Assessment Grant	2006	X	X				
Waterloo, IA EPA Assessment Grant	2006			X			X
Marion, IA EPA Cleanup Grant	2007		X				X
Marshalltown, IA EPA Assessment Grant	2007	X	X				
Clinton, IA EPA Assessment Grant	2008			X			
Clinton, IA EPA Cleanup Grant	2008		X	X			
Council Bluffs, IA EPA Assessment Grant	2008		X	X			
Perry, IA EPA Cleanup Grant	2008	X	X				
UERPC, IA EPA Assessment Grant	2008		X				
Waterloo, IA EPA Cleanup Grant	2008	X	X	X			
Adel, IA EPA Assessment Grant	2009	X	X				
Council Bluffs, IA EPA Cleanup Grant	2009		X				
Maquoketa, IA EPA Cleanup Grant	2009	X		X			
UERPC, IA EPA Assessment Grant	2009	X	X				
Ottumwa, IA EPA Assessment Grant	2010		X				
Council Bluffs, IA EPA Cleanup Grant	2011	X	X				
Perry, IA EPA Assessment & Cleanup Grant	2012	X	X	X			
Fort Dodge, IA EPA Assessment Grant	2013	X	X	X			
Council Bluffs, IA EPA Assessment Grant	2013	X	X	X			
ECIA, IA EPA Coalition Assessment Grant	2016	X	X	X	X	X	
ECIA, IA EPA Coalition Cleanup RLF	2018			X			
Burlington, IA EPA Assessment Grant	2016	X	X	X	X	X	
Burlington, IA EPA Area Wide Planning	2016			X			
Keokuk, IA EPA Assessment Grant	2019	X		X	X	X	X

6. Previous Project Experience

The Impact7G Team assembled for this important endeavor includes personnel that have worked on EPA Brownfield Assessment Grants, Cleanup Grants, Multi-Use Grants, Revolving Loan Fund Grants, Area Wide Planning Grants as well as multiple State of Iowa Brownfield Grants. The EPA brownfield project experience matrix on Page 13 of this Proposal vividly conveys the depth of that experience. Impact7G has assisted many communities at not just the EPA brownfields level but also has helped communities identify, secure and utilize state brownfield funding. This includes funding that helped acquire, assess, cleanup and/or demolish underutilized properties.

The following projects are a small sample of the vast experience of Impact7G personnel with regard to brownfield projects in Iowa. These projects are all directly related to the technical requirements for completing the Council Bluffs Community-Wide Brownfield Hazardous Substance Assessment CA and all occurred during the past few years. Projects involving environmental assessment of former industrial properties which have redeveloped residentially are highlighted.

EPA Brownfield Assessment Services; Burlington, IA: 2016-2019

Contact Name, Title, and Telephone Number: Eric Tysland, Community Development and Parks Director, (319) 753-8158, tyslande@burlingtoniowa.org



Impact7G has been assisting the City of Burlington, Iowa with their EPA Brownfields Assessment and Area-Wide Planning initiatives over the last three years. Impact7G has designed, built, and maintained a website, http://www.burlingtonbrownfields.com that provides copious information on the EPA Brownfields work completed by Impact7G and its subcontractors in Burlington. We are on track to meet the City's CA objectives that focus on redevelopment of downtown. All activities conducted under this $395,000 contract comply with ASTM standards, EPA Terms and Conditions for the grant, EPA regulatory and quality standards, Occupational Safety and Health Administration standards, Iowa DNR regulatory standards, and all other applicable regulatory agency standards. **Two properties assessed under this project, one of them a former printing industry and more recently a police station, are currenty being developed for residential use.** The Scope of Services for this project included the following task items listed as follows:

Task 1 – Project Coordination: This task consisted of completing activities associated with programmatic management, implementation and execution of the grant. Impact7G assisted with quarterly reporting, ACRES updating and coordinating with City, EPA, and DNR.

Task 2 – Environmental Site Assessments: This task consisted of completing Phase I & II ESAs and preparing the necessary Quality Assurance Project Plans and Site-Specific Work Plans required by EPA. The objective of this project is to identify and delineate contaminates that may exist on properties located throughout the downtown. Impact7G will have conducted as many 30 Phase I ESAs and 12 Phase II ESAs by project completion.

Task 3 – Cleanup & Area Wide Planning: This task consisted of cleanup planning for the Client. Upon completion of Phase II ESAs, Impact7G evaluates cleanup alternatives based on the intended redevelopment use. Impact7G has worked closely with the Iowa DNR and enrolled one significant parcel in Iowa's Land Recycling Program.

Task 4 – Community Outreach: This task consisted of holding at least two public informational meetings annually, or as needed, to obtain input from the residents and target area stakeholders. Community engagement activities have occured throughout the grant budget period some of which were held in concert with the EPA Area Wide Planning effort for the Downtown. Periodic updates have been given to the City Council to provide them with progress reports of both the Assessment and Area-Wide Planning efforts. The City and Impact7G staff have worked to educate the public on the benefits of the EPA Brownfields Program to ensure success of the project. Most recently, Impact7G produced an informational video on Burlington's downtown revitalization initiative. That video can be viewed on Impact7G's website, https://www.impact7g.com/burlington-brownfields-downtown-revitalization/, or the City's Brownfield website, http://www.burlingtonbrownfields.com/, which has been designed, built, and maintained by Impact7G.

EPA Brownfield Redevelopment Services; Perry, IA: 2011 – 2017

Contact Name, Title, and Telephone Number: Sven Peterson, City Administrator, (515) 465-2481
sven.peterson@perryia.org

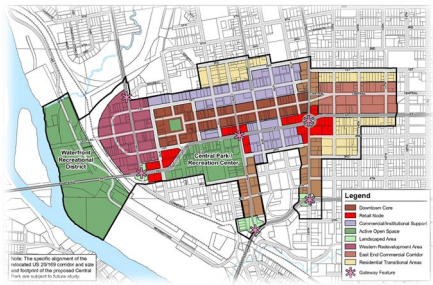


The City of Perry received its first $200,000 EPA Assessment Grant in 2006. Impact7G personnel have been intimately involved with Perry's brownfield redevelopment initiative since 2011. This has included assisting with fund procurement for an EPA Cleanup Grant, an Iowa Brownfield Redevelopment Program Grant through the Department of Economic Development, and a cleanup grant through the IDNR Brownfield Redevelopment Program. In 2011, Impact7G assisted the City of Perry with applying for additional funds through the EPA Brownfields Program. In 2012, the City was awarded a $400,000 Multi-Purpose Assessment and Cleanup Brownfields Grant for a former 101 acre railroad site. Perry was one of nine communities to receive this funding within the United States. Impact7G staff have been instrumental in developing innovative approaches for the investigation and cleanup of lead, arsenic and polycyclic aromatic hydrocarbon contaminated soils at the former railroad property. Impact7G also provided input into Perry's EPA Brownfield Area-Wide Planning effort.

Environmental work on Perry's brownfield assessment projects typically consisted of: community outreach activities, environmental assessments (Phase I and Phase II), cleanup and redevelopment planning and project planning and management. Impact7G has also worked with the City of Perry on additional environmental projects including an Army Corps of Engineers Bank Stabilization Project as well as an Environmental Stewardship Plan with the Police Department for a firing range which contained elevated levels of lead within the soils. **Finally, Impact7G wrote a successful State of Iowa Brownfield Redevelopment Tax Credit Application that secured the necessary tax credits for a multi-family apartment complex on a former Impact7G-assessed agricultural and railroad industrial brownfield property.**

Downtown Revitalization; Fort Dodge, IA: 2013 – 2017

Contact Name, Title, and Telephone Number: Vickie Reeck, Community Development Manager, (515) 576-8191, vreeck@fortdodgeiowa.org



Impact7G assisted the City of Fort Dodge with securing $400,000 in EPA Assessment Grants in 2013. The City used the awarded grant funding for community wide assessments; however, the downtown was the initial and main focus in an effort to spur economic growth and remove blighted properties from the City center. The assessment of multiple sites throughout Fort Dodge has benefited the City as a whole. By using the EPA Assessment Grants to assess and conduct cleanup planning on targeted sites, it has helped eliminate any actual or perceived contamination issues blocking further development in these areas. Removing these perceptions has allowed prospective businesses to obtain loans from financial institutions to capitalize on new development as well as much needed improvements to existing usable facilities.

With the grant awarded in 2013, Impact7G completed 56 Phase I ESAs and 22 Phase II ESAs, which was well ahead of the projected targets for this project. These ESAs have removed economic barriers and helped pave the way for much needed redevelopment by means of acquisition or transformation to "shovel ready" status. Community outreach initiatives took place throughout the life of this grant. This included developing and distributing a brownfields brochure, providing City Council updates on project status and developing and launching a website dedicated to providing the citizens of Fort Dodge informative updates on the progress of the brownfields project. The website can be found at: http://www.fortdodgebrownfields.com/.

Impact7G is also managing the cleanup activities associated with a Brownfield Cleanup Grant in Fort Dodge. The U.S. Environmental Protection Agency (EPA) has awarded the City of Fort Dodge a $500,000 Brownfields Cleanup Grant. Hazardous substances grant funds will be used to remove a significant amount of asbestos containing materials (ACM) from the Wahkonsa Annex at 908 1st Avenue South. Construction of the four-story Annex was completed in 1917 as an

expansion of the original Wahkonsa Hotel, which was built in 1910. Another three stories were added to the complex in 1919, which increased the size of the Annex to over 134,000-square-feet. The building operated as a first-class hotel for over 60 years (by various owners) until 1972 when it was converted into apartment housing for low-income residents. The building has been vacant since 1984 and has fallen into significant disrepair. Full abatement of ACM will utilize standard techniques and be completed by a state certified asbestos abatement contractor and properly disposed of at a licensed and permitted facility. The Wahkonsa Annex building would then be free of asbestos and able to be demolished to make way for future redevelopment. Prior to conducting or engaging in any on-site activity with the potential to impact this historic property the City must consult with the EPA regarding potential applicability of the National Historic Preservation Act (NHPA) (16 USC § 470). The City is currently working with EPA and Iowa State Historical Preservation Office (SHPO) on a memorandum of agreement (MOA) to proceed with the abatement. Impact7G facilitated program coordination, conducted the asbestos inspection, completed the ABCA and abatement design, and prepared the abatement bid package. Impact7G is also managing data to facilitate lead agency SHPO coordination on the project.

EPA Brownfield Assessment Services; ECIA Planning Regions: 2016-2019

Contact Name, Title, Telephone Number, Email: Nicole Turpin, former ECIA Brownfield Program Manager, (563) 495-0311 nturpin@impact7g.com



Impact7G served as the on-call consultant for the East Central Intergovernmental Association (ECIA) Brownfield Program. ECIA received a $500,000 coalition grant from U.S. EPA to implement a brownfield program in a five-county area including Dubuque County. This all-encompassing brownfield assessment and cleanup planning environmental services contract has resulted in Impact7G assisting with public outreach, engagement, and education allow the firm access to properties to complete a variety of environmental assessment tasks. The Tasks include Phase I Environmental Site Assessments (ESAs) for 20 sites, Ground Penetrating Radar (GPR) studies for Underground Storage Tanks (USTs) and utilities, Quality Assurance Project Plans (QAPPs), Phase II ESA Site Specific Sampling and Analysis Plans, Health and Safety Plans (HASPs), destructive and non-destructive facility asbestos surveys, and asbestos abatement and demolition plans, specifications, and contract bid packages. Anticipated ongoing tasks over the remainder of the Cooperative Agreement period include extensive Phase II ESAs, additional more extensive vapor intrusion analyses for a trichlorethylene (TCE) contaminated site, asbestos surveys, lead based paint surveys for structures, petroleum cleanup planning, and analyses of brownfield cleanup alternatives relative to planned redevelopment uses on two sites. Impact7G also maintained a shared project Google drive that contains all project deliverables including reports, eligibility determinations, monthly status reports, and overall project deliverable and budget tracking spreadsheet. This project achieved all CA objectives within the CA contract period.

Former Clinton Engines Site; Maquoketa, IA: 2012 – Current

Contact Name, Title, and Telephone Number: Gerald Smith, City Manager, City Manager/Clerk, 563-652-2484, gcsmith@maquoketaia.com



Impact7G has been working with the City of Maquoketa on their Clinton Engines site since April of 2012. The most current work was funded by ECIA's Brownfield Assessment Program. Prior to this project, staff from Impact7G assisted the City with their EPA Cleanup Grant that consisted of the removal of asbestos contaminated building debris from a downtown fire. The Clinton Engines site was used for industrial purposes in the manufacture of small internal combustion engines from 1950 through 2002. The facilities on the subject site included a foundry, machine shops, cast and painting operations. The site also had multiple underground storage tanks for petroleum products. Soil and groundwater sampling has revealed volatile organic compounds (VOCs) detected above Iowa Statewide Standards which include trichloroethene (TCE); cis-1,2-dichloroethene (cis-1,2-DCE); and vinyl chloride. These dense solvents have migrated vertically and horizontally through saturated sediments. Impact7G enrolled this site into the DNR's Land Recycling Program in pursuit of a no action required classification. In addition, a number of additional

site assessment activities have been accomplished at the site. These include but are not limited to soil boring stratigraphy analysis, static water level measurements, vertical and horizontal groundwater contamination delineation, vapor intrusion analysis in museum structure, and EPA brownfield work plans for additional groundwater delineation.

7. References

Organization	Begin/End Date	Project Type	Contact Person
Burlington, IA	2016/2019 2017/2018	EPA Brownfields Assessment EPA Brownfields Area Wide Planning	Eric Tysland, Planning Director 400 Washington St., Burlington, IA 52601 (319) 753-8151 tyslande@burlingtoniowa.org
Fort Dodge, IA	2013/2016	EPA Brownfields Assessment	Vickie Reeck, Community Development Manager 819 1st Ave South,Fort Dodge, IA 50501 (515) 576-8191 vreeck@fortdodgeiowa.org
Perry, IA	2011/2015	EPA Brownfields Multi-Purpose Assessment & Cleanup	Sven Peterson, City Administrator 1102 Willis Avenue, Perry, IA 50220 (515) 465-2481 sven.peterson@perryia.org

8. Description of Project Understanding and Scope

The goal of brownfields redevelopment is to put land back into safe and productive use in a manner that increases a community's property tax base, employment base, and overall quality of life. To that end, the objective of this project is to provide the City the necessary technical expertise to develop a strategy that provides environmental assurances to future developers by essentially developing environmental data that shows the properties are shovel ready for private investment. Impact7G will provide as-needed coordination, guidance on assessment strategy, and site reuse cleanup planning visioning. The City can depend on Impact7G staff to assist in ensuring all steps of the EPA Brownfield Assessment process are followed.



Impact7G recently completed work on the former Reliance Battery Factory Site including a Phase I ESA, Hazardous Material Inventory, ACM inspection, Phase II Site Investigation and Characterization, Analysis of Brownfield Cleanup Alternatives (ABCA), Special Waste Authorization for Soil Disposal, and portions of the Demolition Specifiation Bid Package. Impact7G understands the sense of urgency the City has with seeing this site reused in a manner that compliments the surrounding neighborhood. The possibility exists to target some of the EPA Assessment Grant dollars toward assessment of properties adjoining the former Reliance Battery Factory Site if the City and Impact7G determine offsite migration of lead contaminants could have occurred as a result of historical operations at the facility.

Impact7G was contracted to provide assistance with the grant application for this project and in doing so worked collaboratively with City staff to scope objectives to be accomplished under the CA. The broader strategy and locations for implementing EPA CA objectives of site assessment, reuse planning, and community outreach are discussed below.

A key component of the City's redevelopment strategy includes mitigating the impacts of commercial and industrial use on neighborhoods within or near the target area. The *Bluffs Tomorrow 2030* plan specifically identifies objectives that form the basis for the City's South Expressway Corridor redevelopment strategy. Specifically, *Bluffs Tomorrow 2030* states the following objective: "Minimize the encroachment of and impacts from commercial areas, industrial uses, and rail corridors on adjacent neighborhoods through land use planning, screening, and buffering."

The City has identified four areas of priority for this project. The first area includes several parcels located at 12th Avenue and South Main Street adjacent to the Pottawattamie Arts, Culture and Entertainment (PACE) Hoff Family Arts and Culture Center (Hoff Center) which is between one-half and three-quarter miles from Indian Creek. The Hoff Center includes the redevelopment of the Harvester II building adjacent to the Brownfield Phoenix Award-winning Harvester Artist Lofts. The Hoff Center will create a space for aspiring artists, exhibit areas, classrooms and serve as a permanent home to the Chanticleer Community Theater and Kanesville Symphony Orchestra, and the American Midwest Ballet (formerly Ballet Nebraska). The City expects the Hoff Center will require future expansion and/or new adjacent development and the need for additional site assessment will be necessary. Historical uses of brownfield properties in this sub-target redevelopment area from 10th Avenue to 12th Avenue and from Main Street to the South Expressway are primarily industrial and perceived contaminants of soil and groundwater would run the full spectrum from heavy metals to volatile and semi-volatile organic compounds to petroleum compounds.

A second potential redevelopment area is located directly west of the South Expressway along 16th Avenue only one-half mile from Indian Creek. This area includes numerous old, abandoned structures on a three-block stretch running east-west along both sides of 16th Avenue. This area has the potential for specialty niche-neighborhood businesses and to serve as a catalyst to neighborhood revitalization. Current use of properties in this area include vacant lots, a saloon, a former grocery store, abandoned late 1800's era two-story brick building, machine sheds, custom engine building, auto repair and machining, painting contractor, abandoned early 1900's era brick structures, and used auto sales lot. Because of the long list of varied historical uses dating back to the early 1900's the contaminants likely to be encountered include volatile organic compounds, heavy metals, and petroleum products.

A third sub-target area of the South Expressway corridor includes parcels in the southeast quadrant of the South Expressway and 16th Avenue intersection as well as an abandoned rail corridor that could serve as an extension of the current trail that traverses the target area diagonally. A wide variety of land uses occurred in this area from railroad operations to bulk oil distribution to single-family residential homes. Several abandoned or utilized properties also exist along the trail system west of the South Expressway including one large former manufacturing building with considerable parking area. This brownfield consumes a one-half block area between the trail and 22nd Avenue. The facility history included warehousing and distribution so while the nature of the property may invoke perceptions of contamination actual environmental impairments may be minor.

Lastly, the City aspires to address brownfield concerns in two large areas at the southern end of the target area north of Iowa Highway 92 and just west of the South Expressway, and only a couple blocks north of Lake Manawa. Both areas have residential uses mixed with light industrial and commercial use. Contaminant concerns in this area are also likely more perceived than they are real and include heavy metals along with semi-volatile and volatile organic compounds (solvents) from nearby large industrial manufacturing, construction and demolition waste, salvage vehicle and equipment storage, and dumping in low lying areas.

While these priority areas/sites have been identified, there are other brownfield sites within Council Bluffs which may potentially be assessed through this grant. Some of these sites are adjacent/near the Missouri River, Indian Creek (major tributary adjoining target area), and Lake Manawa.

Impact7G understands and has extensive experience with all the scope items discussed in the RFQ including:

- Cooperative Agreement Oversight;
- Inventory and Community Involvement;
- Environmental Site Assessments (ESAs) (Hazardous Substance);

- Site Specific Cleanup Planning; and
- Planning Activities.

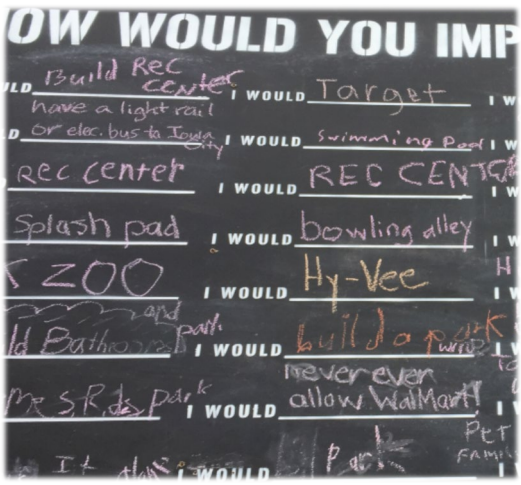
Cooperative Agreement Oversight

Impact7G staff have provided more cooperative agreement oversight than any other consultants in the State of Iowa. Mike Fisher, your designated project manager, has been providing cooperative agreement oversight of EPA brownfield cooperative agreements since 1999. Impact7G strives to work as an integrated team member with City grant managers to provide them the data they need to achieve their CA objectives. From monthly reports that compile into complete an accurate quarterly reports to detailes ACRES data, Impact7G will be there every step of the way. Accurate quarterly reports and comprehensive annual reports are critical to both keeping the project on schedule of the multiple years of the CA as well as completing the final project closeout report.

Inventory and Community Involvement



Impact7G understands the need to establish a baseline inventory of brownfield properties for the purpose of prioritizing assessment as well as understanding the ability of a property or group of properties to catalyze redevelopment or neighborhood improvement. While Impact7G worked with the City to establish an inventory and priotize sites for the purpose of the Brownfield Assessment Grant Application there may be a need to augment the inventory for understanding potential redevelopment catalyst sites as well as meet the needs of a changing community and neighborhoods. An example of Impact7Gs brownfield inventory skills can be seen at https://impact7g.maps.arcgis.com/apps/PublicInformation/index.html?appid=e0632065263145298f3024cb86484490 .

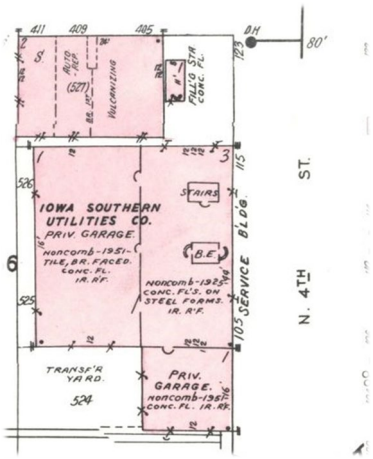


Impact7G is prepared to help the City a develop brownfield program brochures on tasks and sites addressed by CA as needed. Impact7G is well versed in outreach and conducting public informational presentations and/or press events and associated materials. We can prepare and display information pertaining the South Expressway Corridor area while provide updates, including refining redevelopment plans for the area if necessary. Community involvement will include activities designed to continually engage affected citizens, elected public officials, local nonelected public officials (e.g., planning and zoning staff, health department, etc.), ancillary organizations (e.g., regional economic development organizations, utility companies, and developers, etc.), and media outlets throughout the project period. This task also includes identifying any replacement sites that may be necessary. Should the COVID pandemic conditions remain well into the CA period, Impact7G will work with the City to come up with creative and inciteful ways to engage the public. This may include virtual engagement at City Council work sessions where the message can then be dispersed to Council Member districts. For a similar project in Burlington Impact7G directed a comprehensive video highlighting the high level aspects of community redevelopment while addressing the advantages of understanding baseline environmental conditions of underutilized properties and structures. That video can be viewed on Impact7G's website, https://www.impact7g.com/burlington-brownfields-downtown-revitalization/, or the City's Brownfield website, http://www.burlingtonbrownfields.com/, which has been designed, built, and maintained by Impact7G.

Mike Fisher, the assigned project manager, has the capacity to assist with public involvement tasks as well. He has spent much of his career helping communicate EPA Brownfield program information in a clear, concise, and understandable manner to the general public. Alternatively, he may be of assistance deriving public input that can be useful for both identifying community landuse objectives and prioritizing sites for assessment. Mike has also presented at several EPA National Brownfield Conferences and the intent would be to hopefully one day present Council Bluff's success on this project to a wider National audience.

Phase I Environmental Site Assessment:

Impact7G uses standard methods to research the environmental condition of properties and professional judgment on research needs to meet the industry guidelines outlined in the American Society for Testing and Materials (ASTM) E1527-13, *Standard Practice for Environmental Site Assessments* coupled with EPA's *Rule: Standards and Practices for All Appropriate Inquiries* (AAI). Impact7G has designed a master template for this most recent ASTM standard to provide the City with the highest quality environmental due diligence assessments.



As an environmental firm that completes an average of 20-30 Phase I and Phase II ESAs per month, the City will get some of the most experienced and efficient environmental specialists in the Country. With a staff of 40 environmental specialists spread across the country (20 of which meet the AAI Environmental Professional definition), the City will always have adequate qualified support for this endeavor. Impact7G uses the latest versions of ArcGIS and AutoCAD for preparation of site assessment prioritization models and site plans. Our staff are fluent in GIS software and we have the ability to integrate base mapping files, GIS database files, and shape files into a client's GIS system if they so desire. Our expectation is to use GIS when it has the potential to develop short and long-term project efficiencies and improved understanding and visualization of project parameters.

The following is a breakdown showing a general description of the methodology needed to complete the City's EPA CA Work Plan objectives.

The Phase I ESA process:

- The initial part of the Phase I ESA will be a document review of each property to determine the site history. Documents reviewed will include previous ESAs, Iowa Department of Natural Resources (DNR) records, land use and zoning information, aerial photographs, Sanborn maps, city directory, plat maps, index of deeds data, and abstracts of title, if available.
- Reports will also be ordered from a federal and state database "records review" information provider. These reports will provide an up-to-date regulatory status of the site and map risk sites within the ASTM search distance parameters.
- Conduct interviews with the Fire Marshall, City and/or county health department officials, and property owners regarding past and current property use.
- Conduct site reconnaissance of the subject property to investigate any or all of the following, as required:
    - Location of any known aboveground or underground fuel or bulk chemical storage tanks.
    - On-site waste disposal practices.
    - Evidence of unreported, unpermitted activities presently covered under local, state, or federal regulations.
    - Location and description of existing structures.
    - Photographs of selected areas.
    - Use and management of hazardous and petroleum material.
    - On-site presence of PCB-containing equipment.
    - Location of buried septic systems, evaporation pond, or other waste treatment units.

  - Location of existing monitoring wells, drinking water wells, irrigation wells, etc.
  - Evidence of vegetative distress, soil discoloration, surface subsidence, or other environmental damage, if seasonal conditions permit such observations.

- Conduct an inspection of surrounding area.
- Prepare AAI Compliant Report.
- Review report and identify possible sampling and analytical needs for Phase II ESA.

Phase II Environmental Site Assessments:



Before Phase II ESAs can commence, a Quality Assurance Project Plan (QAPP) is required for the project to ensure that defensible and quality data is collected. Impact7G understands the importance of QAPPs to document planning efforts for the collection and analysis of environmental data and provide a guide for the type and quality of data necessary for successful brownfields redevelopment. Developing and effectively using a properly prepared QAPP can result in lower costs and reduce the possibility of expensive errors. We have relied on our many years of experience with EPA Brownfields projects when developing our templates for Phase II Work Plans and QAPPs. Our templates will be used to streamline the Generic QAPP update and submittal process as well as provide the City cost efficiencies associated with these required submittals.

For the completion of Phase II ESAs, Impact7G follows ASTM E1903-11, *Standard Practice for Environmental Site Assessments: Phase II Environmental Site Assessment Process*. In addition to the ASTM Phase II ESA Standard, our Phase II ESA Work Plans are tailored by meet the guidelines, regulations, and requirements of the IA DNR. For known impacted sites, The MTS Team will design the Phase II ESA Work Plans such that sampling and analysis will be sufficient to allow smooth enrollment into the State's Land Recycling Program (LRP), if desired, as well as aid the cleanup planning and redevelopment decision-making process. As the parameters of each Phase II ESA are dependent on the results of the Phase I, it is difficult to accurately estimate fees for a Phase II ESA until a Phase I ESA is complete. Project specifics that affect budget on Phase II ESAs include: number of soil borings/monitoring wells, depth of groundwater, depth to bedrock and type of laboratory analysis.

Site Specific Cleanup Planning

In an effort to secure EPA Brownfield Cleanup funding, Impact7G expedited the development of an Analysis of Brownfield Cleanup Alternatives (ABCA) for the former Reliance Battery Factory property. The Draft ABCA was also made available for public comment. The future pace of redevelopment and implementation of the ABCA preferred alternative will depend on the availability of funding sources to address the significant amount of lead-contaminanted soil.

With one ABCA completed Impact7G would work with the City to identify two additional sites for cleanup planning including assessing the advantages and disadvantages of enrollment in Iowa Department of Natural Resources (DNR) Land Recycling Program (LRP). Impact7G took one site to NFA in 2019 and is actively managing a trichlorethylene site enrolled in the LRP by the City of Maquoketa, Iowa. The Maquoketa site has involved the design and implementation of both institutional and engineering cleanup controls to achieve risk based outcomes for eventual No Further Action (NFA) certification.

Planning Activities

A well thought out and conveyed vision of site reuse in the prioritized areas of the South Expressway Corridor area is critical to attracting investment that will turn plans into reality. Impact7G has conducted intense brownfield site reuse planning in both West Branch, Iowa and Burlignton, Iowa and will rely, in part, on assistance from Mountain Town Strategies, a pending woman-owned business enterprise, to help the City Brownfield Team strategically think about how



success will look as well as the means and methods by which success will be obtained or catalyzed. This task also includes, a Healthy Environment Assessment, for residents in the former Reliance Battery Factory Block area. Impact7G and Mountain Town Strategies will collaborate with the City to determine which Healthy Environment Assessment tool would be most suitable to this target or, maybe multiple tools of assessment should be applied. The Protocol for Assessing Community Excellence in Environmental Health (PACE EH) is one community involvement tool that could be employed. PACE EH offers a method for engaging communities to identify their health concerns, take action on their environmental health problems, and improve their health and quality of life.

9. Cost Detail

Impact7G provides the following outline of the proposed Scope of Services and estimated level of effort by staff category. Public records data needs for Phase I ESAs and laboratory analyses will be subcontracted. The level of effort could vary from estimates based on task specifics. The nature of this Program Scope and the complexities of any given site could entail more effort at a given staff level than another but Impact7G will work to stay within the CA budget parameters while trying to achieve CA objectives. Impact7G's estimate of cost would not exceed $270,000, the amount allocated in the CA for contractural services. The budget would be adjusted based on client-specified needs as the project evolves.

Task	Principal in Charge	Senior Project Manager	Sr. Env. Specislist / GW Prof.	Planner/Env. Specialist II	Env. Specialist	Driller and Field Technician	Subcontractor ($'s)	Totals Hours by Task	Totals $'s by Task
	Hours / $'s								
1. Project Management, Coordination, Reporting, QC	12	60	0	0	0	0	$ -	72	$10,020
2. Brownfield Inventory, Community Outreach	8	32	0	140	130	0	$ -	310	$29,950
3a. Phase I ESAs*	8	30	0	224	160	0	$5,000	5422	$45,210
3b. Generic QAPP**	3	10	60	20	0	0	$ -	93	$10,030
3c. SSSAP/Phase II ESA Work Plans and Supplemental Phase II ESA Work Plans	2	16	120	32	80	0	$ -	250	$24,920
3d.Phase II ESAs/Supplemental Phase II ESAs***	10	80	126	160	160	60	$25,000	596	$89,930
4. Analysis of Brownfield Cleanup Alternatives	4	40	120	120	0	0	$ -	284	$30,040
5. Site Reuse/Cleanup Planning	0	40	80	134	40	0	$ -	294	$29,930
Total Hours	47	308	506	830	570	60	NA	2321	NA
Rate (per hour)	160	135	105	95	85	175	NA	126	NA
Total Budget by Staff Level	$7,520	$41,580	$53,130	$78,850	$48,450	$10,500	$30,000	$270,030	$270,030
*City to secure access agreements, Subcontractor costs associated with ordering public records data									
**Generic QAPP will be based off existing approved generic QAPP template prepared by Impact7G.									
***Equipment costs will vary based on duplicates analyzed and type of analyses (e.g., xrf, photoionization detector, onsite gas chromatograph would all differ in price.									

Staff Category	Hourly Rate
Principal	$160
Senior Project Manager	$135
Project Manager	$125
Drilling Services Manager	$110
Sr. Environmental Specialist	$105
Environmental Specialist II	$95
Environmental Specialist I	$85
Drilling Technician	$75
Field Technician	$65
Intern	$50
Training Coordinator	$85
Office Manager	$120
Administrative Professional I	$65
Administrative Professional II	$75

Impact7G prides itself on providing reasonable bill rates to all our clients by keeping a modest overhead. This allows us to reward our employees and provide our clients with the most cost-effective solutions in the State of Iowa. On average, Impact7G can typically accomplish 20–30% more than our competitors due to our relatively flat corporate structure and low overhead. This can result in a significant amount of additional consultation, report review, and coordination for this project over its three-year life. Impact7G has an established hourly billing rate structure for the various staff classifications. These hourly rates incorporate overhead, administration, fee and other indirect costs. Direct costs that are billed separately include mileage, per diem for meals and lodging if needed, and field supplies, etc. The proposed billing rates would be maintained for the duration of the three-year grant, unless modified by the City and the consultant through mutual agreement in writing.

Reimbursable Expenses

1. All materials and supplies used in the performance of work will be billed at cost plus 15%.
2. Auto mileage will be reimbursed per the standard IRS mileage reimbursement rate.
3. Charges for sub-consultants will be billed at their invoice cost plus 15%.
4. All other direct expenses will be invoiced at cost plus 15%.

The cost for field and drilling equipment that will be employed for Phase II ESA activities are as follows:

Field Work Expense Sheet

Equipment Name	Equipment ID#	Rate	Weekly Rate
RAE 11.7 eV PID in Pelican Case (SVOC)	1000	$ 80.00	$ 370.00
RAE 10.6 eV PID in Pelican Case (VOC)	1046	$ 75.00	$ 340.00
Heron Oil/Water Interface Probe (60')	1001	$ 30.00	$ 125.00
Solinist Water Meter (100')	1002	$ 25.00	$ 110.00
Depth to water Meter	1011	$ 25.00	$ 110.00
GAST Vacuum Pump	1003	$ 30.00	$ 125.00
YSI Temp/Dissolved Oxygen Meter	1004	$ 10.00	$ 45.00
Oakton pH/Conductivity ORP Meter	1005	$ 20.00	$ 90.00
RAE "Draeger"Monitor Pump	1006	$ 20.00	$ 90.00
Dwyer Magnehelic Gauges (x5)	1007	$ 40.00	$ 180.00
Vapor Pin Kit	1008	$ 10.00	$ 45.00
Wetland Probe	1009	$ 10.00	$ 45.00
Spotting Scope	1010	$ 80.00	$ 370.00
XRF Analyzer	1013	$ 225.00	$ 1,000.00
Field Analyzer for XRF	1014	$ 50.00	$ 250.00
Noise Dosimeters (x5)	1017	$ 25.00	$ 100.00
4 Gas Meter	1018	$ 80.00	$ 370.00
5 Personal Air Monitoring Pumps	1012	$ 25.00	$ 100.00
Fall Protection harness	1019	$ 15.00	$ 70.00
Airo Sills Bio Pump (mold)	1020	$ 25.00	$ 100.00
Humidity Moisture Gage	1021	$ 35.00	$ 160.00
Humiditey Meter	1022	$ 15.00	$ 70.00
Survey Tripod and Rod	1024	$ 50.00	$ 225.00
Metal Detector	1026	$ 25.00	$ 110.00
Hand Auger kit	1028	$ 60.00	$ 275.00
Hand Auger and case	1045	$ 80.00	$ 370.00
ATV w/ Trailer	N/A	$ 175.00	$ 800.00
Misc Hand Tools	N/A	$ 15.00	$ 70.00
Tyvek Suit	each	$ 5.00	$ -
Disposable Air Carterages	each	$ 5.00	$ -
Disposable Bailers (1")	each	$ 5.00	$ -
Disposable Bailers (2")	each	$ 7.50	$ -
		$ -	$ -

Drilling Epense Sheet

GeoProbe Unit-6712

Item	Rate	Unit
Temporary Piezometer ¾ inch	$25.00	Foot
Soil Boring and backfill	$15.00	Foot
Expendable Drive Points	$15.00	Each

CME Auger Drill Rig

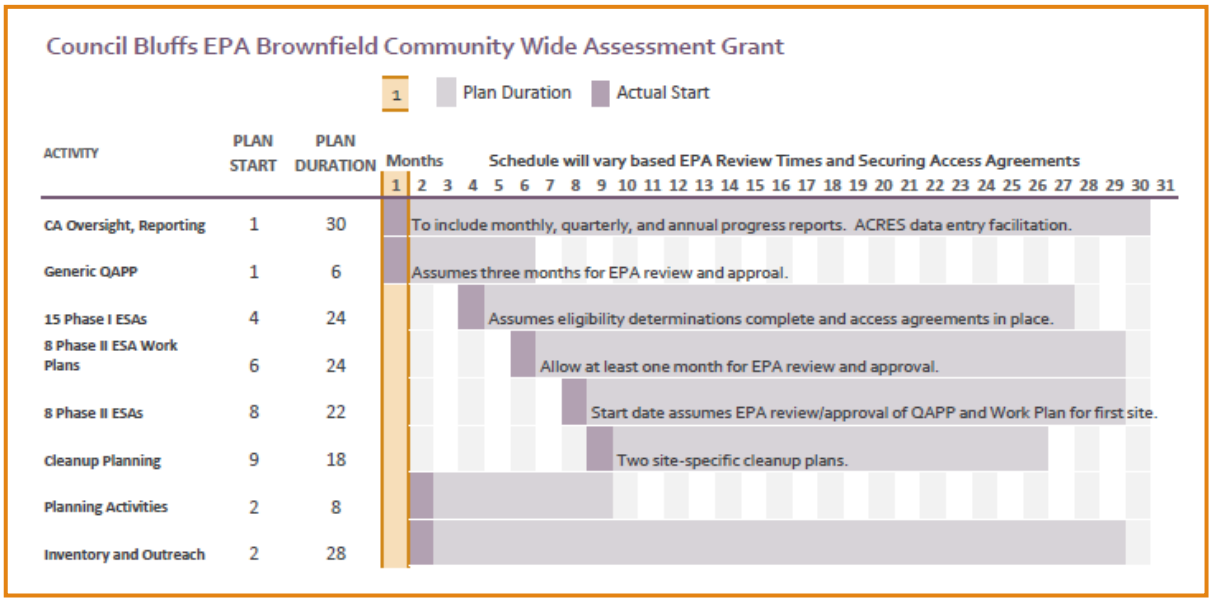
Item	Rate	Unit
Soil borings and backfill	$15.00	Foot
Temporary Monitor Well	$25.00	Foot
Monitoring Well	$28.00	Foot
Bedrock Drilling-Monitoring Well (Air Rotary)	$50.00	Foot
Decontamination	$250.00	Day
Air Compressor Rental for Air Rotary	Current Rent	Day
Geotech Soil Borings	$15.00	Foot
Casing for Geotech Borings	$10.00	Foot

Other Rates

Item	Rate	Unit
Mobilization from Panora, IA (per Mapquest)	$250.00	Hour
Per Diem – 2 man crew	$350.00	Day
Standby Time – 2 man crew	$250.00	hour
Environmental Specialist	$85.00	Hour
Peristaltic Pump	$250.00	Day
Flush Mounted Manway	$175.00	Each
Stick-Up Manway	$350.00	Each

10. Project Timeline

The proposed schedule will vary depending on the completion of the detailed items discussed in the Section 8 (Project Understanding and Scope) of this Proposal. The key with successfully implementing EPA CAs is to plan on EPA reviews of QAPPs and Phase II ESA Work Plans taking several months. In anticipation of EPA review times, Impact7G will hit the ground running with preparation of a Generic QAPP for the project and submit that to the City for EPA submittal as soon as possible. We will then follow with site specific sampling and analysis plans also referred to as Phase II ESA Work Plans once Phase I ESAs recommending intrusive investigation are completed. While EPA reviews are occurring we can be working on the site prioritization, site eligibility determinations, and obtaining access agreements. Impact7G has ample staff as well as cross-trained professionals to allow flexibility in the timing of completion of various tasks as needed. A very general idea of schedule is presented in the Grant Chart below and is predicated on completing the objectives of the CA within approximately 30 months from a notice to proceed, within the CA expiration deadline of September 30, 2023.



11. Firm Availability and Capacity

As an Iowa based small business specializing in community redevelopment, Impact7G has assembled a team of individuals that are not only extremely qualified to complete this significant brownfield redevelopment project, but a team that is extremely passionate about ever-changing opportunities to promote more sustainable communities and neighborhoods. We are dedicated to actively promoting land revitalization and site reuse. Impact7G staff work closely with government agencies at the local, state, and federal levels, as well as external partners on a daily basis. Sharinge best practices with the public and government employees, completing assessments and cleanups of neighborhoods and properties, and working with communities to envision redevelopment of remediated land, Impact7G remains 100% committed to successful results beyond the assessment phases of this project.

All key staff provided by Impact7G for this project meet or exceed the definition of “Environmental Professional” established under the All Appropriate Inquiries Rule. This definition includes: persons who possess sufficient specific education, training, and experience necessary to exercise professional judgment to develop opinions and conclusions regarding the presence of releases or threatened releases to the surface or subsurface of a property. All of Impact7G’s key staff proposed to perform work under this engagement possess the required education (baccalaureate or higher degree in the requisite discipline), 10 or more years of full-time relevant experience and/or licensing to qualify as a “Environmental Professional.”

Impact7G remains schedule focused on all of the brownfield projects the company is involved with. In some cases we accelerated assessments at Impact7G's payment risk in advance of EPA Work Plan approval to meet client property transaction and reuse objectives. Impact7G personnel were also responsible for the fastest EPA Cleanup in Region 7 History and closed out a grant in Maquoketa, Iowa a year ahead of schedule. We even established our own drilling division simply because subcontracting drillers on brownfield Phase II ESAs can result in project delays. Our own asbestos laboratory also provides schedule efficiencies. Impact7G takes client service and schedules very seriously and will do all we can to avoid or prevent delay in expected service delivery.

Impact7G's ability to hire and train highly competent staff all while effectively managing multiple year complex projects as well as a large volume of small projects has been the Company's biggest asset. By providing a desirable work environment for all staff, Impact7G has had excellent employee retention, which has allowed us to handle multiple, concurrent projects. This has also helped our efficiency on projects. Little to no turnover within our organization has allowed us to cross train nearly all of our employees. Whether it is completing AAI compliant Phase I ESAs, asbestos inspections or underground storage tank investigations, we will always have staff available to meet City's project needs. Specializing in brownfields redevelopment services and contaminated sites investigation and cleanup, Impact7G owns a contingent of vehicles and equipment needed to conduct assessments, complete soil boring, install groundwater monitoring wells, and sample soil, water, vapor, asbestos, and lead-based paint.

Impact7G focuses almost exclusively on environmental planning and redevelopment with 90% of that work involving management of contamination concerns on properties. Our 40-person staff is well qualified and equipped to handle up to 10 EPA brownfield cooperative agreement (CA) projects simultaneously. In 2018, we closed out two EPA brownfield projects of five active EPA projects we have been contracted to assist with, allowing us considerable capacity to manage additional projects. In 2019 we closed out a $400,000 contract related to an EPA Brownfield Coalition Grant. We are continuing to assist Burlington and Keokuk with EPA Assessment Grants and Fort Dodge with a EPA Cleanup Grant.

We generally have several UST projects and periodic lead and asbestos investigations going on throughout any given month but these projects tend to require much less labor hours than EPA brownfield projects. Our Burlington, Iowa EPA Brownfield Area Wide Planning project concluded last year which created additional capacity. We have been working on several State-funded smaller site brownfield projects and we do anticipate those projects taking a small amount of our available capacity.

Within any one EPA brownfield program contract we can handle completing multiple assessments at one time. Typically, we complete 20-30 Phase I ESAs, multiple Phase II investigations, and a variety of other tasks each month. Impact7G has more Iowa brownfield management and investigation capacity than most large engineering firms and our existing staff assigned to this project have ample availability to see that the City's EPA CA objectives are met. Within the parameters of City CA work plan objectives, Impact7G's ample contaminated sites staff have sufficient availability to handle brownfield cleanup technical assistance in several communities at once.

For the EPA Brownfield Coalition Assessment Grant that was closed out in 2019, Impact7G has completed the generic QAPP, Phase I ESAs for 21 parcels, Site Specific Work Plans for 17 parcels, Phase II ESAs for 17 parcels, geophysical survey and clean up planning tasks on 3 properties, and 11 Supplemental Phase II ESAs. We are confident that our work products met client expectations and will accomplish the same for Council Bluffs. Impact7G will provide expeditious project completion and will prioritize the City's needs for project scheduling.

Impact7G has met all EPA and Iowa DNR quality requirements for deliverables produced for the EPA Brownfield Assessment Program projects. We will continue to provide superior quality to the City EPA Brownfield Grant Program. Impact7G, as a niche environmental company, produces these quality documents at some of the lowest costs in the State of Iowa. We look for cost efficiencies whenever possible either in terms of mobilization efforts or combining multiple properties in one Phase I or Phase II ESA when possible.

12. Conclusion

We are proud to be able to assist the City with this significant redevelopment effort and look forward to being a part of improving, enhancing, and revitalizing Council Bluffs. Impact7G staff have helped numerous communities throughout Iowa achieve their community redevelopment goals over the past 22 years and we have worked closely with EPA Region 7 and Iowa DNR staff throughout. Our specialists are available to evaluate the various funding opportunities that exist for the City as the Council Bluffs's brownfield redevelopment initatives evolve. We have had great success in assisting clients leverage their existing funding to obtain additional assessment, cleanup or redevelopment funds. Our industry knowledge, understanding of the EPA Brownfield process and specialized experience in the fields of petroleum and hazardous materials investigation and cleanup will keep this project running smoothly in a cost effective fashion. The outlined project team is ready to begin working at moment's notice and is eager to prove themselves as a valuable asset to the City. In conclusion, we believe that Impact7G's range of experience on EPA brownfield projects and our in-house capabilities will provide you with the best expertise and most cost effective service available in Iowa.



Ms. Denise Redmond, Housing & Economic Development Planner
City of Council Bluffs
209 Pearl Street
Council Bluffs, Iowa

Letter of Transmittal: Request for Qualifications
for EPA Brownfield Hazardous Substances Assessment Grants
City of Council Bluffs, Iowa

Dear Ms. Redmond:

Blackstone Environmental is pleased to present this proposal to provide environmental consulting services to the City of Council Bluffs. Selection of our team guarantees innovative ideas, value, and an exceptional level of customer service. Project manager Emily Smart has executed environmental work in Iowa for the past ten years for federal, state, and municipally-funded projects, earning accolades from Iowa Department of Natural Resources (IDNR) and United States Environmental Protection Agency (USEPA) Region 7 staff. Locally, Emily managed the Former Katelmann Foundry EPA Cleanup Grant in the City of Council Bluffs through the Iowa Land Recycling Program completion.

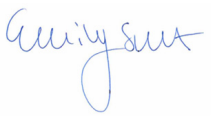
We have partnered exclusively with Thiele Geotech, Inc. to bring you a large team with a local presence, and geographic proximity to Council Bluffs. Our full-service staff is one phone call away for Brownfields initiatives and beyond as the you undertake new projects. Our diverse team will support the City with our deep bench strength to take any project from beginning to end, on-time and on-budget.

With decades of Brownfields experience, this team boasts nine geologists, environmental scientists, engineers, Geographic Information System (GIS) specialists, Certified Groundwater Professionals (CGPs), hydrogeologists, and chemists. We pride ourselves on responsiveness. We are available 24 hours a day, 7 days a week to mobilize to project sites and to answer questions. Our commitment to proactive project management means that we are always available to you, to the IDNR, and to the USEPA.

Effective communication is a major factor in the success of every project, particularly in the context of federal Brownfields grants where community involvement can make a measurable difference in a grantee's success. Property owners can be very intimidated by environmental work. We have participated in many public meetings, council meetings, stakeholder property prioritization, and visioning sessions on redevelopment planning in extremely successful public outreach efforts on dozens of federal grants. The ability to answer the public's questions on the environmental processes in a clear and concise manner contributes immensely to Brownfields redevelopment success stories, which are a point of pride for all of us!

Thank you for your time in consideration of our proposal.

Respectfully,





Emily Smart, CGP, PG, Senior Project Manager
Blackstone Environmental, Iowa City, Iowa

Jeremy Davis, PG, Project Geologist
Thiele Geotech, Omaha, Nebraska



BLACKSTONE ENVIRONMENTAL

Thiele Geotech Inc

Statement of Qualifications

EPA Brownfield Hazardous Substances Assessment Grants, City of Council Bluffs, Iowa

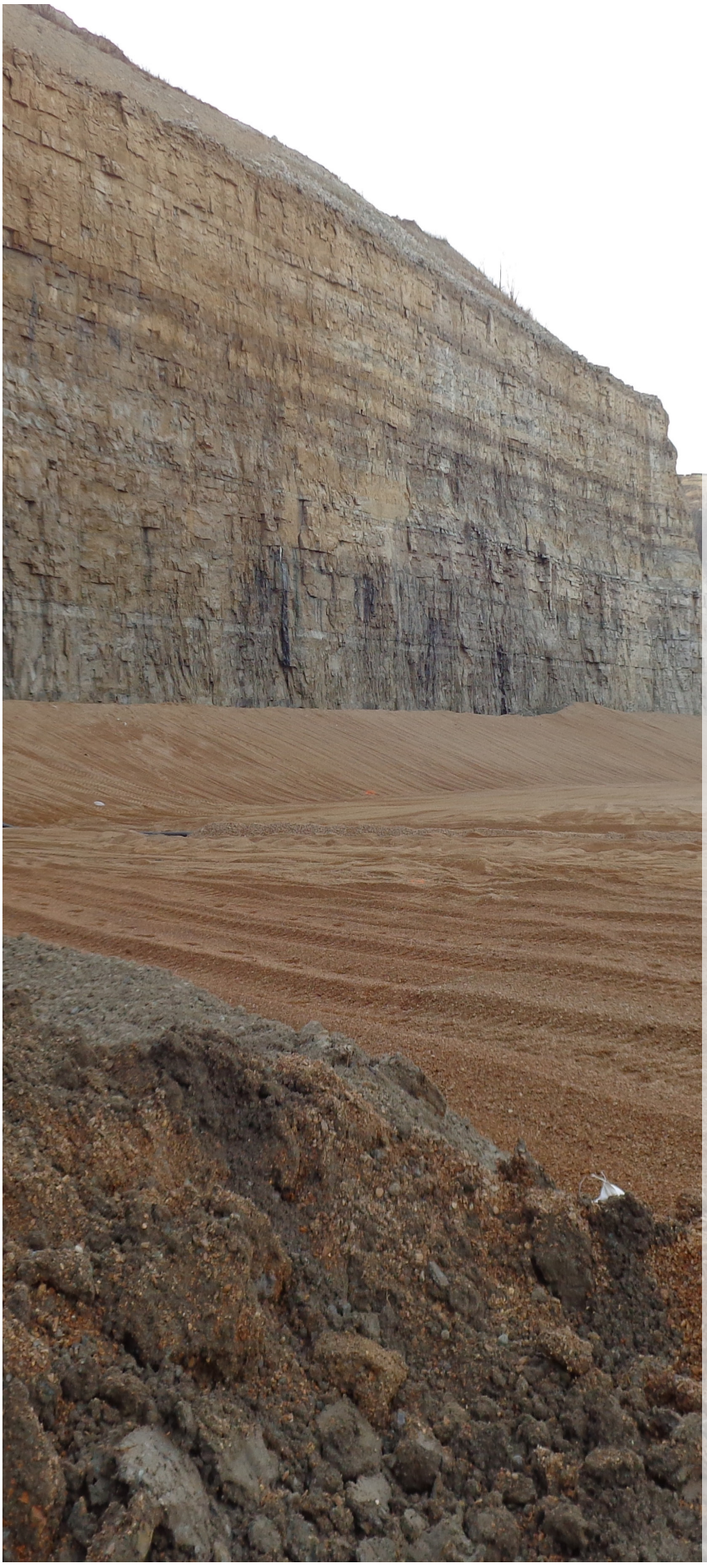
Presented By:

Blackstone Environmental
Emily Smart, PG, CPG
2009 400th St. SW, Oxford, Iowa 52322
319.331.1577, esmart@blackstone-env.com

Thiele Geotech
Jeremy Davis, PG
3478 Chandler Road, Omaha, NE 68138
402.556.2171, jdavis@thielegeotech.com

November 25, 2020

COUNCIL BLUFFS



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Appendix A: Project Profiles

Appendix B: Contractor Certifications

2.0 Firm History



Blackstone Environmental Profile

Blackstone Environmental is an employee-owned environmental engineering and consulting firm headquartered in Overland Park, Kansas, with offices in Iowa, Illinois and Missouri. The Blackstone team has extensive experience providing turnkey environmental services for clients throughout the Midwest.

Blackstone, established in 2010, is founded on the principles of value, innovation, results, quality and responsiveness, and our highly qualified staff represents a consortium of engineers, geologists and scientists with experience in both private and government sectors.



Blackstone is an SBA-Certified Small Business, and one of Kansas City Business Journal's top 250 private companies ranked by revenue in 2019.

Thiele Geotech Profile

Thiele Geotech (TG) is a consulting engineering firm specializing in geotechnical, material, and environmental engineering. Headquartered in Omaha, Nebraska, TG was founded in 1996 on the principles of client service and quality engineering practice. Since then, TG has worked on over 15,000 individual projects. Thiele Geotech, Inc.'s principals draw from over 120 years combined experience on thousands of projects in these specialized fields.



TG is proud to be founded in Omaha, Nebraska and take pride in giving back to the community in which we serve. TG operates its own drilling fleet of seven drill rigs. Capabilities include state of the art direct-push technology and insitu CPT testing. Thiele Geotech, Inc. performs a broad range of environmental services. TG and its professional staff are experienced in Phase I and II Environmental Site Assessments, which are performed in conjunction with real estate transactions. The firm also conducts site assessments for contaminated industrial and commercial facilities, develops and designs remedial strategies to clean contaminated soil and ground water and provides environmental drilling services throughout the Midwest.

3.0 DBE Status

Blackstone Environmental does not have Disadvantaged Business Enterprise status, however working with minority- and women-owned businesses is important to our organization. See more about our vendors in the following section. Our subcontracting partner for Task 5. Planning Activities is Saiki Design, a WBE. Certification can be found in the Attachments.

4.0 Project Team Description

The following organizational chart, project leader resume, and project team resumes highlight team members and their roles. While each staff member has been selected for their unique experience and expertise, there is significant overlap to allow key personnel to serve in multiple roles.

City of Council Bluffs, Iowa

Blackstone Principal Michael Kukuk, PG

Blackstone Senior Project Manager/Project Lead Emily Smart, CGP, PG

Thiele GeoTech
Project Lead/Project Manager Jeremy M. Davis, PG
Project Manager Donna S. Matlock, PG
Project Manager Robert T. Miller

Drilling and Scientific Support Staff:
Jeremy M. Kendle, GIT; Robert Miller (Iowa Driller's License #4065); and Dan Morrissey (Iowa Driller's License #11060)

Blackstone
Senior Project Manager Krista Brodersen
Senior Chemist Anne Melia, CHMM
Senior Geologist Lindsay E. James, RG
Senior Engineer Kyle Kukuk, PE

Scientific and Support Staff:
Austin Quick, EIT; Mat Edwards PG; Tyler Sundell; and Megan Ostrand

Subcontractors: AMI Environmental, TestAmerica Eurofins, and Saiki Design

Emily Smart, Senior Project Manager/Project Lead, CPG, PG

Education
M.S. Geoscience, University of Iowa, 2008
B.S. Geoscience, University of Iowa, 2003

Certifications
- Certified Groundwater Professional: Iowa
- Licensed Geologist: Washington
- Professional Geologist: Illinois
- 40-HR HAZWOPER
- CPR and First Aid

Work History
Blackstone Environmental, Senior Project Manager, 2018 – present

HR Green, Inc., Project Manager, Project Geologist, 2013 – 2018

SCS Engineers, Project Geologist, Staff Geologist, 2009 – 2013

Tetra Tech EMI, Environmental Scientist, 2008

Iowa Department of Natural Resources, 2001 – 2004

Affiliations
- Member, Environmental Professionals of Iowa
- Member, Iowa Groundwater Association
- Member, National Groundwater
- Association
- Member, ISOSWO

2009 400th Street SW, Oxford, Iowa 52322
319.331.1577, esmart@blackstone-env.com

PROFESSIONAL EXPERIENCE

Ms. Smart is a professional geologist and certified groundwater professional with more fifteen years of environmental consulting experience including EPA and State of Iowa-funded Brownfields redevelopment projects, Phase I and Phase II ESAs, environmental cleanups, wetland delineation, underground storage tank closures, and RBCA assessments, and hydrogeological assessment. Stakeholder coordination, client communication, and technical writing are Ms. Smart's greatest strengths as a leader. As a Senior Project Manager with Blackstone, she has leveraged these abilities to earn the trust of clients and win competitive pursuits with diverse team skill sets.

The USEPA awarded Ms. Smart the LEAFS Award in April 2018 for excellence in site reuse for the construction of the Jule Operations & Training Center at the former Peoples Natural Gas Co Superfund Site. EPA Superfund Project Manager Diana Engeman observed that "Nobody understands Superfund redevelopment like Emily Smart". In 2015, her team's work on the International Harvester EPA Cleanup Grant was honored with the Phoenix Award for Brownfields Redevelopment at the National Brownfields Conference in Chicago, Illinois.

RELEVANT RECENT PROJECT EXPERIENCE

EPA Brownfields Assessments Grants:

- Dubuque County Iowa: ECIA EPA Assessment Grant
- Dubuque, Iowa: Hazardous Substance and Petroleum EPA Assessment Grants
- Waterloo, Iowa: Hazardous Substance and Petroleum EPA Assessment Grants
- Oskaloosa, Iowa, Hazardous Substance and Petroleum EPA Assessment Grants
- Ottumwa, Iowa, Hazardous Substance and Petroleum EPA Assessment Grants

EPA Environmental Justice Grant:

- Waterloo, Iowa: Environmental Justice Grant, Chamberlain Manufacturing Facility

EPA Brownfields Cleanup Grants:

Involved state cleanup programs, quality assurance project plans, analysis of Brownfields cleanup alternatives, green cleanup design, and site remedy execution.

- Blum East, City of Dubuque, Iowa – Scrapyard with lead in shallow soil at 10,500 ppm
- Blum West 1, City of Dubuque, Iowa – Scrapyard with PCBs in shallow soil at 9 ppm
- Blum West 2 City of Dubuque, Iowa – Scrapyard with PCBs in shallow soil at 9 ppm
- Katelmann, City of Council Bluffs, Iowa – Former foundry with PAHs and heavy metals in soil
- International Harvester, City of Council Bluffs, Iowa – Former foundry with PAHs and heavy metals in soil

Designated Environmental Consultant: City of Dubuque, Iowa

- Upper Bee Branch Creek Restoration Project – contaminated soil sampling and fate design
- Bee Branch Creek Restoration Project and Superfund flow model project direction
- Peoples Natural Gas Superfund Site redevelopment to the Jule Operations and Training Center
- Morrison Brothers former foundry – PAHs and heavy metals in soil, free TH on groundwater
- Hazardous Materials Inventory, Blum site – corroded (full) 76 lb. mercury shipping flasks
- Hazardous Materials Inventory, Bowling and Beyond – preparation for mixed use redevelopment
- Hazardous Materials Inventory, S&K – Undesirable land use in Historic Millwork District
- Hazardous Materials Inventory, Morrison – Undesirable land use along Upper Bee Branch Creek
- Phase I and/or Phase II ESA, S&K Building, Keystone Road, University Ave., Colts Building, Morrison Brothers, McFadden Family Partnership
- Tank Closures/Tier I RBCA, Dubuque Fire Equipment, Multicultural Family Center

Private Client Work

- Private Client Superfund Site – Client pursuing delisting of site and cleanup through LRP
- Flexsteel, Industries, Inc. – Phase II ESA and Hazardous Materials Inventory
- Kinseth Hospitality – Phase I and Phase II ESAs, Hotel Operators, Owners
- Meridian Holdings – Property Acquisition Firm, Accidental Landfill Purchase

Krista Brodersen, Senior Project Manager

Education
B.S. Environmental Science, Southern Illinois University, 1996

Certifications
- 40-HR HAZWOPER
- 8-HR HAZWOPER
- CPR and First Aid

Work History
Blackstone Environmental, Senior Project Manager, 2019 – present

Terracon Consultants, Senior Project Manager, 2013 – 2019

Union Bank, Assistant Vice President, 2010 – 2013

Ninyo & Moore, Senior Project Manager, 2003 – 2010

ATC Associates, Senior Staff Scientist, 2001 – January 2003

American Integrated Services, Assistant Project Manager, March 2001 – July 2001

Ceres Associates, Environmental Specialist, 1999 – 2001

514 17th Street, Box, 206, Moline, Illinois 61265
309.798.3487, kbrodersen@blackstone-env.com

PROFESSIONAL EXPERIENCE

Ms. Brodersen has more than 21 years of environmental consulting experience including Phase I ESAs, Phase II Investigations, environmental cleanups, remediation system installation and monitoring, Brownfields, indoor air quality investigations, NEPA compliance, underground storage tank closures, and RBCA assessments. She has conducted work under the Illinois Environmental Protection Agency (IEPA), Iowa Department of Natural Resources (IDNR), Region 7 of the Environmental Protection Agency (EPA), California Underground Storage Tank (UST) Cleanup Fund, the California Regional Water Quality Control Board (CRWQCB), California Department of Toxics and Substances Control (DTSC), the California Integrated Waste Management Board (CIWMB), and various voluntary remediation programs and Brownfields programs. She manages public, private, and industrial sector clients.

RELEVANT RECENT PROJECT EXPERIENCE

Phase I Environmental Site Assessments: Ms. Brodersen has been responsible for performing and reviewing Phase I ESAs under the provisions of ASTM E-1527-05 and ASTM E-1527-13. The Phase I ESA reports were conducted for various financial institutions, government agencies, land developers, and private buyers. Sites have included residential, commercial, and industrial properties. Ms. Brodersen has completed more than 300 Phase I ESAs in Iowa since 2013.

Phase II Investigations: Ms. Brodersen has managed and conducted Phase II subsurface investigations for industrial, commercial, and residential properties. She has experience pertaining to soil, groundwater, and soil vapor impacted by various contaminants including petroleum hydrocarbons, chlorinated and non-chlorinated solvents, pesticides, polychlorinated bi-phenyls (PCBs), and Resource Conservation and Recovery Act (RCRA) metals. The investigations have included sampling and profiling of excavated contaminated soil for off-site disposal at licensed facilities. Ms. Brodersen has completed more than 100 Phase II Investigations in Iowa since 2013.

EPA Cleanup Grants West Blum 1 and 2, Dubuque, Iowa: A Sampling and Analysis Plan (SAP), Quality Assurance Project Plan (QAPP), and Soil and Groundwater Management Plan (SGMP) were prepared and submitted to EPA. Additionally, EPA Exposure and Fate Assessment Screening (E-FAST) Tool was prepared for disposal of PCBs. Quarterly updates uploaded to Assessment, Cleanup, and Redevelopment Exchange System (ACRES) online database.

Blackstone Project Team

Education
University of Kansas
B.S. Geology, 1983

M.S. Environmental Health Science, 1987

Licenses
Professional Geologist
- Kansas
- Missouri

Industry Experience
37 years

Founded Blackstone
2010

Michael S. Kukuk, PG, Principal-in-Charge
mkukuk@blackstone-env.com

As Principal-in-Charge at Blackstone, Mr. Kukuk oversees contract management and serves as a technical resource for Blackstone staff. Mr. Kukuk has more than 30 years of experience in the environmental engineering consulting field and in 2002 was one of the original founders of a successful environmental engineering company in Overland Park, Kansas. In 2010, he founded Blackstone Environmental, Inc.

His environmental consulting experience has spanned many technical fronts and has focused primarily on providing solid waste, hydrogeological and remedial design services to clients. He is closely involved in both the technical aspects of remedial investigations and landfill technologies.

Education
University of Kansas
M.S. Environmental Health Science, 1987
B.A. Chemistry, 1985

Certifications
- Certified Hazardous Materials Manager
- 40-HR HAZWOPER

Industry Experience
23 years

Anne Melia, CHMM, Senior Project Manager/Senior Chemist
amelia@blackstone-env.com

Ms. Melia serves as a Senior Project Manager and Senior Chemist for Blackstone. She reviews and validates analytical data associated with tasks to ensure they meet project specific requirements. Ms. Melia also serves as the Blackstone Health and Safety Program Director and is the Contract Manager for our Environmental Services Contract with the City of Kansas City, Missouri.

She has more than 20 years of experience in providing environmental consulting services to a wide variety of public, private and industrial sector clients. Her project experience includes Phase I and Phase II ESAs; Superfund program activities; RCRA Subtitle C and D permitting; environmental compliance and monitoring; environmental data validation and statistical analysis; field analytical analysis; National Pollutant Discharge Elimination System (NPDES) permitting; preparation of Spill Prevention, Control and Countermeasures Plans (SPCC); and hazardous waste determinations. Her project experience relevant to this contract includes groundwater compliance and monitoring, environmental data validation and statistical analysis, field analytical analysis and closed landfill assessments.

Education
University of Iowa
M.S. Geoscience, 2007
B.A. Geoscience, 2004

Licenses
Professional Geologist
- Kansas
- Missouri
- Arkansas

Industry Experience
16 years

Lindsay E. James, RG, Senior Project Manager/Senior Geologist
ljames@blackstone-env.com

Ms. James serves as a Senior Project Manager and Senior Project Geologist for Blackstone. Ms. James is a licensed Professional Geologist in Kansas, Missouri and Arkansas and is responsible for managing projects completed for Blackstone, including client communication, supervising sampling activities, coordination with the analytical laboratory and regulatory personnel, and report preparation.

Ms. James has 14 years of experience providing geological, groundwater, and environmental consulting services to government and private clients and working in the regulatory community. She has managed and conducted a wide variety of environmental projects with particular emphasis on groundwater compliance and hydrogeological site characterization. Her experience includes groundwater compliance reporting and statistical analysis; designing monitoring plans and well networks; fate and transport evaluations including preparation of alternate source demonstrations, assessment monitoring plans and groundwater modeling; and completing complex hydrogeological site characterizations. She has participated in all aspects of groundwater compliance projects from sampling to report preparation to project management at more than 17 open and closed landfills throughout the Midwest.

Education
University of Kansas
M.S. Engineering Management, 2016
B.S. Civil Engineering, 2009

Registrations
Professional Engineer
- Kansas
- Missouri
- Colorado
- North Dakota
- Iowa
- Oklahoma
- Nebraska
- Arkansas
- Minnesota
- New Mexico

Kyle Kukuk, PE, Senior Project Manager/Senior Engineer
kkukuk@blackstone-env.com

Mr. Kukuk currently serves as a Senior Project Manager for Blackstone Environmental. His duties include engineering design and project management for environmental services in the Midwest region. He has been responsible for a variety of civil and environmental engineering tasks, including landfill design and management, streambank stabilization and erosion protection, construction management, landfill CQA, stormwater management, groundwater sampling and analysis, hydraulic modeling, water resource planning, flood protection, and wastewater permitting and design. Mr. Kukuk has over 10 years of experience as a project engineer and intern in environmental engineering and water resources.

Mr. Kukuk's project experience includes an assortment of solid waste and water resources projects in the areas of landfill cell and cap design, landfill gas collection system design and construction, landfill CQA, leachate management and treatment,

Education
University of Kansas
B.S. Civil Engineering, 2016
B.S. Atmospheric Science, 2011

Registration
Engineer in Training
Materials Manager
- Kansas

Industry Experience
4 years

Austin Quick, Project Engineer
aquick@blackstone-env.com

Mr. Quick serves as a Project Engineer for Blackstone Environmental. Since joining Blackstone in 2016, he has worked on landfill design engineering, construction quality assurance, water resource engineering, streambank stabilization, stormwater management, site development, survey data collection and processing, construction permitting, air permitting and odor remediation projects.

Mr. Quick also has experience developing numerical models to investigate and simulate air pollution transport; groundwater flow and contaminant transport; leachate and landfill gas generation; and long-term projection of landfill project funding.

Education
University of Kansas
M.S. Geology 2016
Emporia State
B.S. Earth Science 2014

Registration
Intern Geologist, Kansas

Industry Experience
4 years

Mat Edwards, Environmental Geologist
medwards@blackstone-env.com

Mr. Edwards will serve as sampling technician/field geologist for this project, working closely with Blackstone's Project Manager and analytical subcontractor. During his time at Blackstone, Mr. Edwards has been involved in a wide variety of environmental projects including groundwater sampling and reporting; groundwater well installation; lithologic logging and boring/cross-section interpretation; and hydrogeological site characterization.

While at the University of Kansas, Mr. Edwards conducted research focusing in geochemistry and geobiology, particularly in association with carbonates and metal transport.

Education
Missouri State University
M.S. Geospatial Science, 2018

Missouri University of Science and Technology
B.S. Geology and Geophysics, 2016

Industry Experience
2 years

Tyler Sundell, Environmental Geologist
tsundell@blackstone-env.com

Mr. Sundell serves as an Environmental Geologist for Blackstone. His field project experience includes groundwater quality monitoring at multiple Kansas Department of Health and Environment sites and regional municipal solid waste landfills.

During his time with Blackstone, Mr. Sundell has been involved with a wide variety of environmental projects, including groundwater sampling and reporting; Quality Assurance of Green House Gas Emissions and Air Pollutant regulations; and Emergency Response and Community Right to Know (EPCRA) reporting. While at Missouri State University, he conducted research focusing on isotope geochemistry and volcanology.

Education
North Dakota State University
M.S. Soil Science, 2019
B.S. Natural Resources Management, 2017

Industry Experience
1 year

Megan Ostrand Environmental Scientist
mostrand@blackstone-env.com

Ms. Ostrand serves as an Environmental Scientist for Blackstone. As part of the Blackstone team, she focuses on soil classification and investigation activities, groundwater monitoring and statistical analysis, and landfill construction quality assurance.

During her time with Blackstone, Ms. Ostrand has been involved with a wide variety of environmental projects, including, groundwater sampling and reporting, GIS work for environmental site assessments and risk assessment calculations.

She holds a Master of Science in Soil Science and a Bachelor of Science in Natural Resources Management both from the North Dakota State University (NDSU). While at NDSU, she conducted research on surface coal mine reclamation and the effects of superabsorbent polymers on soil physical properties.

Thiele Geotech Inc

Jeremy M. Davis, P.G.

EDUCATION:
Bachelors of Science in Geology, University of Iowa, 2006

Masters of Science in Geology, University of Alaska Fairbanks, 2021

REGISTRATIONS:
Professional Geologist– Nebraska and Kansas

AIPG Certified Geologist

Radon Measurement Specialist - Nebraska

Water Well Monitoring Technician

Nebraska Well Drilling Contractor

South Dakota Well Drillers License

Missouri Well Drilling Permit

PROFESSIONAL AFFILIATIONS:

Society of Concrete Petrographers

Geological Society of America

American Institute of Professional Geologists

Nebraska Geological Society

Association of Engineering Geologists

Mr. Davis is currently a Project Geologist and Petrographer for Thiele Geotech, Inc. Mr. Davis is primarily responsible for researching and completing environmental engineering projects. These projects typically include Leaking Underground Storage Tank (LUST) sites, Phase I/II environmental site assessments (ESAs), and remedial action sites (Tier I, Tier II, and Voluntary Cleanup Program - VCP).

Mr. Davis' experience in environmental projects includes initiating site investigations, determining field geologic settings, well development, in-situ aquifer testing, field surveying, compilation of data on environmental sites and report preparation. Other duties include assisting with the drilling of exploratory soil borings and monitor well installations.

Mr. Davis has been involved in multiple levee related projects for the USACE as a Professional Geologist, relief well installation inspector, and conducting pump testing on new installations.

Projects:

Carriage Cleaners Phase I & Phase II, Bellevue, NE – Conducted Phase II ESA that lead to EPA Time-Critical Action. This work included soil, groundwater, soil gas, and ambient air sampling.

CHI Health Phase II, Council Bluffs, IA – Conducted Phase II ESA leading to VCP remedial action. This work included soil, groundwater, soil gas, and ambient air sampling. Development of remedial action work plan approved by IDNR and implementation of engineering controls serving at-risk population.

Baker Square Phase Phase II, Omaha, NE – Conducted Phase II ESA leading to VCP remedial action. This work included soil, groundwater, soil gas, and ambient air sampling. Development of remedial action work plan approved by NDEE and implementation of engineering controls.

Thiele Geotech Inc

Donna S. Matlock, P.G.

RESUME

EDUCATION:
BS Geology/1990
University of Nebraska at Omaha

REGISTRATIONS
Certified Professional Geologist - American Institute of Professional Geologists

Professional Geologist – Nebraska, Missouri

ASBOG Certified

PROFESSIONAL AFFILIATIONS:
American Institute of Professional Geologists

Nebraska Geological Society

Geological Society of America

Ms. Matlock is a Senior Project Geologist for Thiele Geotech, Inc. She has over 25 years' experience conducting environmental investigations for Phase I/II Environmental Site Assessments (ESAs), Leaking Underground Storage Tanks, and CERCLA projects. Many of the studies in recent years are for redevelopment projects where the properties are impacted or perceived to be adversely impacted from historical uses. Ms. Matlock is able to provide guidance for potential redevelopment of these site based on the desires of the client and the disposition of the property.

Ms. Matlock has conducted hundreds of ASTM Phase I ESAs and has responsibility for determining project research requirements, regulatory data interpretation, quality control/quality assurance, and client relations.

Ms. Matlock also has experience completing UST closure reports, Iowa DNR and Nebraska Department of Quality RBCA assessments, plume studies, and hydrogeologic investigations. Ms. Matlock's experience in environmental drilling projects includes initiating site investigations, determining field geologic setting, assisting with the drilling of exploratory soil borings and monitoring well installations, well development, in-situ aquifer tests, field surveying, compilation and interpretation of data and construction of plume maps and cross-sections, and report preparation.

Ms. Matlock has also conducted National Environmental Policy Act (NEPA) investigations and developed and maintained Spill Prevention Control and Countermeasure (SPCC) Plans per CFR 112, National Pollution Discharge Elimination System (NPDES) permits, and Storm Water Pollution Prevention Plans (SWPPP).

PROJECT EXPERIENCE:

- **NexCore – CHI Clinic, Council Bluffs, IA** – Conducted Phase I ESA
- **Novea Corpation – Clarinda Yard House, Clarinda, IA** - Conducted Phase I ESA
- **Boldt Development, UNMC Clinic, Omaha, NE** – Conducted Phase I ESA

Thiele GeoTech Project Team

Thiele Geotech Inc

ROBERT T. MILLER, P.G.

RESUME

EDUCATION:
Bachelors of Science in Geology, University of Iowa, 1995

REGISTRATIONS:
Professional Geologist– Nebraska and Missouri

Certified Groundwater Professional - Iowa

Certified Tanks Enclosure Individual- Nebraska

Grade 4 Water Plant Operation - Nebraska

Kansas Well Drilling Contractor

Iowa Well Drillers License

PROFESSIONAL AFFILIATIONS:
Geological Society of America

American Institute of Professional Geologists

Nebraska Geological Society

Academy of Certified Hazardous Materials Managers

National Ground Water Association

Mr. Miller is a Senior Project Geologist and Vice President and Environmental Engineering Department Manager at Thiele Geotech, Inc. Mr. Miller is primarily responsible for researching, planning, and completing environmental engineering and contract drilling projects. He has over 25 years' experience in conducting environmental site assessments and managing environmental drilling projects and well installations, including workload scheduling and quality assurance/quality control.

He has prepared environmental reports for UST projects, Phase I and Phase II environmental site assessments, EPA assessments, landfill sites, fertilizer plants, and former military facilities. He is responsible for all aspects of environmental assessment projects ranging from proposal writing, client contact, project supervision, approval of reports and project billing.

Mr. Miller has supervised field activities from initial investigation through remediation. He has developed exploration and sampling programs for chemical spills, leaking underground storage tanks, and emergency response projects. He has managed numerous environmental drilling projects, including installation of wells, soil and groundwater sampling, continuous soil sampling, rock coring, and well/borehole abandonment.

Mr. Miller has supervised a wide range of environmental consulting services. These include contaminant fate and transport modeling, environmental site assessments, environmental drilling, emergency response, spill prevention planning, and wastewater permitting.

PROJECT EXPERIENCE:

Nebraska Machine Products, Omaha, NE – Conducted Phase II ESA leading to VCP remedial action. This work included soil, groundwater, and soil gas. Development of remedial action work plan approved by NDEE and implementation of engineering controls.

CHI Health Phase II, Council Bluffs, IA – Conducted Phase II ESA leading to VCP remedial action. This work included soil, groundwater, soil gas, and ambient air sampling. Development of remedial action work plan approved by IDNR and implementation of engineering controls serving at-risk population.

Baker Square Phase Phase II, Omaha, NE – Conducted Phase II ESA leading to VCP remedial action. This work included soil, groundwater, soil gas, and ambient air sampling. Development of remedial action work plan approved by NDEE and implementation of engineering controls.

Thiele Geotech Inc

Jeremy R. Kendle, G.I.T.

RESUME

EDUCATION:

Bachelors of Science in Geology, University of Nebraska-Lincoln, 2014

Certificate in Geographic Information Systems Technician, Southeast Community College, 2017

ASTM International Environmental Phase I/II Site assessments, 2019

REGISTRATIONS:

Geology Intern– Nebraska

40 Hour OSHA HAZWOPER Certified

Nebraska Water Well Monitoring Technician

PROFESSIONAL AFFILIATIONS:

Geological Society of America

Nebraska Geological Society

Mr. Kendle is a Project Geologist for Thiele Geotech, Inc. Mr. Kendle is primarily responsible for researching and completing environmental engineering and contract drilling projects. These projects typically include Leaking Underground Storage Tank (LUST) sites, Phase I/II environmental site assessments (ESAs), and remedial action sites. Additionally, Mr. Kendle is involved in groundwater monitoring activities using In-Situ logging instrumentation.

Mr. Kendle's experience in environmental projects includes initiating site investigations, determining field geologic settings, well development, in-situ aquifer testing, field surveying, compilation of data on environmental sites, oversight of remediation activities and report preparation. Other duties include drilling of exploratory soil borings and monitor well installations.

In addition to his responsibilities as a geologist, Mr. Kendle is trained for geotechnical drilling assistance and logging. Through this cross training, he has gained a working knowledge of geotechnical drilling methods and practices and has considerable experience evaluating geologic materials used in geotechnical engineering.

PROJECT EXPERIENCE:

Eppley Airfield Well Inspector - Field Geologist conducting oversight on the rehabilitation of relief wells at Eppley Airfield.

Phase I Environmental Professional – Three years experience with Phase I ESA site visits and ESA Report writing.

Phase II ESA and Tier I Field Geologist - Conduct soil and groundwater sampling throughout Iowa and Nebraska. Installed, monitored, and maintained down hole instrumentation to collect groundwater variables using In-Situ instruments.

Minority Participation and Subcontractors

Working with minority- and women-owned businesses is important to Blackstone. Saiki Design is a minority-owned business. Our subcontract partners are:

AMI Environmental
8802 South 135th Street, Suite 100, Omaha, NE 68138
402.397.5001, amienvironmental.com

AMI Environmental completes initial identification of hazardous materials within a facility; designs plans for remediation and can serve as your on-site representative during abatement. Blackstone intends to utilize AMI Environmental to conduct asbestos and lead-based paint surveys, as well as our remediation services subcontractor.

Eurofins Scientific
2200 Rittenhouse St., Des Moines, IA 50321
515-265-146, eurofinsus.com

Eurofins Scientific, which purchased TestAmerica in 2018, is a leader in environmental testing. With over 45,000 staff in more than 800 laboratories across 47 countries, Eurofins collectively offers more than 200,000 testing methods. The combined Eurofins Environment Testing US and Eurofins TestAmerica footprint of locations in USA includes 35 laboratories and over 40 service centers delivering innovative technical expertise and comprehensive analytical testing services. Blackstone intends to utilize Eurofins as an analytical laboratory subcontractor for this project.

Saiki Design
1110 S. Park Street, Madison, Wisconsin 53715
608.251.3600, info@ksd-la.com

Saiki Design, a minority-owned enterprise, is an office with over 100 years of combined staff experience in landscape architecture. Our staff includes professional landscape architects, Leadership in Energy and Environmental Design (LEED) accredited professionals, public artists, master gardeners, designers with degrees in landscape architecture, and student interns. Blackstone intends to utilize Saiki as a planning contractor.

5.0 Firm Qualifications

Qualifications & Experience

This consultant team offers our clients the services of professional engineers and geologists; talented environmental scientists and specialists; and skilled GIS, CADD, construction, environmental and field technicians. While we draw the vast majority of niche professional services from our own staff, we also offer a large network of contacts developed over decades in the environmental business. All licensure and necessary certifications are validated prior to utilization of any subcontractor or laboratory.

The spirit of Brownfield redevelopment is putting underutilized and abandoned properties back into productive re-use. Our team will not only assist the City of Council Bluffs with the technical environmental assessments, but we'll also provide consultation and planning for site redevelopment.

Our approach promotes optimal project communication, focused effort, and project completion within schedule and budgetary constraints. We provide dedicated teams familiar with all aspects of client operations. Additionally, our organizational structure reduces barriers to decision making, provides flexibility in addressing client needs and reduces costs to clients.

The Blackstone team's broad experience with environmental due diligence, AAI compliance, and Federally funded EPA Assessment and Cleanup Grants is represented in our resumes, Project Profiles, and the quality of our work has been recognized by State and Federal regulators. Most importantly, our clients will tell you that they receive excellent customer service from this team of experts.

6.0 Previous Project Experience

Site Assessment & Brownfields

Our knowledgeable and detail-oriented team has comprehensive experience reducing blight in the communities we serve by securing funding, conducting environmental site assessments, and recommending cleanup strategies. We have completed hundreds of AAI/ASTM Compliant Phase Is and Phase II ESAs. Selected recent project experience is listed below. More details of projects highlighted in blue appear in Appendix A:

City of Dubuque, IA, West Blum 1 and West Blum 2 US EPA Cleanup Grants

- Grant administration
- Community engagement and redevelopment planning
- Certified asbestos and lead inspections
- Cleanup and development planning
- QAPP approval March 18, 2020
- TSCA coordination – PCBs in soil complicated by hazardous levels of lead in soil
- UST removal

East Central Intergovernmental Agency, IA: EPA Assessment Grant administration and implementation

- Grant administration
- Community engagement and redevelopment planning
- Certified asbestos and lead inspections
- Cleanup and development planning
- Phase I and Phase II ESAs

City of Clinton, IA – ASTM Compliant Phase II ESAs

Land Clearance for Redevelopment Authority, St. Louis, MO: EPA Assessment Grant administration and implementation

Crescent Electric Supply Company: ASTM compliant Phase I and Phase II ESAs and groundwater monitoring services

Flexsteel Industries, Inc., Iowa LRP Program: This 43-acre site, located in Dubuque, Iowa, was formerly used for manufacturing. Previous uses of the site included a railyard, manufacturing facilities, auto supply storage, and a sawmill, with manufacturing processes on the site dating to at least 1911.

7.0 References

The majority of our new clients come through existing clients or third-party referrals. Our team considers this the ultimate compliment to our technical approach and abilities. See project profiles in Appendix A.

City of Dubuque (Dubuque County)
Mr. Steve Sampson Brown, Project Manager
563.589.4272, sbrown@cityofdubuque.org *Emily Smart, Krista Brodersen, and Anne Melia have conducted management and implementation of two Brownfields Clean-up Grants in addition to serving as the City's on-call environmental consultant on dozens of projects since June of 2018 to present.*

City of Clinton, Iowa (Clinton County)
Mr. Jason Craft, PE, City Engineer
563.242.2411, jasonfraft@cityofclintoniowa.us
Krista Brodersen has provided services including Phase I ESAs and Phase II ESAs to the City of Clinton from 2003 to present.

Flexsteel Industries, Inc. (Dubuque County)
Pete Langlois, Project Manager
563.552.8584, planglois@flexsteel.com
Emily Smart and Krista Brodersen have provided ASTM compliant Phase I and Phase II ESAs, planning, LRP administration, wetland delineation, and hazardous materials removal oversight since early 2017.

Baird Holm Attorneys at Law (Omaha, NE)
Mr. John Heil, Attorney
402.636.8202, jheil@bairdholm.com

Investors Realty, Inc. (Omaha, NE)
Mr. Ryan Kuehl, Commercial Real Estate Broker
402.778.7545, rkuehl@investorsomaha.com

CBRE, (Omaha, NE)
Mr. Scott Schneiderman, Senior Vice President
402.697.5859, scott.schneiderman@cbre.com

8.0 Description of Project Understanding and Scope

The spirit of Brownfield redevelopment is putting underutilized and abandoned properties back into productive re-use. Our team will not only assist the City of Council Bluffs with the technical environmental assessments, but we'll also provide consultation and planning for site redevelopment.

Submission of a QAPP as early as possible is necessary to keep an EPA Brownfields Grant on track, as they can take some time for EPA to review prior to approval. City of Council Bluffs has the benefit of an existing approved QAPP from your prior grant. Your QAPP can be quickly refreshed and submitted for EPA review and approval.

While awaiting QAPP approval, many concurrent activities can be accomplished. GIS is a powerful tool in Brownfields inventory, if desired. Pulling from publicly available databases such as those shown in the Iowa DNR Facility Explorer, and the county assessor, potential brownfields can be inventoried by parcel, scoring their potential for contamination as a heat map. The properties that score high on contamination potential can then be reviewed by stakeholders for their potential for assessment. Stakeholder input is vital to this step of the process, as a property that looks good on paper may not be a good target for brownfields assessment due to eligibility concerns, current (maybe great) property use, suspected owner recalcitrance, etc.

Community Engagement early and often is so important in the success of an EPA Assessment Grant. Holding public meetings will be somewhat difficult in the time of COVID-19, so some innovation will be required there. Outdoor meetings while/if good weather holds out, virtual meetings, online surveys, mailers, and personal relationships within the community from within the stakeholder group will be very important in community engagement for this grant. Planning activities need to jibe with a communities' vision for itself while weighing feasibility of ideas in order to make the most of planning dollars.

Securing access agreements is perhaps the trickiest part of the Brownfields Assessment Grant process. Often, interested property owners will attend public meetings and ask "hypothetical" questions. It is our experience that the fears of property owners can often be alleviated in one-on-one conversations outside of a public meeting. We have found that it's very helpful to let owners know that we can begin with a Phase I ESA, and continue from there, depending on their comfort level. They are looking for a partner, someone they can trust. Each situation is totally unique yet familiar to experienced professionals. Access agreement procurement should begin as soon as possible while QAPP approval is outstanding.

Phase I ESAs and Sampling Plans may be completed in advance of QAPP approval. This is advantageous in that as soon as your QAPP (and Sampling Plans) are approved, you can hit the ground running with field work. Ideally, multiple sites are drilled at once to minimize on drilling mobilization project costs and to take advantage of other economies of scale.

When assigning staff to work on your project, whether it is to author Phase I ESAs and Sampling Plans, or to complete field work, it is important to balance bill rate as each task demands. A Senior Project Manager should not author a Phase I ESA, however, senior staff should provide quality assurance/quality control to a staff or project level professional who meets the ASTM requirements for writing a Phase I ESA.

9.0 Cost Detail

Task	Staff	Hours Estimate	Bill Rate	Expenses	Cost Each	Cost Project Duration
Task 1 - Cooperative Agreement Oversight						
EPA Grant Programmatic Responsibilities (QPRs, MBE/WBE, ACRES etc.)	Staff Professional	4	$70		$280	$4,200
Comprehensive Project Coordination - Monthly Meetings	Project Manager	1	$120		$120	$5,400
Task 1 - Cooperative Agreement Oversight Total					$400	$9,600
Task 2 - Inventory and Community Involvement						
Establish Secondary Brownfield Inventory	Project Manager	30	120		$2,250	$2,250
	Staff/GIS Professional	180	$75		$21,600	$21,600
Provide Various Specified Outreach Efforts	Project Manager	20	$120		$2,400	$2,400
	Staff/GIS Professional	40	$75		$3,000	$3,000
Task 2 - Inventory and Community Involvement Total						$29,250
Task 3 - Environmental Site Assessments (ESAs) - Hazardous Substances						
QAPP	Project Manager	5	$120		$600	$600
	Staff Professional	30	$70		$2,100	$2,100
Site Eligibility Form Submittal (up to 15)	Project Manager	2	$120		$240	$3,600
	Staff Professional	6	$70		$420	$6,300
SSQAP (8)	Project Manager	2	$120		$240	$1,920
	Staff Professional	10	$70		$700	$5,600
Typical Phase I ESA (15)						
Review Staff Professional work for quality assurance quality control of deliverable, manage staff time and budget, and client communications.	Project Manager	3	$120		$360	$5,400
Purchasing a generated environmental databases including: National Priorities List (NPL); Comprehensive Environmental Response, Compensation and Liability Act List (CERCLIS); CERCLIS-NFRAP List; RCRA CORRACTS List; Emergency Response Notification Systems, ERNS; Resource Conservation and Recovery Act (RCRA) Generators; RCRA-TSD Facilities; Iowa Registered Underground Storage Tanks; Iowa Leaking Underground Storage Tanks; and Iowa Solid Waste Landfills.	Staff Professional	1	$65	$380	$445	$6,675
Reviewing readily available standard historical sources such as aerial photographs, Fire Insurance Maps, topographic maps and local business directories to identify previous uses of the properties commencing with the first known time of developed use of the properties or to 1940, whichever is earlier.	Staff Professional	4	$65		$260	$3,900
Reviewing readily available published information concerning geologic, hydrologic, and topographic features of the site.	Staff Professional	2	$65		$130	$1,950

Conducting a site reconnaissance to visually and physically observe the properties to the extent not obstructed by bodies of water, adjacent buildings or other obstacles. Observations will include obvious signs of the uses and conditions of the site including indications of possible chemical contamination problems such as the presence of drums or other container storage, depressions, pits, lagoons, chemical odors, surficially stained earth, oily residues, or stressed vegetation.	Staff Professional	1	$65		$65	$975
Recording obvious current uses and conditions of adjoining properties observed during the reconnaissance of the subject site. Observations of adjoining properties will be made from the subject properties or from public access areas (i.e. street right of way).	Staff Professional	0.5	$65		$33	$488
Conducting interviews with owners, occupants, and other individuals who may be knowledgeable regarding the current and historical uses of the Site.	Staff Professional	1	$65		$65	$975
Interviewing available local and county officials and others that may possess knowledge of the use and/or history of the Site.	Staff Professional	1	$65		$65	$975
Comparing field observations during site reconnaissance to readily available historical aerial photos, maps, or Site plans.	Staff Professional	1.5	$65		$98	$1,463
Reviewing prior reports concerning the site that may be provided by the Client.	Staff Professional	2	$65		$130	$1,950
Preparing a written report documenting findings and conclusions of the Phase I ESA including recommendations for additional work, if appropriate.	Staff Professional	6	$65		$390	$5,850
*title search is not typically included unless requested as title search is often completed in the process of a property transaction and a Phase I ESA can be updated to include any relevant findings.						
Typical Phase I ESA Estimated Total (15)					$2,040	
Typical Phase II ESA - Six Boring Scope (8)						
Project Management - Review Staff Professional work for quality assurance quality control of deliverable, project planning and Sampling Plan development, manage staff time and budget, and client communications.	Senior Project Manager	4	$140		$560	$4,480
Blackstone's driller will contact Iowa One Call and request location and markings for all utilities that Iowa One Call is responsible for before commencing drilling at the Site. If there are public or private utilities not included in the Iowa One Call request, locating of those will be conducted.	Thiele Subcontracted Service			$2,500	$2,500	$20,000
Up to six soil borings will be advanced at the sites. Soil samples will be collected using direct-push technology (DPT) by a drilling subcontractor. The borings will be advanced to 20 feet below ground surface (bgs), depth to groundwater, or refusal, whichever occurs first. One soil sample will be collected from each boring and will be field screened using a photo-ionization detector (PID). The sample will either be collected from the approximate capillary fringe, soils with visible impact/odor and/or highest PID screening results, change in lithology, or at the discretion of the field personnel.	Thiele Subcontracted Service and Technician	10	$65	$2,500	$3,150	$25,200
Task	**Staff**	**Hours Estimate**	**Bill Rate**	**Expenses**	**Cost Each**	**Cost Project Duration**

Task	Staff	Hours Estimate	Bill Rate	Expenses	Cost Each	Cost Project Duration
If groundwater is encountered, a temporary well casing and screen will be inserted into each borehole to facilitate the collection of groundwater samples. Samples from each location will be collected using a pump or a new, disposable bailer. Samples to be analyzed for metals will be field filtered.	Technician	3	$65		$195	$1,560
Soil and groundwater samples will be analyzed for total extractable hydrocarbons (TEH), volatile organic compounds (VOCs), polycyclic aromatic hydrocarbons (PAHs), and Resources Conservation and Recovery Act (RCRA) 8 Metals.	Analytical Laboratory - Subcontracted Service			$2,400	$2,400	$19,200
Down-hole equipment will be cleaned before use at each probe location to deter the potential for cross-contamination. Soil cuttings, groundwater, and decontamination water will be spread on-site.	Thiele Subcontracted Service			$600	$600	$4,800
Upon receipt of analytical results, a report will be prepared detailing the results of the assessment. Analytical testing results will be compared with Iowa Administrative Code (IAC) 567 Chapter 137 Iowa Land Recycling Program and Response Action Standards. The report will generally summarize findings, present analytical results on a map for the site, and include recommendations for future work, if any.	Professional	20	$75		$1,500	$12,000
Hazardous Materials Survey (ACM and LBP)	Subcontracted Service - AMI			$4,000	$4,000	$32,000
Typical Phase II ESA - Six Boring Scope Estimated Total (8)					**$14,905**	
Task 3 - Environmental Site Assessments (ESAs) - Hazardous Substances Total						**$169,960**
Task 4 - Site Specific Cleanup Planning						
ABCA (8)	Project Manager	18	$120		$2,160	$17,280
Site - Specific Cleanup Plans/LRP Enrollment (2)	Project Manager	15	$120		$1,800	$3,600
Design Charrettes	Subcontracted Service - Saiki			$5,000	$5,000	$5,000
	Senior Project Manager	15	$140		$2,100	$2,100
	Staff/GIS Professional	30	$65		$1,950	$1,950
Task 4 - Site Specific Cleanup Planning Total						$29,930
Task 5 - Planning Activities						
Brownfields Revitalization Plan - South Expressway Corridor	Subcontracted Service - Saiki			$8,000	$8,000	$8,000
	Senior Project Manager	10	$140		$1,400	$1,400
	Project Manager	25	$120		$3,000	$3,000
	Staff/GIS Professional	60	$75		$4,500	$4,500
Healthy Environment Assessment - Reliance Battery Block Area	Subcontracted Service - Saiki			$6,000	$6,000	$6,000
	Senior Project Manager	5	$140		$700	$700
	Project Manager	10	$120		$1,200	$1,200
	Staff/GIS Professional	69	$75		$5,175	$5,175
Task 5 - Planning Activities Total						$29,975
Task 1-5 Total						**$268,715**

10. Project Timeline

Calendar Year	2021												2022											
EPA Fiscal Year	2021									2022														
EPA Fiscal Quarter	21Q2			21Q3			21Q4			22Q1			22Q2			22Q3			22Q4			23Q1		
Month	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec
Task 1 - Cooperative Agreement Oversight																								
EPA Grant Programmatic Responsibilities (QPRs, MBE/WBE, ACRES etc.)	X			X			X			X			X			X			X			X		
Comprehensive Project Coordination - Monthly Meetings	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Task 2 - Inventory and Community Involvement																								
Establish Secondary Brownfield Inventory	X	X	X																					
Provide Various Specified Outreach Efforts	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Task 3 - Environmental Site Assessments (ESAs) - Hazardous Substances																								
QAPP	X																							
Site Eligibility Form Submittal (up to 15)	X	X					X	X					X	X					X	X				
SSQAP (8)						X						X						X						X
Phase I ESA (15)				X	X					X	X					X	X					X	X	
Phase II ESA (5)							X	X					X	X					X	X				
Supplemental Phase II ESA (3)																								
Task 4 - Site Specific Cleanup Planning																								
ABCA (8)																								
Site - Specific Cleanup Plans/LRP Enrollment (2)																								
Design Charrettes																								
Task 5 - Planning Activities																								
Brownfields Revitalization Plan - South Expressway Corridor	X	X	X																					
Healthy Environment Assessment - Reliance Battery Block Area	X	X	X																					

10. Project Timeline

Calendar Year	2023									2024											
2023 (apply for grant period extension)										2024											
EPA Fiscal Quarter	21Q2			21Q3			21Q4			22Q1			22Q2			22Q3			22Q4		
Month	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep
Task 1 - Cooperative Agreement Oversight																					
EPA Grant Programmatic Responsibilities (QPRs, MBE/WBE, ACRES etc.)	X			X			X			X			X			X			X		X
Comprehensive Project Coordination - Monthly Meetings	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Task 2 - Inventory and Community Involvement																					
Establish Secondary Brownfield Inventory																					
Provide Various Specified Outreach Efforts	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Task 3 - Environmental Site Assessments (ESAs) - Hazardous Substances																					
QAPP																					
Site Eligibility Form Submittal (up to 15)																					
SSQAP (8)																					
Phase I ESA (15)																					
Phase II ESA (5)	X	X				X															
Supplemental Phase II ESA (3)								X	X	X											
Task 4 - Site Specific Cleanup Planning																					
ABCA (8)													X	X	X						
Site - Specific Cleanup Plans/LRP Enrollment (2)													X	X	X						
Design Charrettes													X	X	X						
Task 5 - Planning Activities																					
Brownfields Revitalization Plan - South Expressway Corridor																X	X	X			
Healthy Environment Assessment - Reliance Battery Block Area																X	X	X			

11. Firm Availability & Capacity

Our project managers are well-versed in handling many projects at once. The provided references will attest to the fact that their projects are at the top of our priority list, because all of our projects are. This is the strength of our excellent project managers. We know how to delegate project responsibilities to our staff in order to maintain quality, schedule, budget, and positive outcomes for our clients. Meeting deadlines is extremely important in environmental work, as property acquisition is typically at the center of each project and timetables can be tight.

Our team offers twelve in-house environmental professionals, nine of whom are geologists, making this team uniquely qualified to handle many complex projects at once, always delivering a high-quality product. Blackstone can begin this project upon contract execution and has the capacity to meet the City of Council Bluffs, EPA, DNR, and stakeholder deadlines for project completion.

Appendix A: Project Profiles

Blackstone Project Profile



Former Flexsteel Manufacturing Property Redevelopment Project

Summary

The former Flexsteel manufacturing property is a 43-acre site located at 3400 Jackson Street in Dubuque, Dubuque County, Iowa. The site was developed with a 715,000-square-foot building and associated outbuildings that were formerly used for manufacturing furniture for residential, commercial, recreational vehicle, and marine applications. Previous uses of the site included a railyard, manufacturing facilities, auto supply storage, and a sawmill, with manufacturing processes on the site dating to at least 1911. The northern area of the property consists of sizeable wetlands and riparian lengths.

Blackstone conducted wetland delineation, oversaw hazardous materials abatement prior to demolition, and is currently assisting Flexsteel with redevelopment planning and completion of the Land Recycling Program for this large site. Following extensive soil and groundwater sampling, a Site Assessment Report is currently under review with the IDNR and Risk Evaluations/ Risk Assessments will be completed for individual portions of the property as buyers are identified in partnership with Gronen Redevelopment. No further action certificates will be sought for individual uses as Flexsteel promoted the property for redevelopment.



Blackstone Project Profile



City of Dubuque Brownfields Redevelopment Project

Summary

Blackstone provided services to The City of Dubuque for a Brownfields redevelopment project at the former Blum scrapyard. The Blum scrapyard covered a city block redevelopment that included renovation of and improvements to a four-story building situated and demolition/deconstruction of other site structures. The site is located in an area of Dubuque where industrial, commercial, and residential meet and is considered part of the Washington Neighborhood. The City secured two EPA Brownfields Cleanup grants for the site, focusing on hazardous materials remediation and Land Recycling Program completion. The City also completed extensive community engagement activities, incorporating citizen comments into plans and renderings.

The community's desire was largely to use the site as varied recreational space. The City's desire was to provide that recreational space in addition to the rehabilitation of the four-story brick building on Elm Street to house the Leisure Services Department, placing them in the heart of the community that they serve. The City also needed a Public Works space to service the local greenways, which would involve the construction of a new structure adjacent to the Elm Street building.

Blackstone's services include management and implementation of two EPA Brownfields Cleanup Grants. Blackstone is the lead consultant for the City of Dubuque, coordinating a team including civil and architectural services, landscape design, and sustainable deconstruction partners. Blackstone has presented redevelopment scenarios and costs to City Council, City Manager, and state and federal authorities.

Currently, Blackstone is coordinating waste disposal criteria with TSCA and RCRA at the Federal EPA level due to high levels of PCBs on the property. Disposal of surface soils will be incorporated in to bid documents for hazardous materials removal including ACM and LBP, along with hazardous soils. Following this activity, viable buildings will be redeveloped and structurally unsafe buildings will be sustainably deconstructed and their materials repurposed. Soil and groundwater will undergo further testing and the property will go through the Iowa Voluntary Cleanup Program, the Land Recycling Program in pursuit of a No Further Action Status.

Blackstone Project Profile



City of Kansas City, Missouri Environmental Projects

City of Kansas City Office of Environmental Quality

Blackstone Environmental performed an tank removal and closure of two 6,000-gallon underground storage tanks (USTs) at a former Kansas City Area Transport Authority Facility to be used as a parking lot for the Negro Leagues Baseball Museum and associated programs. Samples collected from the tank pit indicated that detected concentrations were below their respective Missouri Risk-Based Corrective Action Default Target Levels (MRBCA DTLs), with exception of lead and benzo(a)pyrene. The lead and benzo(a)pyrene detections were below non-residential risk-based target levels (RBTLs). Based on the results of the soil sampling, MDNR issued a "No Further Action" letter for the Site.

City of Kansas City Parks and Recreation Department

Blackstone completed two Phase I ESAs for the expansion of two parks within the City. Additionally, Blackstone completed a MDNR Tier I Risk-Assessment for a golf course property where a previous soil removal action was completed due to a leaking underground storage tank (LUST). Residual groundwater contamination is present at the Site. Based on the results of the Tier I Risk-Assessment, Blackstone recommended the completion of four two six rounds of quarterly monitoring and the performance of a Plume Stability Evaluation. After the completion of quarterly monitoring and the Plume Stability Evaluation, it is hoped that MDNR will issue a NFA Letter for the Site

City of Kansas City Brownfields Program

Blackstone has performed multiple Phase I ESAs and Phase II ESA for properties in the City's Brownfields Program. Most recent projects completed have included former dry cleaning facilities and a former high school. Recognized Environmental Conditions (RECs) were identified during Phase I ESA activities, and Phase II ESAs were recommended and completed. Phase II ESA activities involved the completion of direct-push activities to collect soil and groundwater samples at the Sites. For several of the properties Phase II results indicated that detections were below MDNR DTLs, and redevelopment could begin without additional sampling or institutional use controls. For one of the Sites, additional sampling was required to further delineate groundwater and soil impacts. After the completion of additional sampling, redevelopment is moving forward.

City of Kansas City Planning and Development Department

Blackstone recently completed a Phase I ESA for the City Planning and Development Department of an abandoned property. Due to the nature of the Site, Blackstone personnel had to coordinate Site visit activities with the City Attorney's office and the Kansas City Police Department. No RECs were identified, and the City is moving forward with plans to remove debris and implement redevelopment plans for the Site.

Blackstone Project Profile



SW Topeka Boulevard Phase I ESA/ Phase II ESA

Summary

Blackstone completed Phase I Environmental Site Assessment (Phase I ESA) and Phase II ESAs for the property located on SW Topeka Boulevard in Topeka, Kansas.

The approximate 0.52-acre Site is a commercial property consisting of two single story buildings. The Shawnee County parcel reports indicated that the two commercial structures were built in 1951. Based on the city directory review, historical occupants of the subject Site included a phone repair shop, a financial group, a custom motorcycle company, several pool supply companies, a flooring company, a copy center, several auto supply stores, a shoe store, a tavern, and an oil & gas station. The presence of a historical gas station at the Site was not identified by the EDR Report or in the Kansas Department of Health and Environment (KDHE) Tanks or Kansas Environmental Interest Finder (KEIF) databases. Information provided by the current owner of the property did not indicate the previous use of the Site as a gas station.

Based on the historical use sources reviewed, the Phase I ESA identified one REC associated with historic use of the subject Site. Blackstone developed a scope of work for environmental sampling based on the REC identified in Phase I ESA and in general accordance with ASTM Standard E1903 - 11 Standard Practice for Environmental Site Assessments: Phase II Environmental Site Assessment Process (Ref. 1). Five soil borings were drilled and sampled during Phase II ESA activities. Groundwater was encountered in three of the five soil borings. Six soil samples and three groundwater samples were collected from the soil borings and were submitted for the analysis of contaminants of concern (COCs) including volatile organic compounds (VOCs) including benzene, toluene, ethylbenzene, total xylenes, methyl tert-butyl either (MtBE), ethylene dibromide (EDB), and 1,2 dichloroethane (1,2-DCA), total petroleum hydrocarbons (TPH) low range hydrocarbons (LRH), mid-range hydrocarbons (MRH), and high range hydrocarbons (HRH), polycyclic aromatic hydrocarbons (PAHs), and lead.

Several COCs were detected above non-residential Risk-Based Standard for Kansas (RSK) in the soil and groundwater samples. The analytical results of the sampling conducted as part of the Phase II ESA did not indicate gross or widespread petroleum contamination; however the results confirmed the historic use of the site for petroleum sales is a REC, as identified in the Phase I ESA.

Blackstone worked with our client to prepare an application for a Certificate of Environmental Liability Release (CELR) for submittal to KDHE. The application was approved and the sale of the property was completed.

Blackstone Project Profile



Casey's General Stores
Pre-Purchase Audits (PPAs)

Summary

Blackstone provided pre-purchase review of environmental databases, imagery, site reconnaissance, soil and groundwater sampling, and geotechnical engineering exploration of properties ranging from active gas stations to agricultural fields. The objectives of the PPAs are to conduct site reconnaissance and data research for the site and adjacent properties to determine if any factors are present that may have a negative impact on the environmental integrity of the site; and to conduct a limited subsurface investigation (LSI) to determine if petroleum hydrocarbons have been released or spilled into the soils or groundwater underlying the site prior to the potential purchase by Casey's General Stores. Geotechnical evaluation is also included in order to determine viability of soils for planned construction activities in order to predict project costs. Services generally consist of:



- Site history and database review prior to mobilization;
- Site reconnaissance;
- Minimum one environmental boring per site;
- PID screening, log borehole, sample soil as appropriate;
- Sample groundwater, if encountered;
- Two geotechnical borings at opposite corners of planned store; and
- Issue reports detailing environmental issues, physical site setting, and sampling results, and geotechnical recommendations

Contamination above state standards is detailed in each report, allowing Casey's to document prior condition as well as requesting that the current owner enroll the site in state cleanup programs if necessary, prior to any purchase by Casey's general Stores. Often, these sites require a quick turn-around time. Blackstone and GSI, our drilling and Geotechnical partner, deliver our reports quickly to meet the needs of our client.

Blackstone Project Profile



Phase I & Phase II ESAs
Former Foundry & Iron Works

Summary

Blackstone completed a Phase I Environmental Site Assessment (ESA) and a limited Phase II ESA for a former foundry and iron works located in Topeka, Kansas. The limited Phase II ESA was requested in response to Recognized Environmental Conditions (RECs) identified as part of Phase I ESAs completed for the Site. Historical information identified for the Site indicated that it was developed with residences by 1883. Subsequent to that time, the Site was home to a coal company, a dye shop and tailor, a steam laundry/dry cleaner, a liquor bottling company, and a foundry and iron works. Recognized Environmental Conditions identified during the Phase I ESA included on-site drycleaning operations, documented off-site solvent releases, an off-site former manufactured gas plant (FMGP), an off-site filling station, auto repair facility, and drycleaning operation adjacent to the one of the properties. Blackstone installed twelve soil borings and 11 temporary groundwater monitoring as part of a Limited Phase II ESA to determine potential environmental impacts related to identified RECs.

Based on the Phase II ESA analytical results, soil and groundwater samples analyzed for the Site exhibited concentrations exceeding respective Kansas Department of Health and Environment (KDHE) Risk-Based Concentrations for Kansas (RSKs) for the Residential and Non-Residential Scenarios. Additionally, several inches of free phase product was identified in one temporary groundwater piezometer. Blackstone recommended additional environmental assessment activities to fully delineate the extent of the groundwater contamination and free phase product. At this time, Blackstone is working with the owner of the Site to determine how best to proceed with additional site characterization activities.

Blackstone Project Profile



Former Metal Plating Facility Remediation

Blackstone Environmental was retained to perform an environmental evaluation of a decommissioned metal plating facility. Intrusive sampling and testing revealed hexavalent chromium impact to soil, with a minor component of volatile organic carbon (trichloroethylene) impact to soil. Blackstone conducted additional exploration to evaluate the extent of impact and to characterize site hydrogeology. Potential viable remediation strategies were evaluated through bench and pilot-scale testing.

Services Included:

- Contaminant Investigation and Hydrogeological Characterization
- Enrollment of the Site in the Kansas Voluntary Clean-up Program
- Bench-Scale Testing for In-situ Chemical Fixation with Calcium Polysulfide
- Implemented Pilot-Scale Testing as an Interim Remedial Measure (IRM)



The depth of the impact limited the ability to physically remove contaminated media for treatment. The selected remedial alternative involved in-situ chemical fixation by amending impacted soil with calcium polysulfide which would reduce the very mobile and toxic hexavalent form of chromium to the stable, much less toxic trivalent chromium. Final remedial measures included the use of infiltration galleries to deliver the amendments. The in-situ chemical fixation approach was innovative and provided a significant cost savings for the client compared to conventional remediation technologies.

Value. Innovation. Results.

319.331.1577 | 2009 400th Street SW | Oxford, Iowa 52322 | blackstone-env.com

Blackstone Project Profile



West Des Moines Superfund Site
Phase I ESA

Summary

Blackstone completed a Phase I Environmental Site Assessment (Phase I ESA) of a warehouse facility located on an active Superfund Site in West Des Moines, Iowa. The Site was operated as a steel treatment facility that operated a large degreaser on the Site from 1969 to approximately 2006. Trichloroethene (TCE) was used in the degreaser and was stored in an underground storage tank (UST). The Site is currently occupied by a party equipment and supply company.

Results of soil and groundwater sampling conducted at the Site between 1999 and 2000 identified the former UST operated by the steel treatment facility as the likely source of contamination for the Southern Plume of a larger Superfund Site. Eighteen groundwater wells were installed as part of site characterization and plume delineation activities. Active remediation was performed at the Site from 2005 to 2009 which included the installation of an air sparging system. The Second Five Year Review (FYR) report prepared by The United States Environmental Protection Agency (EPA) in August 2016 indicated that the remedies implemented at Site were functioning as designed and were protective of human health and the environment. The most recent groundwater sampling event indicated that TCE concentrations exceeded the EPA Maximum Contaminant Level (MCL) of 5 micrograms per liter (ug/L) in only four wells, at concentrations up to 16.5 ug/L. Ongoing remedial activities at the site include monitored natural attenuation (MNA) and institutional controls (ICs). The TCE groundwater plume at the Site which is part of the larger Superfund Site was identified as a REC to the subject Site by the Phase I ESA.

Due to large body of prior environmental assessment work on the property, Blackstone did not recommend the performance of a Phase II ESA at this time. However, Blackstone recommended that prior to consideration of potential redevelopment at the Site that a redevelopment driven targeted shallow soil sampling to inform civil design (potable water line construction material in particular), stormwater/soil management, and construction worker health and safety. The results of redevelopment driven assessment of the Site will assist in identifying environmentally conservative measures which may be employed during expansion design such as limiting earthwork in certain areas or the implentation of vapor barriers/controls in new construction.

Blackstone is continuing to work with the client to evaluate other potential environmental concerns in the building including asbestos-containing materials (ACM) and lead paint.

Appendix B: Contractor Certifications

Wisconsin DOT Office of Business Opportunity & Equity Compliance
6150 W. Fond Du Lac Avenue, Milwaukee, WI 53218
Phone: (608) 266-0658; Fax: (608)267-3641
Email: DBE_Alert@dot.wi.gov

WISCONSIN DEPARTMENT of TRANSPORTATION
DISADVANTAGED BUSINESS ENTERPRISES PROGRAM
Annual No-Change Affidavit Form

This form must be submitted by all firms to verify that they meet the eligibility criteria for participation in the DBE program. Please complete all sections.

Failure to submit this affidavit and documentation can result in the loss of your firm's DBE certification.

Firm Name: Saiki Design, Inc.

Mailing Address: 1110 S. Park St. (Street Number) Madison (City) WI (State) 53715 (Zip)

Billing Address: (Street Number) (City) (State) (Zip)
(If different)

Phone Number: (608) 405 - 8148 **Fax Number:** ( ) None

Business E-mail: ksaiki@ksd-la.com

Disadvantaged Owner(s) Information (please list below and attach an Affidavit Signature Page for each owner):

Name: D. Ken Saiki Phone #: (608) 405-8148 Email: ksaiki@ksd-la.com

Name: Abbie R. Moilien Phone #: (608) 405-8149 Email: amoilien@ksd-la.com

Name: Phone #: ( ) Email:

List of annual gross receipts for the last three years:

Year 2017 **$** 1,127,458

Year 2018 **$** 1,080,706

Year 2019 **$** 1,366,037

List number of employees: **Full Time:** 10 **Part Time:** 4

Business Structure (Check one):

- [ ] **Sole Proprietorship**
- [ ] **Partnership**
- [X] **Corporation**
- [ ] **Limited Liability Corp**
- [ ] **Other (Describe)**

****** Note: Knowingly and willfully providing false information to the Federal government is a violation of 18 U.S.C. Section 1001 (False Statements) and could subject you to fines, imprisonment, or both.***

Wisconsin DOT **Office of Business Opportunity & Equity Compliance**
6150 W. Fond Du Lac Avenue, Milwaukee, WI 53218
Phone: (608) 266-8216; Fax: (608) 267-3641
Email: DBE_Alert@dot.wi.gov

1. Has the legal structure of your business changed since your last approved affidavit?

   [X] **NO** [ ] **YES**

   If yes, please submit a DBE Change to Business form and all documentation supporting this change

2. Has the legal management, ownership or control of this firm changed since your last approved affidavit?

   [X] **NO** [ ] **YES**

   If yes, please explain, submit a DBE Change to Business form and provide documentation reflecting this change.

3. Did any of the disadvantaged owners of this firm obtain ownership interest in another firm since your last approved affidavit?

   [X] **NO** [ ] **YES**

   If yes, please submit a DBE Change to Business form, provide the name of the firm(s) and all ownership percentages.

4. Did any of the disadvantaged owners of this firm obtain management duties in another firm since your last approved affidavit?

   [X] **NO** [ ] **YES**

   If yes, please submit a DBE Change to Business form, provide the name of the firm(s) and list responsibilities

5. Did any of the disadvantaged owners of this firm obtain employment (fulltime or part-time) elsewhere since your last approved affidavit?

   [X] **NO** [ ] **YES**

   If yes, please submit a DBE Change to Business form, provide the name of the employer and list your responsibilities

6. Considering all your assets and liabilities (excluding the value of your personal residence and the value of your disadvantaged business) is your current personal net worth **greater than $1.32 million dollars,** pursuant to 49 CFR Part 26, § 26.67 (a)(2){i). (See *form below for reference)*

   [X] **NO** [ ] **YES**

   If yes, please submit a copy of your current Personal Financial Statement.

7. Have you added any new work areas to your firm since your last approved affidavit?

   [X] **NO** [ ] **YES**

   If yes, you may contact the DBE Office to request an expansion of your firm's certified work areas.

8. Have you submitted your most recent company federal tax returns?

   [X] **NO** [ ] **YES**

   If no, please submit your most recently filed Federal Business Tax form or submit a completed DBE Request for Tax Filing Extension form.

Forms:

- DBE Change to Business form:
  https://wisconsindot.gov/Documents/formdocs/dt1012.docx
- Personal Financial Statement form:
  https://www.transportation.gov/sites/dot.gov/files/docs/DBE%20PNW%20Statement%2011-3-2014.pdf
- DBE Request for Tax Filing Extension Form:
  https://wisconsindot.gov/Documents/doing-bus/civil-rights/dbe/extenstion-request-fillable-form.pdf

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6150 W. Fond Du Lac Avenue, Milwaukee, WI 53218
Phone: (608) 266-8216; Fax: (608) 267-3641
Email: DBE_Alert@dot.wi.gov

AFFIDAVIT SIGNATURE PAGE

(Each disadvantaged individual claiming ownership must submit a separate signature page)

I affirm that there have been no changes in circumstances affecting the above referenced firm's ability to meet the disadvantaged status, ownership and control requirements of 49 CFR Part 23 and Part 26, and Small Business Administration (SBA) size standard(s) and 13 CFR Part 121.

I affirm that none of the following have changed:

This means that:

- [X] I/We know my NAICS code size/threshold and can provide the average of my/our last three years of gross receipts
- [X] I/We can certify that this firm does not exceed an average annual gross receipt, over the firm's previous three fiscal years, in excess of $23.98 million
- [X] My personal net worth does not exceed $1.32 million, pursuant to 49 CFR Part 26, § 26.67 (a)(2)(i).
- [X] I am a member of one or more of the groups:
  Women, Black Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, Subcontinent Asian Americans, or other groups found to be socially and economically disadvantaged individuals by the SBA identified in 49 CFR Part 26, § 26.5.

There have been no material changes in the information provided with this firm's original certification application, except for any changes about which I/we have provided written notice to WisDOT pursuant to 49 CFR Part 26, § 26.83(i).

NOTICE TO PROVIDE ALL NECESSARY INFORMATION

You are required to submit a copy of your most recent company federal taxes to WisDOT annually.
Acceptable documentation includes:

- *Your Firm's most recent Federal Tax Returns including all schedules, or*
- *A signed statement from your firm's Bookkeeper or CPA verifying gross receipts.*

I understand that failure to submit this affidavit and required documentation within a month of my firm's DBE certification anniversary could result in decertification from the Disadvantaged Business Enterprise Progr am of the Wisconsin Department of Transportation.

President — 10-21-2020

(Signature of Owner, Title) **Date**

****** Note: Knowingly and willfully providing false information to the Federal government is a violation of 18 U.S.C. Section 1001 (False Statements) and could subject you to fines, imprisonment, or both.***

Wisconsin DOT **Office of Business Opportunity & Equity Compliance**
6150 W. Fond Du Lac Avenue, Milwaukee, WI 53218
Phone: (608) 266-8216; Fax: (608) 267-3641
Email: DBE_Alert@dot.wi.gov

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  Women, Black Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, Subcontinent Asian Americans, or other groups found to be socially and economically disadvantaged individuals by the SBA identified in 49 CFR Part 26, § 26.5.

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Vice President — 10-21-2020

(Signature of Owner, Title) **Date**

****** Note: Knowingly and willfully providing false information to the Federal government is a violation of 18 U.S.C. Section 1001 (False Statements) and could subject you to fines, imprisonment, or both.***

COLIN LAUENROTH

DOB: 04-13-1994

Issued: 09-28-2020



This person is licensed to perform asbestos work in the State of Iowa. ID card is intended for official use only and must be present on jobsite.

License Type	Number	Expires
INSPECTOR	20-5050	08-26-2021

DIVISION OF IOWA LABOR

Asbestos

Rod A. Roberts

Rod A. Roberts
Labor Commissioner

WISCONSIN UNIFIED CERTIFICATION PROGRAM
DISADVANTAGED BUSINESS ENTERPRISE

3/12/2020

Ken Saiki
KEN SAIKI DESIGN
303 SOUTH PATERSON ST
Madison, WI 53703

RE: 2019 Approval of Annual No-Change Affidavit

Dear Mr. Saiki:

On behalf of the Wisconsin Unified Certification Program, WisDOT has approved your No-Change Affidavit and has determined that your firm continues to meet DBE eligibility standards contained in 49 CFR Part 26 to perform work towards DBE goals.

This determination is based on information provided to WisDOT on your current application and Personal Financial Statement for certification as a DBE. Should this information change, you must notify this office within 30 days of the change.

WisDOT reserves the right to rescind this certification of eligibility, should the information provided by you on the Annual No-Change Affidavit form and the supporting documentation prove to be false, inaccurate, or misleading.

Please note that you are required to submit an Annual No-Change Affidavit next year by your firm's anniversary date. WisDOT will send you an Annual No-Change Affidavit email in advance of your due date.

If you need assistance or have any questions regarding your certification, please contact WisDOT at 608-266-8216.

Sincerely,

Vincent Fisher
Equal Opportunities Specialist

City of Madison
Department of Civil Rights
210 Martin Luther King Jr. Blvd., Rm. 523
Madison, WI 53703
(608) 266-4910
(608) 267-1142 FAX
(866) 703-2314 TTY/Textnet

Dane County
Dane County Executive Office
Office of Equal Opportunity
210 Martin Luther King Jr. Blvd.,Rm.421
Madison, WI 53703
(608) 266-4114
(608) 266-2643 FAX

Milwaukee County
Office of the County Board
Community Business Development Partners
Milwaukee County - City Campus
2711 West Wells Street
Room 830
Milwaukee, WI 53208
(414) 278-5248
(414) 223-1958 FAX

Wisconsin Dept Of Transportation
DBE Office
4802 Sheboygan Avenue
Room 451
P O Box 7965
Madison, WI 53707-7965
(608) 266-6961
(608) 267-3641 FAX

STATE OF WISCONSIN
DEPARTMENT OF ADMINISTRATION

Tony Evers, Governor
Joel Brennan, Secretary
James M. Langdon, Administrator

August 07, 2020

Mr. D. Ken Saiki
Saiki Design, Inc.
1110 South Park Street
Madison, Wisconsin 53715

Dear Mr. Saiki:

Congratulations! After reviewing the information you supplied with the MBE Recertification Affidavit, we are pleased to inform you that your firm has been granted continued MBE certification by the State of Wisconsin. Your firm's name will remain in the Department of Administration's Directory as a certified minority business enterprise. Enclosed is your certificate. Your certification is valid until **July 13, 2023**.

As you know, your firm is required to continue to revalidate your eligibility annually. We will provide you with an annual renewal affidavit notification 30 days prior to the annual renewal date. In addition, as an MBE, you are required to notify the Department in writing within 30 calendar days of any MBE status changes, such as phone number, e-mail, address or web site changes, so that suppliers can locate your firm when they search the MBE directory. The MBE directory is located on our website at: wisdp.wi.gov (on the right side of homepage above the 'apply for certification' tab).

We wish you continued success as a Minority Business Enterprise providing service to the many firms and agencies that recognize the importance of a diverse supplier base.

For further information about your State of WI MBE certification or if you have any other questions, please contact us at 608-267-9550.

Sincerely,

Tondra Davis

Tondra Davis, Director
Wisconsin Supplier Diversity Program

Enclosure

STATE OF WISCONSIN
DEPARTMENT OF ADMINISTRATION

Tony Evers, Governor
Joel Brennan, Secretary
James M. Langdon, Administrator

RECERTIFICATION

WI-2292 - MBE

The Department of Administration Division of Enterprise Operations having determined that

Saiki Design, Inc.

Has successfully met the certification requirements as outlined in Wisconsin Administrative Code Adm. 84 and the policies adopted thereunder, hereby grants the designation of

Minority-Owned Business Enterprise

and is recognized as such until the expiration of registration and certification on

Expiration: July 13, 2023

NIGP Codes:

90607	Architect Services, Professional
90656	Landscape Architecture
90672	Recreation Facilities (Parks, Marinas, etc.) - Architectural Services

NAICS Codes:

See online business directory at: https://wisdp.wi.gov

Product:

Landscape architecture.

Authorized By: Tondra Davis

Tondra Davis, Director - Wisconsin Supplier Diversity Program

TETRA TECH

In Association With

Vireo

Technical Support for the Implementation of EPA Brownfield Hazardous Substances Assessment Grants

City of Council Bluffs, Iowa

November 25, 2020



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1 INTRODUCTION

The nation behaves well if it treats the natural resources as assets which it must turn over to the next generation increased, and not impaired, in value.

~Theodore Roosevelt
("The New Nationalism," 1910)

Tetra Tech has prepared this proposal to demonstrate our technical abilities, qualifications, and capacity for brownfield identification and assessment and for imagining cleanup and redevelopment possibilities. We are committed to providing the City of Council Bluffs the technical skills, local resources, and management ability to deliver high-quality, cutting edge, and cost-effective services.

Tetra Tech understands the City's desire for revitalization and redevelopment. Environmental improvements can also significantly and beneficially improve social and economic conditions. Tetra Tech has successfully worked for cities and other local and municipal governments on hundreds of similar projects across the country and in the region, and we will bring the lessons learned from those projects to benefit the City's execution of this project. **These lessons learned will help accelerate this important grant-funded project to keep it on schedule, ensure that the City meets grant deadlines going forward, and ultimately result in successful revitalization within the County. Tetra Tech will fast track sites within the four highlighted areas—the Arts and Cultural District, the Reliance Battery Block, 16th Avenue, and Iowa Highway 275.**

Tetra Tech's office in Kansas City, Missouri, has a rich history of successful revitalization and redevelopment services in our metropolitan area, in surrounding states, and for the U.S. Environmental Protection Agency (EPA) in Region 7 (Iowa, Nebraska, Missouri, and Kansas). We are teaming with Vireo, a community development and planning firm based in Omaha, Nebraska, and Kansas City. **The core of our business has always been centered squarely on delivery of services for federal, state, and local environmental contracts, and our management practices and environmental services are therefore designed for the benefit of clients such as the City of Council Bluffs.**

Many companies can claim to have done hundreds of Phase I and Phase II environmental site assessments (ESA) and brownfields-related projects. But the **Tetra Tech team will bring the perspective of all stakeholders to bear for this project, including local community groups and neighborhood associations, municipal governments, state regulatory agencies, and EPA, because these stakeholders are our primary clients.**

Tetra Tech in Kansas City, Missouri, has 30 years of history within the greater metropolitan and regional area, built on successful back-to-back completion of projects and contracts for government clients in their quest to assess, prioritize, remediate, and revitalize our environment. We have been in the trenches during the revitalization of Kansas City, Missouri's downtown—assessing and remediating decades-old environmental conditions, and helping EPA by completing analysis of brownfields cleanup alternatives (ABCA) across Region 7. **All over the country, Tetra Tech is working to assess, prioritize, and remediate Brownfields properties, with the triple bottom line—social, environmental, and economic benefit—in mind.**

Importantly, Tetra Tech has direct experience working with communities and stakeholder groups in explaining environmental issues and establishing environmental benefits to maximize corresponding social and economic benefits. We know that most "engineering" for sustainable triple bottom line practices must occur at the human level—not only from our business experience, but from our ongoing efforts to truly practice what we preach: our work force pursues sustainability on a daily basis. Our Kansas City office is in a refurbished historic building in the urban core. **We share a common vision for redevelopment and sustainability with the City.**

The experience and approach presented in our proposal demonstrate that Tetra Tech is uniquely positioned to develop and implement strategic, visionary solutions for the City. **By selecting Tetra Tech, the City will be hiring a stable, financially sound firm whose foundation is science and technology. Tetra Tech is the # 1 ranked industry leader in environmental management, just as we have been for the last decade. We will provide state-of-the-art expertise to you, through the experience we have gained on work with other clients.**

Our submittal is organized in accordance with the outline within Section 10 of the Request for Proposal (RFP). Section 2 describes our company history and that our Vireo, our teaming partner. Vireo's disadvantaged business enterprise (DBE) certifications and Tetra Tech's DBE system is described in Section 3. Section 4 presents the Tetra Tech team experience and qualifications, including an organizational chart, personnel roster, and resumes. Section 5 summarizes our qualifications. Section 6 provides descriptions of previous project experience similar to the City's scope of work, and Section 7 provides references for those projects. Section 8 presents a comprehensive narrative statement that illustrates our understanding of the requirements of the project, including descriptions of our quality and health and safety systems. Section 9 presents our cost detail. Section 10 lays out a project timeline, followed by a description of our capacity in Section 11.

2 FIRM HISTORY

Tetra Tech is a full-service, publicly owned, architectural and engineering firm, providing over 50 years of leadership in comprehensive environmental planning and consulting services.



Tetra Tech was founded as a civil engineering firm by four graduates of the California Institute of Technology. It has based itself in Pasadena, California, since 1966. Its select group of technical experts provided engineering services for waterways, harbors, and coastal areas. During these first decades, Tetra Tech completed projects that had global significance, from a groundbreaking tsunami wave study for the Atomic Energy Commission to master planning and designing coastal protection measures for Egypt's Nile River Delta.

During the 1980s, Tetra Tech met the expanding need for environmental remediation, which involved groundwater modeling, landfill closing, and restoring contaminated military and manufacturing facilities and sites. The firm completed highly visible projects on behalf of the Department of Defense (DOD), EPA, and other federal agencies, all of which launched the company to its place among the leading environmental and engineering firms in the United States.

In December 1991, Tetra Tech became a publicly traded enterprise (TTEK). Since our initial public offering, the company has grown substantially, expanding markets, services, and clientele through internal growth and international acquisitions. Tetra Tech has offices and operational infrastructure throughout the US, Canada, and abroad. With 20,000 associates in more than 450 offices in more than 120 countries on seven continents, Tetra



Wayne Miner
The Housing Authority of Kansas City, Missouri (HAKC), and its partners sought brownfields assistance to help redevelop a portion of the former Wayne Miner Housing Project to develop multifamily affordable housing units on the property. Environmental assessment on parcels immediately north of the site found lead contamination in soil. On behalf of EPA, Tetra Tech submitted the Phase I ESA reports for each of the properties and began Phase II ESA field activities within 2 weeks based on the recommendations of the Phase 1 ESA report. The Phase I reports concluded that soil contamination with lead and other hazardous constituents was likely. The Phase II ESA field activities included Geoprobe soil and groundwater sampling, lead screening of surface soil with a portable x-ray fluorescence (XRF) spectrometer, and a magnetic survey for buried metal on the subject property.

Tech's technical knowledge and hands-on site work is broad and deep. Our staff is supported by a uniform administrative and management system that project teams can access immediately to ensure work is completed effectively. ENR magazine ranks Tetra Tech a national and international leader in several markets.

Currently, Tetra Tech has 160 offices in 45 states, with more than 10,000 employees in the US and 150 professionals in EPA Region 7. Tetra Tech is experienced in conducting brownfield assessments, and Phase I and Phase II (due diligence) ESAs for properties ranging from small gas stations with one underground storage tank to some of the largest Superfund sites in the country. In all, we have completed thousands of Phase I and Phase II ESAs including sampling investigations for EPA, states, municipalities, lending institutions, law firms, insurance companies, real estate developers, and other clients. This experience includes prioritizing assessments, developing protocols and using existing protocols, incorporating the concerns of the community while educating all stakeholders, and remediating sites. Our Kansas City, Missouri, office is currently managing brownfields assessments for EPA in Region 7, for Nebraska Department of Energy and Environment (NDEE), and for the cities of Kansas City, Missouri; Kansas City, Kansas; Cincinnati, Ohio; and others. Our staff for this project is attached to our Kansas City, Missouri office. Ms. Kaitlyn Mitchell is the proposed project manager for this project.

Tetra Tech's clients include a diverse base of public and private sector organizations in the US, including hundreds of municipal and state agencies in all 50 states, federal agencies and the military, and many Fortune 500 companies. Through our full range of services, we help our clients optimize limited resources to develop clear, sustainable solutions based on sound science, communication, real innovation, and industry-leading approaches.

Vireo is a DBE (woman-owned business enterprise [WBE]) landscape architecture, planning, and design firm with a team of landscape architects, city planners, public outreach specialists, graphic designers, conservation ecologists, and environmental planners, based on Omaha and Kansas City. They create healthy places for people, and have built the firm on the design of environments that are attractive, livable, vibrant, and sustainable. Vireos commitment to healthy ecosystems has been at the forefront of their philosophy since our establishment in 1995. They believe that healthy ecosystems are key to creating a healthy, happy and thriving economic climate and help communities realize this vision.

In 1995, Patti Banks set out to provide sustainable landscape architecture and planning solutions for the simple reason it was the right thing to do—for communities, for the environment and for clients. From that point on, everyone who joined Patti Banks Associates was asked to live up to the same high expectations of client service and a true commitment to sustainability. In 2012, Patti Banks Associates and Community ReDesigned, an Omaha-based landscape architecture and planning firm, combined capabilities to become Vireo. With a refined vision, based on the principles of environmental stewardship, placemaking, and community building, the firm has established a strong reputation recognized through numerous regional and national awards for their work.

Vireo knows how to integrate policy, design, and development at all levels. Their portfolio includes natural resource planning, transit supportive development planning; traditional neighborhood design; urban and streetscape design; park and trail planning; environmentally sensitive site design; public process management and project management.

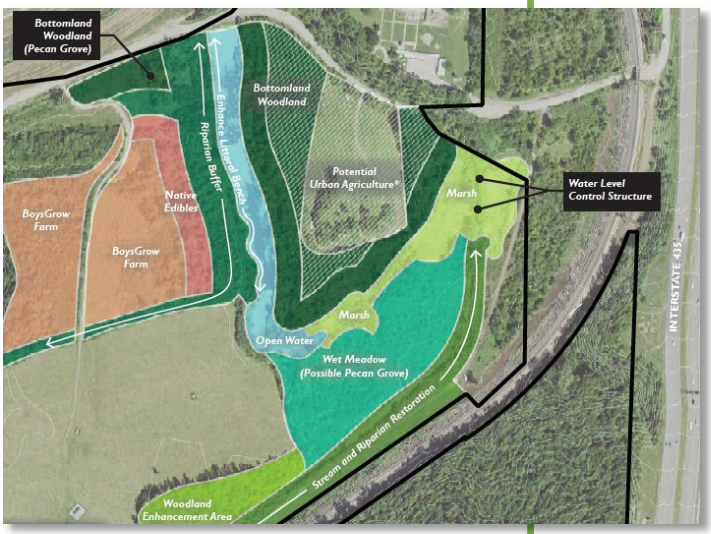
Vireo's clients include regional planning councils, counties, cities, institutions, and private developers. They are in a unique position to help each of their clients because of their previous and ongoing work and their passion for sustainable, community planning. Vireo uses a participatory process to generate solutions that increase our connections to nature while allowing us to live healthier lives and serve as better stewards of the environment.

Vireo is an award-winning firm.

- **Target Green Marlborough, Kansas City, MO**
  Mid-America Regional Council - Sustainable Success Stories 2018.
- **Parkville Riverfront Parks, Parkville, MO**
  American Society of Landscape Architects - Central States Merit Award 2019.
- **Englewood Station Arts District Circulation Plan, Independence, MO**
  American Society of Landscape Architects - Prairie Gateway Chapter Honor Award 2015.
- **Greater Kansas City Regional Bikeway Plan, Kansas City, MO**
  American Society of Landscape Architects - Prairie Gateway Chapter Merit Award 2015.
- **Line Creek Trail, Kansas City, MO**
  Kansas City Business Journal - Capstone Award 2014.
- **Middle Blue River Green Solutions Pilot Project, Kansas City, MO**
  Mid-America Regional Council - Sustainable Success Stories 2014.
- **Unity Tower, Kansas City, MO**
  Missouri Alliance for Historic Preservation - Preserve Missouri Award 2014.
  American Society of Landscape Architects - Central States Honor Award 2014.
- **MyArts, Independence, MO**
  Kansas City Business Journal - Capstone Award 2014.
- **Platte Landing Park Ecosystem Restoration, Platte County, Missouri**
  American Society of Landscape Architects - Prairie Gateway Chapter Honor Award 2014.

Vireo staff includes landscape architects, community planners, natural resource planners, community engagement specialists, architects, ecologists and graphic designers. By combining their talents, they can provide their clients with the ability to reach out to people, to plan for the future and to create sustainable solutions that beautify, engage and grow the community in all respects.

Vireo facilitated the planning process to identify, and plan for the future redevelopment of 30 former industrial properties in South Omaha. Vireo developed a sustainability and suitability framework using geographic information systems (GIS) analysis to guide parcel selection and redevelopment planning. A key focus of the efforts was to identify green solution opportunities that would improve stormwater management, reduce the use of fossil fuels, reduce pollutant generation, and provide greatest benefit to redevelopment potential to support the current residents. Since its completion, the plan has provided a framework for the selection of a Master Developer to redevelop the Southside Terrace Neighborhood. The process included numerous stakeholder and



Brush Creek-Blue River Confluence
Vireo led development of the Brush Creek-Blue River Confluence Section 206 Preliminary Assessment conducted for the U.S. Army Corps of Engineers, Kansas City District. Its ecosystem restoration plan was incorporated into the City's Municipal Farm Brownfields Sustainable Reuse Plan, along with stormwater green infrastructure and urban agriculture uses.

Vireo's team conducted field reconnaissance on 316 acres at the Brush Creek-Blue River confluence to evaluate existing wetland and riparian habitats conditions, identifying nearly 100 acres of ecosystem restoration opportunities to increase the quantity, quality, and diversity of aquatic habitat. Vireo is working with Heartland Conservation Alliance, the City, and numerous partners and funders to implement the ecosystem restoration and brownfields plans. Vireo has helped the partners obtain nearly $750,000 in funding and assistance, including EPA Targeted Brownfields Assessments. Restoration of the initial 28 acres began in 2019 and will be completed in 2021.

public engagements, requiring thoughtful consideration to engaging a diverse range of age groups, ethnicities, and English/non-English speaking individuals.

Our team offers unmatched local and national qualifications to complete the services required in the RFP cost effectively and efficiently as demonstrated by the knowledge of our key personnel and the extent of our project experience (see Sections 5 and 6 of our proposal).

3 DBE STATUS

Through all of our work on federal, state, and municipal contracts, Tetra Tech has a long commitment to ensuring the participation for a range of disadvantaged business enterprises (DBE), including WBEs, minority business enterprises (MBE), small business enterprises (SBE), 8(a) firms, and other small disadvantaged businesses (SDB). We work regularly with DBE drillers, laboratories, and equipment suppliers.

Our procurement team understands how to locate, evaluate, and contract with DBE subcontractors, ensuring that the firms meet all of our, and our clients', quality and health and safety requirements. We regularly work with Keystone Laboratories Inc. (a WBE) on all competitive bid opportunities for analytical services. Other preferred vendors used by Tetra Tech including Geoprobe and drilling companies such as Seagull Environmental Technologies, Plains Environmental Service, Environmental Priority Service, Inc., and Saberprobe LLC; all companies are disadvantaged business enterprises. Tetra Tech typically procures equipment from Pine Environmental Services Inc. (a SBE), Field Environmental Instruments, Inc. (a SBE), or Eagle Instruments (a WBE).

In addition to these relationships, we have a long history of working with Vireo, a certified DBE. Vireo is certified as a Tier II small business for the City of Omaha, expiring August 22, 2021, and by Iowa Department of Transportation as a DBE valid until August 28, 2021 (Exhibit 1).

EXHIBIT 1
DBE CERTIFICATION

IOWADOT
GETTING YOU THERE

August 28, 2020

Linda deFlon
Patti Banks Associates, LLC
d/b/a Vireo
929 Walnut, Suite 700
Kansas City, MO 64106

RE: Affidavit of Continued DBE/ACDBE Certification Eligibility

Ms. deFlon,

This letter confirms receipt of your annual No Change Affidavit and supporting documentation. The Iowa Department of Transportation (Iowa DOT), in compliance with 49 Code of Federal Regulations Part 26 (49 C.F.R. §§26 et seq.), is pleased to inform you that your firm's information has been reviewed and approved. Your firm's Disadvantaged Business Enterprise (DBE) certification will remain valid for another year.

The DBE Directory, located at https://secure.iowadot.gov/DBE/Home/Index/, will continue to list your contact information and will include the following NAICS codes and description of services performed:

NAICS Code: 541320
Work Types: Landscape Architecture, Community Planning, and Natural Resource Planning

As a DBE, you have the responsibility to comply with all aspects of 49 C.F.R. Part 26; maintain an accurate mailing address and phone number with Iowa DOT and promptly return all solicitation inquiries. If you have any questions, please contact this office.

Sincerely,

Danny Wagener
Civil Rights Compliance C

515-239-1304

RE-CERTIFICATION FOR TIER II SMALL BUSINESS

***NAICS CODES:* 541620 and 541990**

THIS CERTIFICATE IS AWARDED TO

Patti Banks Associates dba Vireo

Franklin T. Thompson — 8-22-18
DIRECTOR OF HUMAN RIGHTS & RELATIONS — DATE

Jean Stothert — 8/22/2018
MAYOR — DATE

EXPIRATION DATE
8/22/2021

JEAN STOTHERT, MAYOR
CITY OF OMAHA

FRANKLIN T. THOMPSON
DIRECTOR OF HUMAN
RIGHTS & RELATIONS

4 PROJECT TEAM DESCRIPTION

Successfully conducting and completing a high visibility program such as the implementation of the Council Bluffs brownfields program requires a strong, experienced team that is committed to the needs of the client and the overall goals of the project. Tetra Tech is ready to deliver a highly skilled, regionally knowledgeable, nationally recognized, and empowered team to maximize the success of this important project. As indicated by the large number of Brownfields projects provided in Section 6, and by the extensive brownfields experience shown in the resumes of personnel included in this section, Tetra Tech offers a diverse, highly capable, and highly experienced organization to the City of Council Bluffs with extensive, recent, and relevant experience.

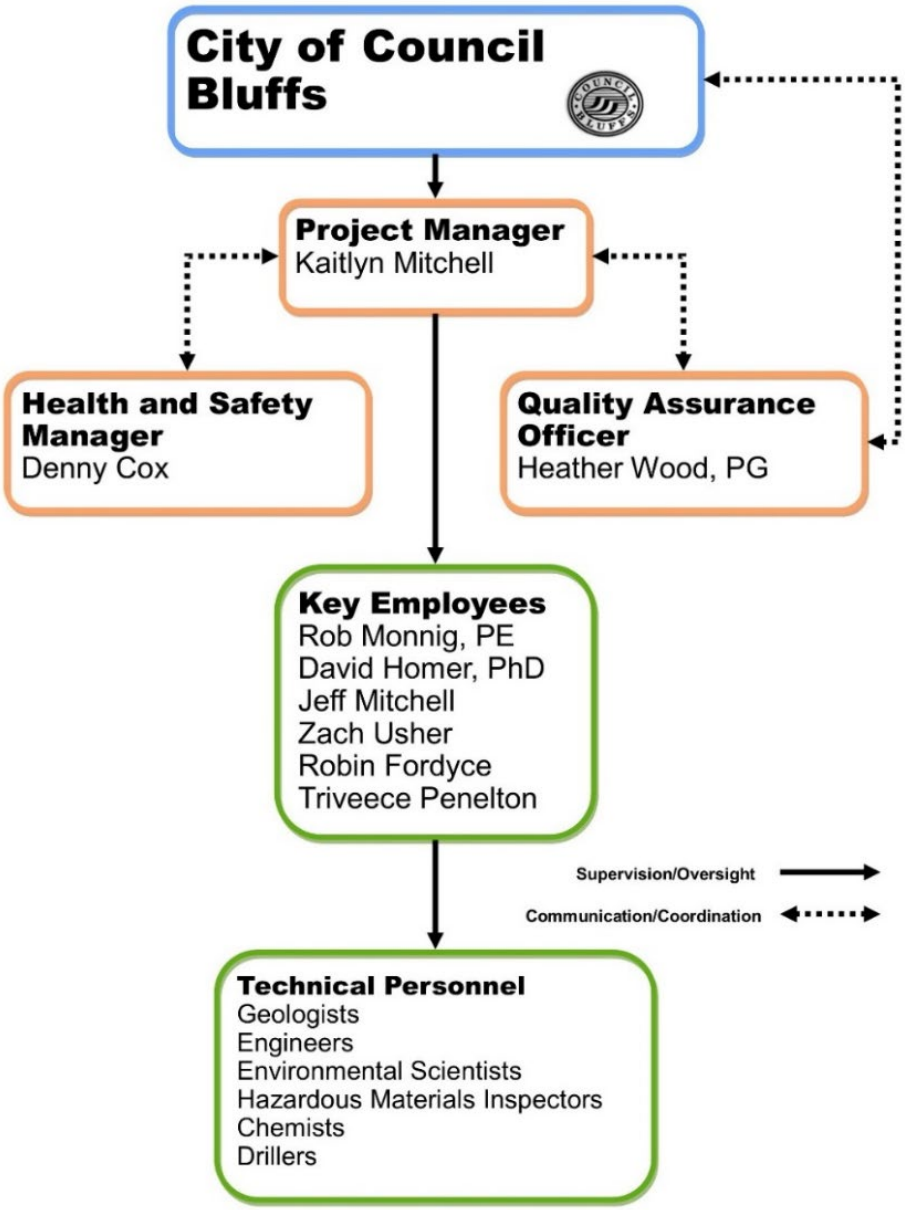
Tetra Tech has worked for many years on brownfield projects for cities, states, and the federal government, and our staffing plan is designed to facilitate our ability to bring the most qualified personnel resources to the project, while controlling costs and improving quality. To plan and implement tasks within the project, Tetra Tech will draw on our brownfields team in Kansas City and Vireo's public relations and community development team in Omaha. As needed, we can also tap into our national expertise within Tetra Tech.

Our staffing plan first includes a team of key management personnel: our Project Manager (**Kaitlyn Mitchell**), our Quality Assurance Officer (**Heather Wood**), and our Health and Safety Officer (**Denny Cox**).

The second step of our staffing plan was to identify expertise in specific areas which we believe are particularly relevant to this project. We have identified four highly qualified individuals who will serve as lead technical staff throughout the project. These people will assist the management team throughout completion of this project. They are:

- Iowa Professional Engineer: Rob Monnig, PE
- Risk Assessor: David Homer, Ph.D.
- Hazardous Materials Specialist: Jeff Mitchell (Asbestos Hazard Emergency Response Act [AHERA} and Iowa-licensed Asbestos Inspector)
- Hazardous Materials Specialist: Zach Usher (Licensed Lead Based Paint [LBP] Inspector with Iowa Certification in process)
- Planner and Designer: Robin Fordyce
- Community Involvement Specialist: Triveece Penelton

EXHIBIT 2
ORGANIZATION CHART



The organization of our team is illustrated in Exhibit 2 and their qualifications and experience follow. A roster of some of the additional technical staff who are likely to participate in the implementation of the project is provided in Exhibit 3. Resumes for our project management team and key technical staff follow.

Kaitlyn Mitchell, Project Manager

Ms. Mitchell is a Project Manager with a bachelor's degree in Environmental Science and a master's degree in engineering project management with over 10 years of experience managing projects and providing technical support for clients in the government and private sectors. Major area of expertise includes Phase I and II ESAs; hazardous materials surveys including asbestos, lead, mold, and household hazardous waste; demolition and abatement contractor oversight. Project management in these areas includes, managing multiple project sites simultaneously; overseeing field teams; technical report preparation; environmental field sampling; quality control and quality assurance for environmental field work; and client communication.

EDUCATION

M.E., Project Management, University of Kansas, 2017

B.S., Environmental Science, University of Kansas, 2010

AREA OF EXPERTISE

Project Management

Phase I ESAs

Asbestos, LBP, Mold

Technical Reporting/Review

Environmental Sampling

TRAINING/CERTIFICATIONS

AHERA Asbestos Inspector

Current Asbestos Inspector License for the State of Iowa and Missouri

YEARS OF EXPERIENCE

10

Targeted Brownfields Assessments (TBA), EPA Region 7. Ms. Mitchell is the current project manager for a task order with EPA Region 7 to implement brownfields assessments in Iowa, Nebraska, Kansas, and Missouri. Under this task order, she is managing teams assessing former auto maintenance facilities, a brick factory, a neighborhood with seven distinct sites, and former clandestine methamphetamine sites. All sites are evaluated against residential screening levels.

Unified Government of Wyandotte County Kansas (UG) Brownfields Assessment Grant Program – Kansas City, Kansas. Ms. Mitchell was the Program Manager for the "One-KC Bi-State Grant" program administered by the UG. To date, Tetra Tech has completed ESAs at dozens of sites, ranging from small single building commercial sites to area-wide assessments covering city blocks and dozens of structures. The assessments included Phase I and II ESAs, hazardous materials assessments (including asbestos containing materials [ACM], LBP, polychlorinated biphenyls [PCB], and other hazardous materials), underground storage tank (UST) assessment and removal, and property condition assessments (PCA). For each site, a quality assurance project plan (QAPP) was developed and approved by EPA. Coordination with end users, UG officials, EPA, and Kansas Department of Health and Environment (KDHE) was necessary for project success. As Program Manager, Ms. Mitchell provides critical communication with the client, has written and reviewed the final deliverables, and participated in community outreach seminars and meetings to work with stakeholders on redevelopment plans.

NDEE Section 128 Brownfields Assessments. Ms. Mitchell has served as the Project Manager and field team lead for multiple brownfield Phase I and II assessments s for NDEE for the past decade. Projects included Phase I and II ESAs and hazardous materials surveys for community projects of various size throughout Nebraska.

Asbestos and Mold Survey of Flood Damaged Homes, Cedar Rapids, Iowa. Ms. Mitchell is licensed in the state of Iowa as an asbestos inspector. She completed asbestos surveys, mold identification, and household hazardous waste identification on approximately 1,500 flood damaged homes in the Cedar Rapids, Iowa area. Ms. Mitchell is responsible for hazardous materials survey report preparation and upload to a Share Point website; close-out post remediation report preparation, organization and filling of all field sheets, lab results, and sample chain of custodies; conducted sample result interpretation; and finally development of all files and field sheets needed for the oversight of the remediation of the hazardous materials in the homes prior to their demolition.

Citadel Plaza Redevelopment Area Area-Wide Phase I ESA of 156 Parcels, Brownfields Assessment Grant Program, Kansas City, Missouri. Ms. Mitchell was the Project Manager for an area-wide Phase I ESA on 156 parcels within the Citadel Plaza Redevelopment Area in Kansas City, Missouri. Numerous recognized

environmental conditions (REC) were identified associated with the subject property and surrounding properties including the following sources of contamination: area-wide asbestos contamination either on the subject property or hydraulically upgradient. Ms. Mitchell also assisted in facilitating a public meeting to address the findings of the Phase I ESA.

63rd and Prospect Redevelopment, Missouri Brownfields Voluntary Cleanup Program (MBVCP), Kansas City, Missouri. Ms. Mitchell was the Project Manager for tasks under this contract. She assisted in developing a remedial action plan (RAP) and design plan specifications and bid documents for removal of suspect ACM buried in multiple parcels at the site. Her team completed Phase I and II ESAs along with hazardous materials assessments (on remaining structures) and UST removal at a former gas station within the site boundaries. Ms. Mitchell assisted in facilitating public meetings to discuss the potential remedial actions at the site. Once a remediation strategy was chosen, Ms. Mitchell assisted in developing the specs for bidding purposes. Ms. Mitchell provided oversight, along with air monitoring and clearance sampling for the removal of the asbestos in soils and provided expertise in dealing with technical issues, coordination with the abatement contractor, and communication with the State agencies in achieving a Certification of Completion from the MBVCP. All tax abatement credits are contingent on the receiving of the Certification of Completion.

Horace Mann School Assessment for MBVCP, Kansas City, Missouri. Ms. Mitchell acted as an asbestos inspector and Missouri Air Sampling Technician for the contract. Ms. Mitchell assisted in developing an ABCA to evaluate the remediation options (including costs) for the removal of the hazardous materials identified in the three-story 50,000-square-foot building prior to the demolition activities. Ms. Mitchell then assisted in developing a RAP for the removal of the hazardous materials identified based on the preferred option listed in the ABCA. The ABCA and the RAP are the first steps in the process to complete the MBVCP, which is a brownfields program in Missouri that provides funding for renovations projects. Ms. Mitchell was part of the team that provided oversight, along with air monitoring and clearance sampling for the removal of the hazardous materials.

Brownfields Assessment for Indian Springs Mall Redevelopment, Kansas City, Kansas. Ms. Mitchell acted as an asbestos inspector for the contract with the UG. Ms. Mitchell led a team that completed a full hazardous materials inspection on the four-building complex, encompassing approximately 800,000 square foot. The inspection started with a Phase I and Phase II ESA, followed by a full asbestos, lead based paint and mold inspection. Potentially PCB-containing caulking was sampled along with an inventory and categorization of all household hazardous waste in the buildings was completed. Ms. Mitchell provided critical communication with the client.

Brownfields Assessment, Kansas City Missouri School District (KCMSD), Kansas City, Missouri. Ms. Mitchell acted as an asbestos inspector for the contract. Ms. Mitchell led a team that completed a full hazardous materials inspection on four KCMSD properties (Bryant, Blenheim, Graceland and Seven Oaks). The inspections started with a Phase I and Phase II ESA, followed by a full asbestos, LBP, and mold inspection. Potentially PCB-containing caulking was sampled along with an inventory and categorization of all household hazardous waste in the buildings was completed. Ms. Mitchell provided critical communication with the client. She also wrote the final deliverables required for the contract.

Heather Wood, PG, Quality Assurance Officer

Ms. Wood has more than 20 years of consulting experience, including 17 years as an environmental consultant and more than 5 years as an information-systems consultant to state agencies. She is a licensed professional geologist in Missouri and Nebraska and serves as a Quality Control Coordinator (QCC) for her Tetra Tech operating unit. She has technical expertise related to due diligence, site assessment, groundwater quality evaluation, Resource Conservation and Recovery Act (RCRA) compliance, and guidance and training development.

TBAs, EPA Region 7. Ms. Wood is a qualified environmental professional, technical reviewer, and QCC providing oversight and technical review of Phase I and II TBAs for EPA Region 7 under both the Superfund Technical Assessment and Response Team (START) and RCRA Enforcement and Permitting Assistance (REPA) contracts. Sites assessed under her review have included industrial, commercial, and multi-site subject properties.

Section 128 Brownfields Assessments, NDEE. Ms. Wood is a project manager, qualified environmental professional, author, technical reviewer, and QCC for Phase I and II TBAs for NDEE. Sites assessed under her review have included industrial, commercial, and multi-site subject properties.

EDUCATION

M.S., Geology, University of Kansas, 2001

B.A., History, Trinity University, 1991

AREA OF EXPERTISE

Regulatory Compliance and Permitting

Hazardous Waste Management

Site Assessment/Due Diligence

TRAINING/CERTIFICATIONS

RG, Missouri (#2007006640)

PG, Nebraska (#G-0414)

LEED AP

YEARS OF EXPERIENCE

20

Phase I ESA Reports, Telecommunications Client, Multiple States. As part of a single large acquisition, Tetra Tech's client re-quired the completion of 31 Phase I ESAs in a single month. Ms. Wood oversaw the preparation of the reports by a team of more than 25 authors and field personnel over 10 states. She prepared a template for use by all authors. She also reviewed each report for technical adequacy, compliance with the ASTM International (ASTM) standard, and specific client requirements. She also ensured that each report had a consistent voice, regardless of the author.

Advanced Drainage Concepts/Green Solutions Project Support, EPA Region 7, Kansas City, Missouri. EPA's Office of Research and Development's (ORD) National Risk Management Research Laboratory is currently implementing a project to develop, implement and evaluate the use of advanced drainage concepts, particularly green infrastructure (GI) for combined sewer overflow control. The project team used the previous REPA contract vehicle to request the installation of various kinds of green infrastructure on commercial and residential properties in the same study area. Ms. Wood managed the implementation of advance drainage concepts, including installation of rain gardens and rain barrels and disconnection of downspouts. She conducted public outreach to community and volunteers.

Smart Growth Training Materials, City of Kansas City Missouri. "Smart growth" is sustainable development that focuses on how and where new development should be accommodated in order to build strong neighborhoods, promote economic development, provide families a clean and healthy environment, and offer transportation choices. Tetra Tech was chosen to support the City of Kansas City in implementing a grant received by the City from EPA. Ms. Wood researched development case studies, target audiences, and growth principles; interviewed developers and property owners; participated in and facilitated focus group and roundtable meetings; and developed outreach materials.

Denny Cox, Health and Safety Manager

Mr. Cox has over 25 years of environmental, health and safety and hazardous materials experience, focused primarily on health and safety regulatory compliance, environmental health and safety training and emergency response. Mr. Cox currently serves Tetra Tech as a Health and Safety Manager, the EPA Region 7 START III Health and Safety Officer, the Corporate Oil and Gas Health and Safety Lead, a Senior Environmental Health and Safety Trainer, and a Project Manager.

Since 1997, Mr. Cox's responsibilities have included work for government and private industry clients in areas such as emergency response; project site safety audits on hazardous waste sites; health and safety plan review; regulatory compliance audits; and implementation, coordination, and documentation of various environmental, safety and health training programs. Throughout his career, Mr. Cox has gained experience in industrial and chemical hygiene; hazard categorization (HAZCAT) of unknown chemicals; selection, use, and maintenance of personal protection equipment and respiratory protection equipment; preparation, approval, and implementation of health and safety on various projects; monitoring and sampling, and quality control plans for environmental projects; Clandestine Drug Laboratory training and assessment; selection, use, and maintenance of monitoring, sampling and industrial hygiene equipment; and Indoor Air Quality, including odor investigation, and occupant complaints.

Regulatory specialties and experiences have involved numerous federal agencies including U.S. Navy, DOD, and EPA, with a strong emphasis on Occupational Safety and Health Administration (OSHA) and EPA regulatory issues. Mr. Cox has extensive experience in providing technical health and safety services to a broad range of industries including governmental agencies, environmental, manufacturing, chemical manufacturing and processing, and petrochemical industries.

EDUCATION

B.S., Industrial Safety Management, University of Central Missouri, Warrensburg, Missouri, 1994

AREA OF EXPERTISE

Health and Safety

Training

Project Management

TRAINING/CERTIFICATIONS

OSHA HAZWOPER Supervisors

Hazardous Materials Technician with 8-hour Refreshers

Homeland Security Exercise and Evaluation Program Instructor

Incident Command System 100-400, 700, and 800

YEARS OF EXPERIENCE

25

For several large contracts, Mr. Cox has served as the Regional Health and Safety Program Manager. In that capacity, responsibilities have included providing oversight and approval for the performance of efforts by Tetra Tech personnel, as well as those performed by team and lower-tier contractor organizations. These have also included the responsibilities for developing comprehensive written Health and Safety Programs for those contracts, created and implemented the process for developing compliant and effective Health and Safety Plans and policies for hazardous waste and oil and gas operations, and review and approval of hundreds of these documents. He has performed numerous project site audits to determine the ongoing effectiveness of the company H&S program to determine conformance to regulatory and contractual requirements. Mr. Cox has served in this role for many project sites located throughout the United States.

David Homer, PhD, Risk Assessor

Dr. Homer is a Senior Environmental Scientist, Risk Assessor, and Regulatory Specialist with 40 years of experience in human health and ecological risk assessment, environmental restoration, and implementation of environmental regulatory programs. Dr. Homer is an experienced program and project manager, having led multidisciplinary teams in a variety of technical assignments, and he has been responsible for training federal, state, local, and industry officials on risk assessment.

Nebraska Remedial Action Plan Monitoring Act (RAPMA) Voluntary Cleanup Program (VCP), NDEE. Dr. Homer was the technical lead scientist for the development of remediation goals for the State of Nebraska's VCP and conducted two updates of the remediation goals. As part of these activities, Dr. Homer prepared a position paper outlining options for developing remediation goals and attended meetings to discuss these options. Dr. Homer was responsible for developing the remediation goals and preparing the supporting technical documentation and guidance materials.

VCP, Pennsylvania Department of Environmental Protection (PADEP). Dr. Homer also provided risk assessment oversight support to PADEP at several sites across the state. Sites include refineries, former steel mills, petroleum refining waste storage areas, and landfills. Under this contract, Dr. Homer reviewed risk assessment for technical content and well as their conformance with the states Act 2 Land Recycling Act, its voluntary cleanup program. Dr. Homer attended meetings with PADEP and potentially responsible parties (PRP) to support PADEP risk assessment position and assist in negotiations.

Risk Assessment Support for START, EPA Region 7. Dr. Homer has conducted baseline human health risk assessments and screening level ecological risk assessment at several facilities under the START contract. The sites included Tetrachloroethene (PCE) Southeast Contamination Site in York, Nebraska, Valley Park Trichloroethene (TCE) Site in Valley Park, Missouri, Des Moines TCE Site in Des Moines, Iowa, and PCE Former Dry Cleaner Site in Atlantic, Iowa. These sites included a variety of contaminated media – soils, sediment, surface water, groundwater and indoor air via vapor intrusion.

Risk Assessment Support, EPA Region 7. For EPA Region 7, Dr. Homer is provided support to the RCRA program through oversight of the human health and ecological risk assessments being performed at a number of sites in the region. This work was performed under several work assignments. The support Dr. Homer provided through the review of risk assessment work plans, review of risk assessment reports, and attending meetings with EPA staff to discuss review comments. The sites included the chemical manufacturers, aircraft manufacturers, refineries, ammunition plants, pesticide manufactures, and railroad maintenance sites. The contaminants addressed at these sites included heavy metals, volatile organic compounds (VOC), semivolatile organic compounds (SVOC), polynuclear aromatic hydrocarbons (PAH), PCBs, and pesticides in soil, groundwater, and indoor air.

EDUCATION

Ph.D., Environmental Science, University of Texas at Dallas, 1980

M.S., Environmental Science, University of Texas at Dallas, 1975

B.S., Biology, Valparaiso University, 1974

AREA OF EXPERTISE

Environmental Restoration

Risk Assessment

Remediation and Corrective Action

Property Transfer

Regulatory Compliance

PROFESSIONAL ASSOCIATIONS

Society of Environmental Toxicology and Chemistry

ASTM International - E-50 - Environmental Assessment, Risk Management and Corrective Action

YEARS OF EXPERIENCE

40

Rob Monnig, PE, Professional Environmental Engineer

Mr. Monnig is a Professional Environmental Engineer and Certified Health Physicist (CHP) with a bachelor's degree in Chemical Engineering from the University of Missouri and seventeen years of experience providing environmental assessment, remedial design, compliance, and emergency response services. Mr. Monnig has provided environmental engineering support for over 20 EPA sites, including brownfields sites, Formerly Used Defense (FUD) sites, Superfund sites, and emergency response sites.

TBA at Dakota City, Nebraska, U.S. EPA Region 7. Mr. Monnig served as the project manager for a TBA at a former disposal site along the Missouri River, where groundwater and soil had been impacted by releases of selenium and other heavy metals. Mr. Monnig led the effort to complete Phase II site characterization through geophysical studies, soil sampling, and the installation of a monitoring well network. Also, Mr. Monnig also led the Phase III effort to identify and evaluate potential remedial technologies for groundwater and soil. These efforts are coordinated through EPA, local officials, and the Nebraska Remedial Action Plan Monitoring Act (RAPMA) VCP to develop a remedial strategy that is satisfactory to all stakeholders.

63rd and Prospect Redevelopment for Missouri Voluntary Cleanup Program, Kansas City, Missouri. Mr. Monnig provided field support and reviews of the deliverables for the Phase I and II ESAs along with removal of a UST at a former gas station. Mr. Monnig was critical in providing guidance for the UST removal and evaluation of results from the Phase II ESA to determine a remediation strategy.

EDUCATION

B.S., Chemical Engineering, University of Missouri – Columbia, Columbia, MO, 2001

AREA OF EXPERTISE

EPA Superfund Cleanup

Health Physics

Radiological Assessments/Cleanups

TRAINING/CERTIFICATIONS

Professional Engineer: Kansas (19115), Missouri (PE-2008007651), Nebraska (E-12862), Texas (109510), Iowa (21818), Oklahoma (26694)

CHP, American Board of Health Physics

YEARS OF EXPERIENCE

17

Superfund Feasibility Study for Parkview Well Site, EPA Region 7. Mr. Monnig conducted a feasibility study at the Parkview Well Site in Grand Island, Nebraska, to develop remedial alternatives to address a chlorinated solvent groundwater plume and source area contamination. Mr. Monnig reviewed site characterization data and researched treatment technologies to develop multiple remedial alternatives, analyze the alternatives against evaluation criteria, and prepare cost estimates for the remedial alternatives.

Winnebago Scrap Metal Removal Assessment (RA), U.S. EPA Region 7. Mr. Monnig was the project manager for this RA on Winnebago Tribal land in Thurston County, Nebraska. The site encompasses an area at the Winnebago Roads Department facility where greensand material from decommissioned drinking water plant equipment was spilled onto the ground surface. The greensand material was used as a filter media to treat drinking water and had accumulated naturally occurring radionuclides. Sampling results showed elevated levels of thorium-228, radium-226, and other radionuclides in the greensand material. Based on this information, EPA determined that a hazardous substance was present at levels that posed an imminent threat to human populations, thereby warranting a time-critical RA. Mr. Monnig guided excavation/disposal of soil and decommissioned equipment impacted with greensand material and conducted a feasibility study to determine if the area could be released for unrestricted use.

Jeff Mitchell, Hazardous Materials Specialist

Mr. Mitchell is a hazardous materials compliance, assessment, and abatement specialist. He has numerous certifications and licenses, including Iowa Asbestos Inspector and AHERA and Project Designer & Contractor Supervisor. He also provides technical support for a variety of environmental and industrial hygiene media including air, water, soil, asbestos, lead and mold.

Environmental Assessment and Remediation Services, America Multi-Cinema (AMC) Inc., Nationwide. Mr. Mitchell is the program manager for hundreds of AMC environmental assessments and remediation projects that have taken place throughout the country. Mr. Mitchell coordinates licensed asbestos, LBP and mold inspectors within Tetra Tech and at times subcontractors to conduct asbestos, LBP, and mold inspections at AMC movie theaters throughout the country. To date, over 300 individual sites have been addressed, including sites in Iowa, Kansas, Missouri, and Nebraska.

United States Postal Services (USPS) Industrial Hygiene Support Services, Nationwide. Mr. Mitchell is the asbestos, LBP, and mold technical lead for this contract. Mr. Mitchell supplies support and oversight for teams of industrial hygienists that conduct surveys and abatement oversight/air monitoring at USPS locations throughout the country, including sites in Iowa, Kansas, Missouri and Nebraska. Mr. Mitchell reviews survey reports and abatement work plans and provides guidance to USPS personnel on state regulations for abatement oversight. Two project examples include Dodge City, Kansas, site that included an asbestos and LBP survey and abatement oversight and the Plainfield, Iowa, site that included asbestos abatement oversight and clearance sampling where Mr. Mitchell lead the field teams and reviewed all deliverables.

The Miller Nichols Library Hazardous Materials Survey, Kansas City, Missouri. Mr. Mitchell is licensed in the state of Missouri as an asbestos and lead inspector. He acted as the field sampling team leader for the contract. Mr. Mitchell lead a team that completed a full hazardous materials survey, including LBP survey and asbestos inspection at the 4-story 175,000-square-foot Miller-Nichols Library on the University of Missouri-Kansas City Campus.

Hazardous Materials Survey and Phase II ESA, National Geospatial Intelligence Agency (NGIA), EPA. Mr. Mitchell acted as project manager of the Phase II ESA and hazardous materials survey at the proposed site of the NGIA. Mr. Mitchell led a team that completed asbestos and LBP surveys, and inventory of hazardous materials at 85 residential structures in St. Louis, Missouri. The project also included an extensive Phase II ESA to assess presence of contamination in subsurface soil and groundwater. Mr. Mitchell engaged in critical communication with the client, and wrote and reviewed the final deliverables required by the contract.

Rayco Phase I & II ESA and Hazardous Materials Survey, NDEE. Mr. Mitchell was field team leader of the Phase I ESA site walk, Phase II ESA sampling for sub-slab soil vapors, and hazardous materials survey of the historic movie theatre proposed for renovations. Mr. Mitchell also wrote the final deliverables and offered recommendations for proper removal of identified asbestos and LBP.

EDUCATION

B.S., Agronomy, Soil & Water Conservation, Kansas State University, 2000

AREA OF EXPERTISE

ACM, LBP, & Mold

Environmental Compliance (CERCLA/RCRA)

Technical Reporting/Review

Environmental Sampling

TRAINING/CERTIFICATIONS

AHERA Asbestos Inspector, Project Designer & Contractor Supervisor Training

Current Asbestos Inspector License for the State of Hawaii, Iowa, Missouri, Nebraska, Nevada & Virginia.

Current AHERA Asbestos Project Designer for the State of Missouri

Current Lead Based Inspector Certification for the State of Kansas, Hawaii, Missouri and Nebraska

YEARS OF EXPERIENCE

19

Zach Usher, Hazardous Materials Specialist

Mr. Usher is an environmental scientist providing technical support for clients in both the public and private sectors. This includes multi-media environmental sampling, environmental assessments, and client communication. He has performed numerous Phase II ESAs, asbestos inspections, LBP surveys, subsurface investigations, and remediation oversight for private clients.

START 7- Missouri, EPA. Mr. Usher has been involved in START projects, working on sites involving lead removal, brownfield redevelopment, soil sampling and private well sampling. Mr. Usher has also conducted LBP surveys at sites using an XRF Niton device.

START Brownfields - Oak Street City Hall, Poplar Bluff, Missouri. Mr. Usher assisted in performing a hazardous materials survey of this brownfields site which included a former government building in downtown Poplar Bluff, Missouri. The scope of work included a Phase I, asbestos, LBP, and hazardous waste survey. The site had Lead-Based Paint and Asbestos Containing Building Material. He conducted the field work with the assistance of a coworker, assisted in the report writing and performed data analysis.

Camp Fire Incident, Paradise, California, CalRecycle. Mr. Usher served as an Environmental Unit Leader during debris removal activities after the most destructive wildfire in California destroyed over 14,000 structures. He was responsible for conducting site assessments, remediation oversight, and soil sampling for hundreds of burned commercial and residential properties undergoing debris removal. Mr. Usher also provided technical support including quality control and data management for the site assessment teams. Field equipment used included Jerome mercury vapor analyzer, MultiRae PID, Ludlum radiation meter, and XRF devices.

EDUCATION

B.S., Geography and Environmental Resources Southern Illinois University Carbondale, 2013

AREA OF EXPERTISE

Environmental Site Assessments/Due Diligence

Field Sampling

Asbestos and LBP Inspections

Remediation Oversight

TRAINING/CERTIFICATIONS

FEMA ICS 100

10-hour OSHA

AHERA-Asbestos Inspector MO, IL, AR

NIOSH 582

Lead Based Paint Risk Assessor – MO, KS, IA (in process, confirmation #IOWDPH009174874)

YEARS OF EXPERIENCE

6

Red River Army Depot, Texarkana, Texas. Mr. Usher served on a team performing sampling of suspected asbestos containing material on over 100 buildings at the Red River Army Depot in Texarkana, Texas. Activities included asbestos sampling and preparing chain of custodies for sample transport as well as coordinating with base personnel on scheduling.

Various Commercial and Government Clients, Missouri and Illinois. Mr. Usher performed numerous asbestos inspections throughout Missouri and Illinois also encompassing abatement oversight and air monitoring activities. Air monitoring activities included using low and high volume air pumps to monitor for dust, mold, and asbestos. He also provided project oversight on asbestos and mold abatement projects and performed final clearance air monitoring.

Phase II Environmental Site Assessments, various private clients. Mr. Usher conducted Phase II ESAs for various private clients, including subsurface investigation activities and asbestos and LBP surveys at numerous project sites located throughout the Midwest. Mr. Usher performed sampling for groundwater, soil, and soil vapor as well as coordinated and provided oversight for drillers using Geoprobe equipment.



Robin Fordyce | PLA

Principal-In-Charge | Landscape Architect

Robin uses her experience in both the public and private sectors to design quality, cost-effective and sustainable landscapes. With a background rooted in art and music she believes that any design problem, big or small, is an opportunity to create inspiring landscapes that set a high standard of aesthetics that bring value to the user and client. She leads projects of all phases of design from concept and idea formation through construction documentation and administration. Her skills in drafting, GIS, artistic representation and design software applications make it simple to effectively communicate ideas to others. She enjoys a challenge and a collaborative approach to design.

EDUCATION

Master of Landscape Architecture, Kansas State University, 2009

American Society of Landscape Architects - Nebraska Dakotas Chapter, President 2019-2020

REGISTRATION

PLA NE 377

PLA IA 00729

PLA KS 900

PLA MO 2018032997

EXPERIENCE

11 Years with Vireo

AFFILIATIONS

Smart Cities - Omaha, Implementation Committee, 2019-2020

Society of American Military Engineers, Omaha Post

Relevant Experience

Conagra Council Bluffs Plant Landscape Screening | Council Bluffs, Iowa
Southside Terrace Redevelopment Framework Plan | Omaha, Nebraska
Omaha Brownfields Coalition Plan | Omaha, Nebraska
Adams Park/John Creighton Blvd Green Infrastructure | Omaha, Nebraska
Fontenelle Park Green Infrastructure | Omaha, Nebraska
Gilmore Avenue Combined Sewer Overflow Landscape Improvements | Omaha, Nebraska
Dundee Elementary Green Infrastructure Demonstration | Omaha, Nebraska
Greening America's Capitals - 6th Avenue Corridor Green Infrastructure | Des Moines, Iowa
Greening America's Capitals - Triangle Neighborhood Green Infrastructure | Madison, Wisconsin
Hoosier White River Habitat Restoration | Omaha, Nebraska
Nebraska Game and Parks River Trail Design Standards | Nebraska
Nebraska Game and Parks Natural Playscapes Design Publication | Nebraska
N 48th Street Landfill End-Use Recreation & Environmental Plan | Lincoln, Nebraska
Amana Colonies Eco-Park Master Plan | Amana, Iowa
Kansas City Riverfront Heritage Trail | Kansas City, Missouri & Kansas
Penn Valley Park Roadway and Lake Renovation | Kansas City, Missouri
18Broadway
Urban Community Garden | Kansas City, Missouri
ConAgra Campus Enhancements | Omaha, Nebraska
Lake Zorinsky Playground | Omaha, Nebraska
2101 Broadway Roof Top Terrace | Kansas City, Missouri
JP Lord School Sensory Playground and Garden | Omaha, Nebraska
Omaha Veterans Ambulatory Care Clinic Nature Garden and Green Roof | Omaha, Nebraska

Vireo
Landscape Architecture | Planning | Design



Triveece Penelton | AICP

City Planner | Public Involvement Innovator

Triveece is a city planner and communications innovator at Vireo. She is also the creator of the Digicate® software application for community engagement, which Vireo powers and utilizes as part of its community engagement services. She has worked with community organizations and government agencies at the state, county, and local levels for years. The projects she manages blend planning with intensive public engagement, education, information sharing, messaging, and branding. Triveece's strengths lie in developing and executing the communications and planning processes by which groups of stakeholders are strategically brought together to discuss the opportunities ahead of them through corridor, area, and comprehensive planning efforts that use creative and innovative tools to gather meaningful input.

EDUCATION

Master of Urban Planning, University of Kansas, 2002

Bachelor of Architectural Studies, University of Kansas, 2000

REGISTRATION

AICP

EXPERIENCE

15 Years with Vireo

AFFILIATIONS

Community Planning Assistance Team, American Planning Association, 2017

Technical Assistance Panel, Urban Land Institute, 2018

Community Assistance Planning Services Committee, 2019, 2020

Adhoc Housing Commission Grandview, Missouri, 2019

Advisory Board for Center for Neighborhoods, University of Missouri-Kansas City, 2016-2019

Advisory Board for the Department of Urban Planning, University of Kansas School of Public Affairs and Administration, 2009-2019

Relevant Experience

Forever North Housing & Multimodal Transportation Study | Omaha, Nebraska
Manderson Market Small Area Concept Plan: Housing | Omaha, Nebraska
MAPA Heartland 2050 Regional Vision Plan | 8 Counties in Iowa and Nebraska
Sarpy County Transit Feasibility Study | Omaha, Nebraska
Leavenworth County Road 1 Land Use Analysis | Leavenworth Co., Kansas
Grand Island Grander Vision | Grand Island, Nebraska
Prairie Band Potawatomi Nation Integrated Feasibility Study | Mayetta, Kansas
Ernie Miller Nature Park & Nature Center Master Plan | Olathe, Kansas
Blue River Watershed Integrated Plan | Kansas City Metro
MARC Energy Works KC | Kansas City Regional Metro
Upper Blue River Watershed Initiative | Johnson County, Kansas
Liberty Parks and Recreation Rejuvenation Master Plan | Liberty, Missouri
Blue River Trail | Kansas City, Missouri
I-70 Environmental Impact Statements | Kansas City, Missouri
Johnson County Stream Asset Inventory | Johnson County, Kansas
MARC Regional Green Infrastructure Initiative | KC Metropolitan Region, Kansas, Missouri
K-32 Tri-City Multimodal Redevelopment Plan | Wyandotte County, Kansas
75th & Wornall Improvements & Green Infrastructure | Kansas City, Missouri
Sedgwick County Watershed Management Business Plan | Sedgwick County, Kansas
Independence Avenue Pedestrian Safety Plan | Kansas City, Missouri
Bel Aire Bicycle & Pedestrian Master Plan Update | Bel Aire, Kansas
Spring Rain Campaign and Brand | Sedgwick County, Kansas

Vireo
Landscape Architecture | Planning | Design

EXHIBIT 3
STAFFING MATRIX

Personnel	Years of Experience	Highest Degree Obtained	Discipline	Targeted Brownfields Assessments	Phase I Environmental Site Assessment	Site Assessment and Sampling									Remediation Design and Planning			Project Planning and Outreach						
						Environmental Sampling	Direct-Push Technology	Monitoring Wells Installation	Vapor Intrusion Sampling	Asbestos and LBP Sampling	Mobile Laboratories	Site Restoration Services	Field Oversight	Groundwater Monitoring Evaluations	Remediation Design	Feasibility Studies	Contaminant Transport Models	Health and Safety Plans	Quality Assurance Project Plans	Standard Operating Procedures	Review Checklists	Guidance Documents	Public Outreach Materials	Workshops
Tim Barbeau	5	BS	Environmental Science	X	X	X	X	X	X		X	X	X	X					X	X	X	X	X	X
Stephanie Caples	3	BS	Geology	X	X	X	X	X			X		X						X	X				
Eric Deselich	23	MS	Chemistry/Public Admin			X					X		X						X	X	X	X	X	X
Jerrett Domling	25	MS	Environmental Science	X		X	X	X					X	X					X					
Bryan Erickson	23	HS	Industrial Hygiene	X	X	X	X		X	X			X					X	X	X	X			
Ted Faile, PG, CHMM	29	MS	Hydrogeology/ Geophysics	X	X	X	X	X			X	X	X	X	X	X	X		X	X	X	X		
Emily Fisher	19	BS	Biology	X	X	X				X	X		X										X	
Bethany Gatz	4	BS	Civil Engineering	X	X	X	X		X			X	X	X	X	X			X	X				
Danielle Gibson	7	MS	Civil Engineering	X	X	X	X	X	X		X		X			X			X					
Lauren Holt	3	BS	Geology	X	X	X	X	X	X		X		X	X					X					
Jenna Mead, RG	37	BS	Geology	X	X	X	X	X			X	X	X	X					X	X	X	X		
Lauren Murphy	4	BS	Geology	X	X	X	X	X	X					X				X	X	X	X			
John Simpson, CHMM	21	BA	Environmental Science	X	X	X	X	X	X		X	X	X	X	X	X			X	X	X			
Ryan Slanczka	6	BS	Wildlife Biology	X	X	X		X		X			X	X					X					
Scott Schulte	28	MUP	Env. Planning & Design	X	X								X		X	X		X	X			X	X	X
Bill Spiking	14	BS	Geography		X	X							X							X	X	X	X	X
Mike Williams, PG, CPG	30	MS	Hydrogeology			X	X	X				X	X	X	X	X	X		X	X	X	X	X	X
Colin Willits	18	BA	Geography	X		X	X	X					X	X					X					
Dave Zimmermann	31	BA	Environmental Studies	X		X	X	X	X		X	X	X	X		X			X	X	X	X	X	

5 FIRM QUALIFICATIONS

The Tetra Tech team has a long history working with municipal and local government partners, including the cities of Council Bluffs, Iowa; Omaha, Nebraska; Kansas City, Missouri; Des Moines, Iowa; Madison, Wisconsin; and Kansas City, Kansas (the UG). Our team's service to all of our municipal clients has allowed us to understand the particular challenges that are faced by the City of Council Bluffs in implementation of its development goals. Our team of dozens of professionals have years of experience in site assessment, brownfields assessment, risk assessment, and public outreach for metro area cities, and regional states. And our long and close relationship with EPA has provided us with extensive experience in EPA grant and financial reporting.

Additionally, the Tetra Tech team offers Council Bluffs a broad range of experience, responsive to all aspects of the RFP scope of services, as summarized below. Following, as evidence of this experience, Section 6 describes our qualifications and related experience demonstrating our capability to provide the services described in the RFP Scopes of Services. Section 7 provides references for that work.

6 PREVIOUS PROJECT EXPERIENCE

Tetra Tech has more than 30 years of experience working with EPA, state agencies, and municipal planning departments, including conducting dozens of brownfields assessments that have included Phase I and II ESAs, ABCAs, RAPs, risk assessments, hazardous materials surveys and community outreach. We have completed brownfields assessments in all four states of EPA Region 7, both in the largest cities in Region 7 and in towns with populations of less than 1,000 people.

The brownfields sites our team has assessed have included multiple city blocks in St. Louis, Missouri; Kansas City, Missouri; Kansas City, Kansas; Waterloo, Iowa; and Omaha, Nebraska. Under a brownfields grants or brownfields task orders, we have assessed large multi-parcel rural areas that will be inundated by reservoirs and railroad easements that will be converted to bike trails. Our team has conducted brownfield assessments of automotive repair shops, dry cleaners, warehouses, railroad roundhouses, former manufactured gas plants (FMGP), landfills, smelters, waste haulers, sewage treatment plants, meat packers, hospitals, flour mills, metal finishers, jails, scrap metal recyclers, tank farms, schools, concrete mixers, post offices, grain elevators, airports, and a variety of manufacturers and distressed residential and commercial properties.

Once the Phase I and II assessments are completed, the Tetra Tech team has direct experience with community service activities include prioritizing assessments and identifying brownfields targets; developing community involvement plans and participating in community planning team meetings; assessing remedial alternatives and supporting community decisions for remediation; and overseeing remediation of brownfields sites. Under START, Tetra Tech has prepared ABCAs for properties in Dakota City, Nebraska; Winnebago, Nebraska; Keokuk, Iowa; and Carter Lake, Iowa.

6.1 START Targeted Brownfields Assessments, EPA Region 7

EPA has tasked Tetra Tech under multiple task orders within EPA START contracts II, III, IV, and V to assist EPA's brownfields program in addressing abandoned, idle, or underused industrial and commercial facilities. Tetra Tech has conducted Phase I and II TBAs, ABCAs, risk assessments, remedial assessments (including Phase III TBAs), hazardous materials surveys and developed RAPs. Assessments are conducted in accordance with

In its brownfield work with EPA Region 7, over multiple contracts, Tetra Tech has completed:

- 45 Phase I TBAs
- 46 Phase II TBAs
- 24 Hazardous Materials Surveys
- Two Phase III TBAs
- Building Demolition Plan
- Four Tier I Risk Assessments
- Seven ABCAs
- Inventory of Unsound Buildings

EPA 540-F-96-028, *Guidance for Performing Site Inspections Under CERCLA,* and other applicable guidance documents, including ASTM standards E 1527-13 and E 1903-19 and the EPA's All Appropriate Inquiries (AAI) rule. Primary objectives of assessments are to determine the nature and extent of contamination, risks posed by the contamination, cleanup alternatives, and costs of cleanup options for site redevelopment.

Phase I TBAs have ranged in size from single buildings to multiple city blocks in St. Louis and Kansas City to large rural areas and small communities. Over multiple START contracts, Tetra Tech has developed methodologies for completing Phase I TBAs for multiple properties to minimize mobilization costs and turnaround time to Phase II assessment. Tetra Tech prepares a work plan, QAPP, and health and safety plan (HASP) for each field event. Tetra Tech has also completed hazardous material surveys to determine the presence of ACMs, LBP, PCBs, hazardous waste, and other hazardous materials. These hazardous materials surveys are often completed concurrently with the Phase I and II TBAs to minimize costs and streamline remediation decisions.

On behalf of the START contract, Tetra Tech also supports community service activities to support future remediation of sites once the presence of contamination has been established, including Phase III TBAs, ABCAs, risk assessments, and development of RAPs.

Some examples of our brownfields work for START includes:

- Tetra Tech completed a Phase I TBA at a former gas station site in Carter Lake, Iowa, on behalf of the Omaha Tribe of Iowa. The Phase I identified RECs from historic use of the property, and a subsequent Phase II TBA identified the presence of lead, VOCs, and SVOCs in soil and groundwater. Based on the findings, Tetra Tech prepared an ABCA to assess the relative feasibility of excavation versus implementation of land use controls (LUC).

- Tetra Tech conducted a Phase I TBA at the Elkem Carbide site in Keokuk, Iowa, which was historically used for zinc refining, production of hardened lead alloy, and manufacture of various carbide products. Based on the Phase I, which identified RECs based on historical activities at the site, Tetra Tech conducted the Phase II TBA. Soil, sediment, and groundwater samples were collected, and analytical results were compared to Iowa Department of Natural Resources (IDNR) Statewide



Switzer School Redevelopment
The Switzer School (also known as West High School) site is a 4.5-acre, 5-building Complex on Kansas City, Missouri's West Side. The core school buildings were constructed at the end of the 19th century in the Italian Renaissance and Neo-Classical styles. Their abandonment and dilapidation on a high visibility corner was a source of concern in the neighborhood. On behalf of EPA Region 7, Tetra Tech conducted Phase I and II brownfields assessments and a hazardous materials survey, including asbestos, LBP, PCBs in caulk, and mold. The Phase II was able to rule out any RECs, and the hazardous materials survey quantified materials for subsequent abatement. Redevelopment began in 2015. Using historic preservation tax credits, they are now high quality market-rate apartments as Switzer Lofts.

Standards for contaminants in soil and groundwater. Results exceeding these standards were further evaluated via preliminary evaluations of the site resident, site worker, and construction worker exposure scenarios. Tetra Tech prepared an ABCA for the site that evaluated limited removal with capping versus complete source removal and offsite disposal.

- Tetra Tech conducted a Phase II TBA of the proposed NGIA site in St. Louis, Missouri. Uses of the site, which covers about 550 parcels and includes 98 structures, had been mostly residential, with some commercial/industrial usage. The Phase II TBA included direct-push technology (DPT, commonly called Geoprobe) soil and groundwater sampling for chemical and geotechnical analysis. In addition to the Phase II efforts, Tetra Tech conducted pre-demolition hazardous materials, ACM, and LBP surveys at 85 properties to be demolished. Finally, Tetra Tech prepared a demolition plan to guide sequencing of demolition activities and ensure compliance with state regulations regarding abatement of ACM and household hazardous waste (HHW).

- Tetra Tech completed a Phase I TBA at a public works garage in Winnebago, Nebraska. The Phase I identified RECs from historic use of the property, and a subsequent Phase II TBA identified the presence of metals and hydrocarbons in soil and groundwater. Based on the findings of the Phase II, Tetra Tech prepared an ABCA to assess the feasibility of excavation, implementation of LUCs with soil gas venting, or in situ remediation.

6.2 Brownfields Site Assessments, Unified Government of Wyandotte County Kansas (UG)

Tetra Tech has been the prime contractor supporting the UG's brownfields grant program since 2010, through two grant awards. Projects under both grants have ranged from single building sites to entire city blocks in downtown KCK.

In its brownfield work with the UG, over multiple grants, Tetra Tech has completed:

- 27 Phase I ESAs
- 14 Phase II ESAs
- 17 hazardous materials surveys, including ACM and LBP assessments
- Three PCAs
- Remediation of a leaking UST
- Community Involvement Plan
- Target Area Planning Team meetings
- Brownfield Eligibility Studies

Under both grants, Tetra Tech worked with the UG project manager, Brownfields applicants, and EPA to ensure timely completion of projects and effective communication among all parties involved in the project. Tetra Tech also supported the UG and community stakeholders in identifying brownfield assessment targets. Tetra Tech prepared community involvement plans, prepared materials for and supported Target Area Planning Team meetings, and assessed brownfield eligibility for potential targets. Tetra Tech also supported all brownfield reporting requirements, including property profile forms, and coordinates with UG staff quarterly to update the Assessment, Cleanup and Redevelopment Exchange System (ACRES) database.

Tetra Tech conducts Phase I ESA in accordance with the ASTM standard E 1527-13 and EPA's AAI rule. Phase I ESAs have included the Indian Springs Mall, Quindaro Catalyst, Midland Pharmaceuticals, Veterans of Foreign Wars (VFW), and Downtown KCK Healthy Campus sites, as well as smaller sites like former gas stations and dry cleaners.

Tetra Tech conducts Phase II ESAs according to the site-specific requirement under EPA, KDHE Voluntary Cleanup and Property Redevelopment Program (VCPRP), and ASTM Standard E 1903-19. Phase II ESA activities have included Geoprobe DPT soil and groundwater sampling, and ground penetrating radar (GPR) surveys.

Tetra Tech has also provided AHERA-accredited inspectors trained in state regulations governing asbestos projects, to conduct hazardous material inspections and surveys. Our surveys follow procedures and protocols



Simmons Senior Housing
This property, in the historic Argentine neighborhood in Kansas City, Kansas, was originally constructed in 1921 as the Argentine Hospital. The Mission and Craftsman style building was converted to a mortuary, which operated until 2007. On behalf of the UG, Tetra Tech completed Phase I and Phase II brownfields assessments at the property. The Phase II consisted of DPT sampling of soil and groundwater. Tetra Tech confirmed the presence of impacted soil from a UST and oversaw the removal of the tank and confirmation sampling. In 2015, the property was converted to affordable senior apartments, preserving many of its key architectural details.

specified in the National Emission Standards for Hazardous Air Pollutants (NESHAP) and all local and state regulations. Tetra Tech has provided Kansas-licensed LBP inspectors to conduct LBP screenings at sites that were built prior to 1978. In addition, Tetra Tech also provides environmental professionals trained and experienced in the identification of mold to conduct each mold investigation. Mold investigations include a visual assessment for mold, followed by collection of tape-lift samples from multiple areas in where visible mold was identified and air sampling if deemed necessary to gauge air quality of the building.

Tetra Tech has also supported community service activities as part of the brownfields grant, to assist in decisions regarding future site assessments, future remediation, and ongoing operations and maintenance. In addition to hazardous materials surveys, for sites with potentially usable structures, Tetra Tech has provided PCAs to determine the future costs of using and maintaining the buildings. The assessments follow ASTM E 2018-15, Standard Guide for Property Condition Assessments: Baseline Property Condition Assessment Process. The scope of services includes a site visit; observations of the site and its improvements; reviews of available construction and maintenance documents, and local code compliance reports; and interviews. Tetra Tech assesses the general physical condition and maintenance status of the property and offers recommendations regarding repair and maintenance items we consider significant for the property to continue in its current operation and/or to undergo restoration to a good condition consistent with comparable properties of similar age.

Some examples of our brownfields work for the UG include:

- Tetra Tech completed a Phase I ESA at the historic downtown VFW hall, which a local community group intended to repurpose as a community center. The Phase I revealed RECs from historical operations at adjacent properties. Based on the Phase I, Tetra Tech conducted a Phase II ESA at the site, which included DPT groundwater sampling for VOC analysis. Because the age of the building and its potential for reuse, Tetra Tech also completed an ACM and LBP survey and a PCA.

- Tetra Tech conducted a Phase I ESA of thirteen parcels in downtown KCK, over six blocks, to support the redevelopment into a grocery-store-anchored redevelopment project as part of the Mayor's "Healthy Campus – Downtown Parkway District." Following this initial area-wide Phase I, Tetra Tech conducted a second area-wide Phase I ESA to include an additional 21 parcels. Tetra Tech also assisted the UG in identifying buildings on adjacent parcels.

- Tetra Tech conducted a Phase I ESA and hazardous materials survey at the former Midland Pharmaceuticals site, which includes 19 buildings over thirty acres. The Phase I identified RECs from accumulation of hazardous waste (still on site) and the hazardous materials survey confirmed the presence of ACMs.
- Tetra Tech completed a brownfields eligibility assessment for the Neighborhood Revitalization Strategy Area (NRSA) for the Park Drive Neighborhood in KCK. Using historical sources and environmental data bases, Tetra Tech identified more than 70 potential brownfield sites in the NRSA.

6.3 Environmental Engineering Services, NDEE

Tetra Tech currently provides CERCLA and RCRA support to NDEE under an environmental engineering services contract. Tetra Tech has had continuous contracts with the agency going back to 1993. Under environmental and engineering services contracts since 2001, Tetra Tech has participated in multiple Section 128(a) Phase I and Phase II ESAs and guided sites from Phase I assessment through cleanup.

Tetra Tech works closely with the NDEE project managers, the local brownfields applicant (typically a regional development authority), city public works departments, and property owners to coordinate sampling, communicate results, and provide guidance for future activities. About a quarter of the assessments have been in Omaha and Grand Island.

In its brownfield work with NDEE, over multiple contracts, Tetra Tech has completed:

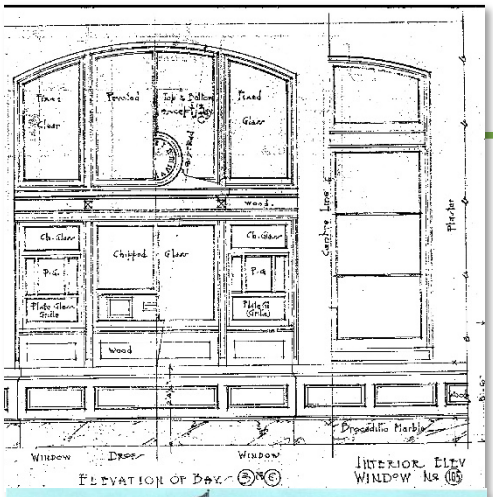
- 35 Section 128(a) Phase I ESAs
- 16 Section 128(a) Phase II ESAs
- Vapor Intrusion Evaluation
- 14 hazardous materials surveys, including ACM and LBP assessments
- VCP guidance and outreach
- A complete Phase-I-to-Cleanup of a former grain elevator

Tetra Tech conducts Section 128(a) Phase I ESAs in accordance with ASTM standard E 1527-13 and the EPA's AAI rule. Phase I ESAs have included grain elevators, dry cleaners, railyards, meatpacking plants, airports, power plants, and FMGPs. Although an asbestos survey is not part of the scope of a Phase I ESA, personnel performing the site reconnaissance are typically certified in Nebraska for lead and asbestos inspection, allowing them to specifically focus on areas that will subject to sampling and assessment during the Section 128(a) Phase II ESA process. As requested by the NDEE project manager, Tetra Tech also combined the Phase I and hazardous materials surveys to minimize mobilizations costs to areas that are sometimes quite remote.

Tetra Tech conducts Section 128(a) Phase II ESAs according to the site-specific EPA, NDEE requirements, and ASTM Standard E 1903-19. Tetra Tech prepares a work plan, QAPP, and HASP for each field event. Phase II ESAs are focused performed to verify Phase I findings and, if possible, to determine the level and extent of the contamination. Typically, a Phase II ESA for NDEE utilizes DPT to assess potential sources of contamination in soil and groundwater, but they have also included collection of indoor and outdoor air samples.

In addition to assessment, Tetra Tech has also participated in community service activities to support remediation and outreach. Tetra Tech prepared NDEE guidance materials for the RAPMA VCP and implemented its roll-out to stakeholders via a series of public meetings and workshops. Tetra Tech also developed a Citizen's Guide to the VCP Program fact sheets, notices, and brochures, all of which were also translated into Spanish. Tetra Tech has periodically revised and updated the remedial action goals and protocol for the VCP guidance document in order to reflect state of the art guidance from EPA.

Finally, Tetra Tech also has conducted oversight on site remedial projects. For example, at the Atlanta grain elevator site in Atlanta, Nebraska, Tetra Tech completed the Phase I and II ESAs, then oversaw the remediation of the site and removal of waste.





Prairie Arts Center
This 1913 Italian Renaissance post office in North Platte, Nebraska, had been unused and partially vacant for years. On behalf of NDEE, Tetra Tech conducted Phase I and II brownfields assessments and hazardous materials assessment. The Phase II was able to rule out any RECs, and the hazardous materials survey quantified materials for subsequent abatement. Redevelopment began in 2008. The building is now registered with the Nebraska State Historical Society and listed on the National Register of Historic Places. It is the home of the Prairie Arts Center, a community hub with exhibits, meeting spaces, classrooms, and artists' studios.

Some examples of our brownfields work for NDEE includes:

- Tetra Tech completed a Phase I ESA at former beauty school in Omaha and identified RECs from the buildings location within the Omaha Lead Superfund site as well as historical operations at nearby FMGPs and drycleaners. Based on the Phase I, Tetra Tech conducted a Phase II ESA at the site, which included DPT groundwater and soil sampling for lead, VOCs, SVOCs, and hydrocarbons. The Phase II identified groundwater impacts from chlorinated VOCs, and Tetra Tech conducted a follow-on vapor intrusion (VI) sampling event. During this event, Tetra Tech sampled groundwater, sub-slab vapor, and interior/exterior ambient air. Based on this VI sampling, Tetra Tech was able to conclude that contamination of groundwater was unlikely to cause an impact to indoor air at the site.

- Tetra Tech completed a Phase I ESA at a volunteer fire department building in Crawford that was the former location of an auto repair shop that was proposed as the location of a community theater. The Phase I ESA was conducted simultaneously with a ACM/LBP/LCM survey. The Phase I identified a REC related to a historic fuel tank that was removed in the 1930s. A Phase II was conducted that included soil and groundwater DPT sampling for metals, VOCs, and hydrocarbons. In addition, Tetra Tech collected sub-slab and ambient vapor samples. As a result of the sampling, Tetra Tech was able to confirm that concentrations of vapors in building did not exceed non-residential standards, and no groundwater or soil exceeded any risk-based standard.

- Tetra Tech conducted a Phase I ESA at former rolloff waste container management site in Norfolk that was also the location of illegal waste incineration. The Phase I identified RECs based on the historical operations at the site, including the waste burning and potential disposal of hydrocarbons to floor drains. A Phase II was conducted that included DPT sampling of soil and groundwater for metals, VOCs., SVOCs, and hydrocarbons as well as sampling of the floor drain itself. Tetra Tech was able to determine that neither soil nor groundwater exceeded risk-based standards.

6.4 Omaha Green Solutions Pilot Program, Omaha, Nebraska

As the city of Omaha looked to integrate green solutions into its stormwater management efforts, Vireo was an integral part of the Green Solutions Pilot Program team that evaluated locations across the city for their potential to reduce the stormwater load on the city's combined sewer system.

The City of Omaha, through its Clean Solutions for Omaha Program, was committed to a solution for its combined sewer overflow that incorporated best practices to reduce stormwater pollution and impacts on the wastewater system. Omaha's Stormwater Program focused on eliminating prohibited non-stormwater discharges through a National Pollutant Discharge Elimination System (NPDES) municipal stormwater discharge permit. Working in tandem, the two programs improve Omaha's water quality.

Green infrastructure uses natural and engineered systems that work with or imitate natural systems to manage urban stormwater before it gets to storm sewers, reducing impacts on the combined sewer system. Natural systems include installation of appropriate vegetative cover, planning approaches such as tree preservation, reduction or replacement of impervious cover, as well as structural interventions such as rain gardens and permeable pavements.

Streetscaping solutions, ponds and lakes were particular areas of emphasis and Vireo developed conceptual designs and cost estimates for several parks and boulevard locations. The team carefully considered the context of each and integrated guidance and feedback from the Parks and Recreation Department to ensure a seamless delivery that enhanced the city's green spaces.

The city used the designs, cost estimates and potential effectiveness of each to prioritize and select the most beneficial and cost-effective options to carry forward into its capital improvements program.



6.5 Greening America's Capitals, Des Moines, Iowa

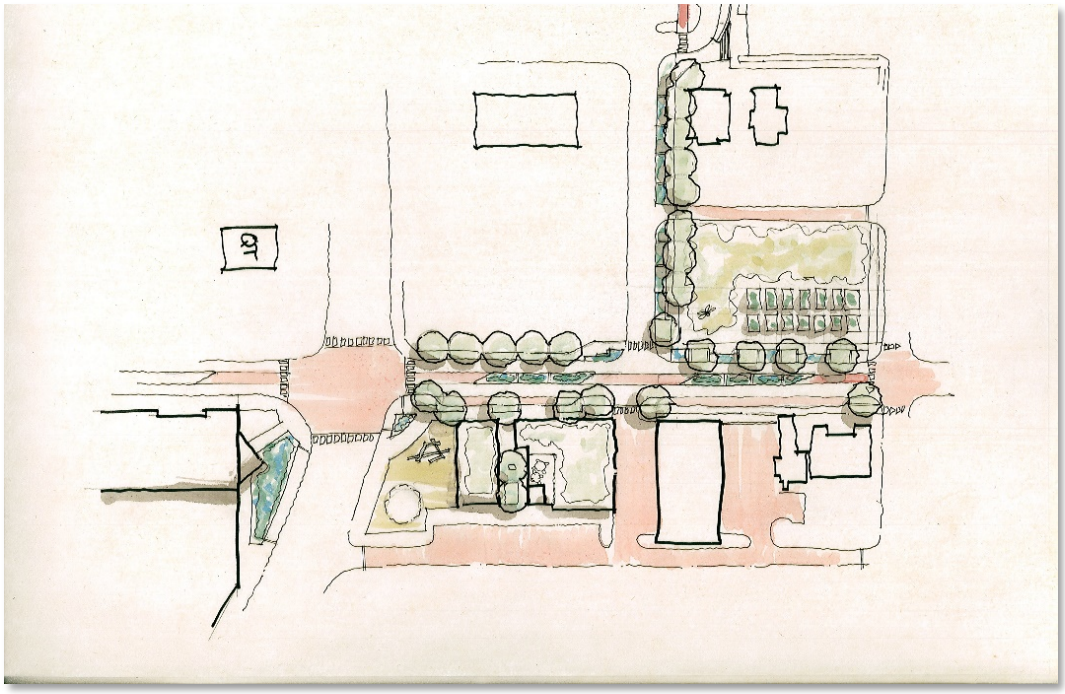
As part of its Greening America's Capitals program (now Greening America's Communities), EPA sought to help cities and towns develop an implementable vision of environmentally friendly neighborhoods that incorporate innovative green infrastructure and other sustainable design strategies.

In an effort to revitalize the 6th Avenue District in Des Moines, Iowa, the EPA hired Vireo to manage a three day design charrette and to conceptualize how storm water green solutions and other sustainable site practices can be used to catalyze neighborhood development while creating environmentally-friendly streetscapes.





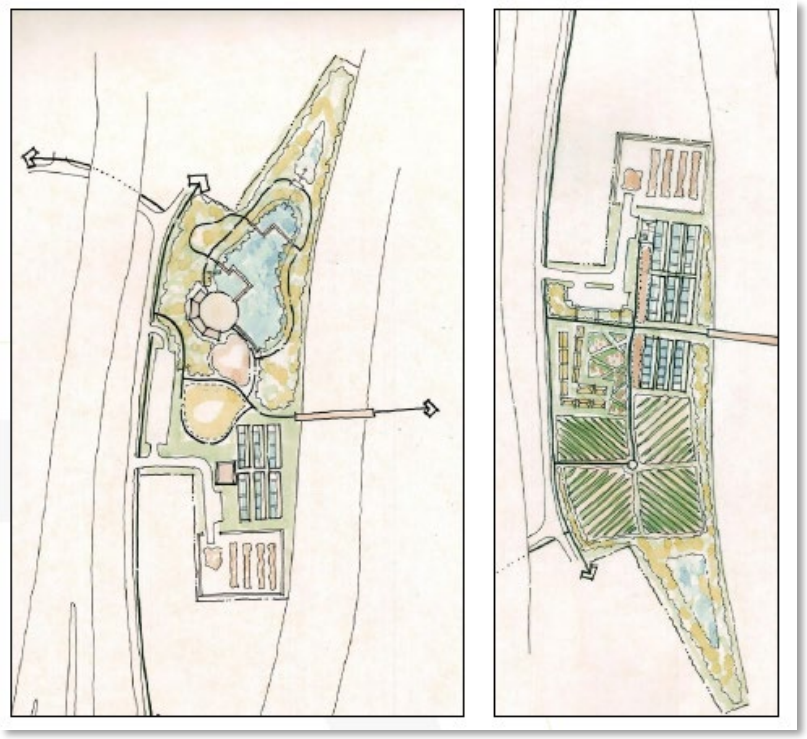
Using a wide range of solutions, including pervious pavements, bioretention, and road diets, Vireo and the design team created a series of plans and graphics to help the residents and City officials visualize these green solutions. Along with sustainable practices, the team developed concepts of the 6th Avenue district that connected it with the surrounding neighborhood, and showed a vision of development that supports healthy living, a thriving economy and sustainable practices.



6.6 Brownfields Coalition Assessment and Cleanup Plan, Metropolitan Area Planning Agency

South Omaha is Omaha, Nebraska's historic industrial and immigrant district. Heavy industrial development in Omaha initially flourished on the west bank of the Missouri River as a result of the transcontinental railway; barge and trucking infrastructure; livestock slaughter and meat processing; grain storage and processing; agricultural chemical and nutrient formulation and distribution; steel fabrication; and lead reprocessing. However, newer industries such as medical, insurance, and banking moved away from the River, leaving the historical industrial core abandoned, idled, or underused





To revitalize the community and catalyze economic development, over a thousand business and community representatives came together to plan the South Omaha Development Project. The Brownfields Coalition Assessment and Cleanup Plan guided the assessment and redevelopment planning of 30 former key industrial properties, a key implementation milestone.

Vireo developed a sustainability framework and used GIS analysis to help guide parcel selection and redevelopment planning. Green solution opportunities were identified at both the site and district scales. Strategies included natural stormwater management, reduction of energy usage and pollutant generation, recycling biomass, and development of green space for recreation; while providing high-paying "green" jobs and educational opportunities, and promoting sustainable practices such as urban agriculture.

7 REFERENCES

We are pleased to provide references who will vouch for the quality of the work we have performed on their behalf. Descriptions of this work are included in Sections 5 and 6 of this proposal.

EXHIBIT 4
REFERENCES

TETRA TECH	VIREO
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Katherine Carttar, Director of Economic Development **Unified Government of Wyandotte County/Kansas City, Kansas** (913) 573-5730 kcarttar@wycokck.org	**Abby Hall, Senior Advisor** **U.S. Environmental Protection Agency Office of Community Revitalization** (415) 972.3384 Hall.Abby@epamail.epa.gov
Mike Felix, Remediation Section Director **Nebraska Department of Environment and Energy** (402) 471-2938 Mike.Felix@nebraska.gov	**James Thieler, CSO Program Manager** **City of Omaha Public Works** (402) 444.4923 james.thieler@ci.omaha.ne.us

8 DESCRIPTION OF PROJECT UNDERSTANDING AND SCOPE

EPA selected the City of Council Bluffs for a Brownfields Assessment Grant focused on several target sites (40 acres) within the South Expressway Corridor. The sites were selected based on their proximity to at least one of the following: homes, schools, water bodies, parks, and sensitive populations. Redevelopment potential was also a key consideration. Priority sites include: The Arts and Cultural District Area, 16th Avenue, Reliance Battery Block, and Iowa Highway 275. The effort involves Phase I and Phase II ESAs, public outreach and engagement, technical analysis, and more.

A key outcome will be the creation of a Brownfields Revitalization Plan that incorporates the site reuse assessment for each of the priority sites and how they influence the overall future of the project area. Additionally, the Brownfields Revitalization Plan will reflect the *Bluffs Tomorrow 2030 Comprehensive Plan* vision for vibrant neighborhoods; easily accessible transportation options; thriving economy and commercial areas; and people who are in touch with nature and the environment.

8.1 Brownfields

Through the judicious and targeted application of the Brownfield Assessment Grants received in from the EPA, the City of Council Bluffs has the opportunity to continue the development momentum from South Expressway Corridor into the rest of downtown Council Bluffs and manifest the vision outlined in the *Bluffs Tomorrow 2030 Comprehensive Plan*.

Through the application of the EPA Brownfields grant, Council Bluffs can continue the restoration of its urban neighborhoods so that they can be considered again as attractive places to live, work, and enjoy the outdoors and the scenic landscapes that this historical location has to offer. It will serve the multiple purpose of protecting the

health of nearby residents and workers, increasing economic opportunities for the City and its residents, and result in removal of eyesores and remediation of blighted property.

Critical to the success of this effort is the ability (1) to prioritize, (2) to assess, and (3) to communicate. The extensive experience of Tetra Tech and its team gives us a unique ability to successfully implement Council Bluffs's 2030 vision.

The City likely will not be able to assess all of its potential brownfields with the single $300,000 grant. The City must be judicious in choosing sites for assessment. Tetra Tech brings its years of experience, both theoretical and practical, in brownfields implementation. Tetra Tech has supported EPA headquarters, EPA Region 7, and state governments in the preparation of brownfields guidance, voluntary cleanup program guidance, expedited sampling procedures, and documentation of best practices. On the practical side, Tetra Tech has completed brownfields assessments and remediation at sites ranging from single buildings to entire neighborhoods. We can help the City decide which projects will bring the largest value for money, whether that value is economic, environmental, or social.

Even with carefully selected sites, funds for assessment must be used to their best effect. Tetra Tech's demonstrated methodologies for conducting Phase I and II ESAs ensure that RECs will be documented during the Phase I, and that sampling during the Phase II will be sufficient to generate conclusions. The methodologies have been tested over hundreds of assessments for private, municipal, state, and federal clients. Tetra Tech has literally written the book on sampling, authoring many of EPA standard operating procedures for sampling in all media. This expertise prevents re-work or re-sampling. Expertise in sampling is combined with expertise in logistics. Tetra Tech can assess multiple properties based on proximity, reducing mobilization cost and duplication in reports for nearby or adjacent properties.

Finally, successful brownfields redevelopment hinges on successful communication of the results of the assessment. During the prioritization stage, input from community members and other stakeholders are invaluable in identifying properties that are hindering development or revitalization. After assessment, properties that have been assessed and shown to be free of significant contamination are only valuable to the extent that their environmental status is known and believed by developers and financial institutions. Our team member Vireo will work with the City and its stakeholders to ascertain community concerns and community site assessment findings in a way that facilitates collaboration and mutual success.

Finally, all EPA grants come with reporting requirements, both financial reporting and lessons learned. Our team's experience conducting public meetings contributes to a successful collaboration between our clients and all stakeholders. And our experience with EPA reporting requirements ensures a successful close out for the grant. Finally, our ability to communicate our client's successes changes the perceptions of brownfields properties from suspicious nuisances to attractive assets.

As a prime brownfields contractor for EPA Region 7, the UG, NDEE, the City of Kansas City, Missouri, and other federal, state, and municipal clients we are intimately familiar with developing and implementing brownfields assessment programs and the reporting requirements associated with EPA-funded projects. In addition, we support EPA headquarters with national initiatives such as assisting the Office of Environmental Justice (OEJ) and all ten EPA Regions in implementing techniques for defining and addressing environmental justice issues for the pilot EJ Showcase Community Program.

Management of a brownfields program is more complex than simply conducting Phase I and Phase II ESAs. It requires a team of engineers, scientists, planners, and community relations experts, working together to ensure all objectives are met. The key to the brownfields success is providing a comprehensive assessment in the most efficient and cost-effective manner to 1) solicit and obtain community participation to identify their concerns and ideas for grass root redevelopment; 2) develop an inventory of potential hazardous brownfield sites; 3) prudently prioritize and select a few of these properties for further assessment including a Phase I ESA; and 4)

efficiently and effectively use the EPA grant as a redevelopment catalyst. We plan to implement the program in a professional manner, consistent with the highest standards of professional practice and in full compliance with the expectations set forth for the project. The remainder of this section is further subdivided to demonstrate our comprehension of and ability to perform the requirements outlined in the RFP.

8.2 Council Bluffs Priority Sites

In addition to Tetra Tech's long history of brownfields assessments and planning, we also have site-specific knowledge and experience to bring to bear on the high priority sites that have already been identified by the City.

Arts and Cultural District: Brownfields assessments in the Arts and Cultural District in the area around 12th and South Main Street will allow the City of Council Bluffs to leverage the success of the Harvester Artists Lofts building. By confirming or eliminating environmental conditions associated with surrounding properties such as the adjacent Harvester II building, a brownfields assessment will allow prospective developers to confidently estimate remediation costs, if any, associated with the historic building. Tetra Tech has performed brownfields assessments at similarly complex industrial building, such as multiple mill and slaughterhouse buildings in Gering, Nebraska, and we have supported the development of arts centers, through brownfields assessments, at properties in North Platte and Crawford, Nebraska. We were one of the prime contractors supporting the City of Kansas City, Missouri, during the restoration of the Empire Theater in Kansas City's Power and Light District.

Reliance Battery Block: The Reliance Battery Manufacturing Company site is at 2204 South 8th Street in Council Bluffs was the location of a former battery manufacturer. The facility, located in the middle of a residential neighborhood, has been the location of removal investigations by EPA in the late 1980s and early 1990s that found lead in soils at the site. As EPA's primary Superfund technical consultant under the START contract, Tetra Tech has conducted dozens of removal assessments (investigations) and oversight of removal actions (remediation) at manufacturing sites across Region 7. We are also the primary contractor for oversight of lead remediation in southern Missouri and at former smelter sites in St. Louis, southern Kansas, and Pueblo, Colorado. We have investigated former battery cracking operations in central Nebraska. We have the risk assessors in-house who understand how to apply the Integrated Exposure Uptake Biokinetic (IEUBK) and



Empire Theater
On behalf of the City of Kansas City, Missouri, Tetra Tech provided environmental consulting and abatement oversight services at the Historic Empire Theater. Built in 1924, the Historic Empire Theater abatement project proved complex due to the historical tax credits secured for the building, extensive abundance of asbestos containing materials (ACM) and lead-based paint (LBP), extensive flooding and recurring moisture intrusion, and associated extent and abundance of mold on interior building materials. The theater, now known as the Mainstreet Theater, is now the cornerstone of the KC Live redevelopment in Kansas City.

Adult Lead models to determine appropriate cleanup levels for lead in residential and commercial areas. Tetra Tech understands how to investigation and cleanup a lead site.

16th Avenue and Iowa Highway 275: Both the 16th Avenue corridor and Highway 275 corridor consist of a mix of smaller sites. Mixed property use, vacant lots, and historical industrial and commercial land use have led to questions about the environmental condition of many properties that could be returned to economic viability. Tetra Tech' worked with the UG, implementing their brownfields grants, in areas with mixed land use and similar issues of real and perceived environmental impact. We helped to prioritize sites within neighborhoods to identify properties where the UG could get the biggest bang for their buck. Clearing a high visibility corner in a neighborhood, freeing it for redevelopment and a return to useful life, can be a catalyst for development throughout a neighborhood and on adjacent properties that had been impacted by nuisance properties.

8.3 Scope of Work

8.3.1 Task 1: Cooperative Agreement Oversight

Ensure Compliance with EPA Requirements. Management of the brownfields assessment grant program entails not only the required reports and submissions associated with the grant, but also communication and coordination with numerous stakeholders associated with the project. These stakeholders include representatives from federal, state and local governments, developers, business advocacy organizations such as the Chamber of Commerce, public leaders from neighborhood associations, and other key community-based organizations.

Management of the grant requirements will be fairly straightforward and will consist of submission of required performance reports, and property profile reports and the like as required by EPA and its ACRES database. In order to streamline this portion of the grant management task, Tetra Tech proposes that the City consider utilizing a tool such as the Brownfield Inventory Tool (BIT) developed by the Technical Assistance to Brownfields (TAB) working group.

In achieving the City's objectives of restoration of blighted properties or areas to return them to productive use thus enhancing social, environmental and economic assets of the community, the Tetra Tech team will work with stakeholders to form an Advisory Group. The Advisory Group will help define priorities and objectives for program. The Tetra Tech team has the experience in leading and facilitating these types of meetings to define objectives and set priorities.

Prepare Monthly Reports. Monthly reports detailing progress made and milestones achieved will be submitted to the City's project manager. The reports will also include discussions of any problems encountered and resolutions to those issues. These reports will be supplemented as the situation dictates with emails, telephone calls and meetings on a more frequent basis to discuss progress or issues encountered. Quarterly, these monthly reports will be consolidated and summarized for submission to the EPA. The EPA Quarterly progress reports will be submitted within 30 days of the end of the fiscal quarter and will include information such as the grantee, the type of grant and grant number, the reporting period, date submitted, the quarterly summary, outputs and outcomes, attachments as well as Budget narrative and tables of expenditures.

Prepare EPA Reporting Forms. As part of the quarterly technical progress report submitted to EPA and associated with the invoice presented to the City, Tetra Tech will prepare and submit any necessary financial reimbursement forms.

Complete Close-out Report. Upon completion of grant activities, a closeout report will be submitted no later than 90 days after the end of the period of performance. This report will be similar in reporting requirements to the quarterly reports but will summarize the activities over the life of the grants. The final performance report will also provide an overview of the project in terms of the overall process and outcomes. The report will also provide information on the target audience benefiting from the work, a description of evaluation measures and results including the total number of properties assessed, acres assessed, assessments completed by phase,

cleanup plans prepared, public outreach events held, dollars leveraged for cleanup and redevelopment and job created. Applicable photographs will be included, plans for the dissemination of results, problems encountered and how they were resolved, and benefits gained by the recipient and there target audience will also be discussed.

8.3.2 Task 2: Inventory and Community Involvement

Tetra Tech has partnered with Vireo—a firm with decades of community engagement, landscape architecture, and planning experience in the Midwest— to provide community engagement support for the project.

The Tetra Tech-Vireo team approach is to listen carefully to the many voices in and around the project area before our Team begins to identify issues and solutions. We are experts at multi-cultural outreach, engaging as many people as possible—from long-term residents to students; from civic and faith leaders to business leaders/development interests; from agency staff to elected/appointed officials; and English to non-English speakers. All have the opportunity to participate and be heard during our civic/community engagement processes. We listen first, then brings together the many voices into a consensus-based vision and engagement strategy for the community.

The current coronavirus (COVID-19) pandemic, along with corresponding guidance from the Center for Disease Control and Prevention (CDC), necessitates social and physical distancing. As a result, we will employ a targeted go-to-the-people approach to engagement that utilizes digital and telephone strategies to reach traditional and non-traditional stakeholders. We will also use interactive virtual meetings and coordinated social media as input opportunities for the public in place of traditional, in-person public meetings. Our approach blends the City's successful outreach methods for previously awarded Brownfields Assessment Grants with Vireo's experience leading engagement efforts for other projects in the Omaha-Council Bluffs region.

Develop Contact List. We will leverage the City's existing contact list of project stakeholders to announce the project and share commenting opportunities with targeted stakeholders and the public. We anticipate the list will include contact information for affected citizens, property owners, elected public officials, local non-elected public officials (planning and zoning staff, health department, and others), economic development organizations, utility companies, developers, media outlets, and others.

Conduct Advisory Group Meetings. Our Team will hold up to three, interactive Advisory Group meetings. The first will kick-off the project and focus on issues, needs, and desires for targeted sites. The second meeting will center on sustainable solutions and, if necessary, replacement sites. The third will focus on the preferred solutions described in the draft Brownfields Revitalization Plan. Because of the pandemic, Advisory Group Meetings will be held virtually via Zoom (or equivalent publicly available video conferencing system) and include break-out groups and real-time polling as appropriate. Improvement conversations are likely to involve: Arts District (expansion of the PACE Hoff Center, which is adjacent to a previous award-winning Brownfields redevelopment), 16th Street Corridor (commercial redevelopment), Reliance Battery (affordable housing), and Highway 275 (commercial/light industrial).

Our Team will provide staffing, prepare notices and presentation materials, and meeting notes. The City will coordinate logistics. We anticipate the City's project partners including the 712 Initiative, Neighbor Works

Pop-up Meetings
If the COVID-19 pandemic becomes under control and upon City request, our Team is available to explore "pop-up" meeting possibilities. Potential locations may include area churches, schools, or other locations. A "pop-up" may be used to improve community awareness of the project and enable our team to gather public feedback about the issues, sustainable solutions, and the draft Brownfields Revitalization Plan. Like the Community Meeting, Sustainable Solutions Workshop, and Final Open House, our Team will develop presentation materials and summarize engagement results. We will coordinate staffing needs with the City and Advisory Group.

Homes Solutions, Council Bluffs Community School District, Advance Southwest Iowa, Council Bluffs Chamber of Commerce, Pottawatomie County Public Health Department, targeted property owners, Iowa Department of Natural Resources, and EPA will be part of the Advisory Group.

Coordinate Community Meeting. We will work with the City and Advisory Group to convene a community meeting. The event will kick-off the project. It will be formatted as an interactive virtual meeting using a Zoom URL with registration requirements, a call-in number, meeting ID, and passcode. During the meeting, participants will have opportunities to discuss the issues, needs, and desires connected to the target sites and their impact on the overall South Expressway Corridor area.

We will coordinate with the City to implement a multi-pronged notification approach to reach community members. For example, we will develop and deploy email invitations to the contact list. We will draft a press release and corresponding PDF flier that the City and Advisory Group can deploy. To reach area residents who are on social media, we will also develop sample social media posts for City and Advisory Group deployment. Our Team will staff the meeting, develop presentation materials, summarize feedback, and coordinate logistics.

Because up to 35% of households within the project area lack internet access or a computer, we will provide a copy of our presentation materials and comment form (digital and print) to the City and Advisory Group, so they can make them available in City Hall and other publicly accessible spaces and thereby provide an alternative engagement option for residents without internet. Additionally, we will provide the meeting's URL to the Advisory Committee, so they can organize "watch/participation parties" for the event.

Prepare a Priority Property List. Once a list of likely stakeholders has been assembled and we have had an initial community meeting, our team will work to identify a list of priority properties within the four districts identified by the RFP. First, we will conduct an initial environmental review of potential brownfields sites in the areas targeted by the City. These reviews may historical research and "windshield surveys" of likely sites. Next, Tetra Tech will meet with the Advisory Group to prioritize sites for Phase I and/or Phase II assessments as necessary, realizing priorities may change as new information is identified or conditions change. To ensure that the potential brownfields properties selected for site-specific work meet the City's redevelopment objectives and EPA funding requirements, we will work with the City and the Advisory Group to develop and apply a scoring system for prioritizing potential brownfields properties.

Project area commercial and industrial properties that are identified as exhibiting "conditions indicative of releases or threatened releases" will be screened and ranked based on the potential for past or present site activities to produce environmental contamination. Documented or likely contaminants will be considered and ranked in order of severity or toxicity; for example, metals in soil might receive a lower score than chlorinated solvents, which have the potential to migrate and infiltrate homes through volatilization from groundwater. The potential for exposure to documented or likely contaminants will be evaluated in light of the current zoning and land use and future planned land use, with residential properties receiving the greatest scrutiny.

Conduct Sustainable Solutions Workshop. Building from the Community Meeting, we will coordinate one Sustainable Solutions Workshop for the community. The event will describe how community feedback framed the sustainable solutions presented for discussion. The event will be virtual via Zoom and made interactive with Murals (Mural.co), a digital collaborative workspace. Our Team will create a Mural that helps community members visualize the sustainable solutions. They will then be able to use Mural's digital post-it notes, drawing tools, icon library, and image/video incorporation features to refine, add to, and comment on them. We will provide the Advisory Group with the URLs, so they can coordinate "watch/participation parties" for the event. We will also continue collaborating with the City and Advisory Group to implement a multi-pronged notification approach involving a press release, flier, and sample social media posts.

As an alternative and with weather-permitting, we may utilize Vireo's "Be the Designer" toolkit and convert the meeting into an outdoor engagement experience. Vireo has developed the kit over the last few years and adds to

it frequently. It currently includes tools the public uses with photos and significantly oversized aerial maps to illustrate their desires for future land use, development, transportation improvements, urban design, and more.

Hold Final Public Open House. Assuming the CDC continues to recommend social and physical distancing in reaction to the pandemic and limited availability of a vaccine, Vireo will coordinate with the City and Advisory Group to hold a Final Public Open House via Zoom. The virtual event will 1) summarize the brownfields assessment process and 2) outline the preferred solutions described in the draft Brownfields Revitalization Plan. We will provide the Advisory Group with the URL, so they can hold "watch/participation parties" for the event. We will also provide a copy of our presentation materials and comment form (digital and print) to the City and Advisory Group, so they can make them available in City Hall and other publicly accessible spaces. We will continue coordinating with the City and Advisory Group to implement a multi-pronged notification approach. As an alternative and with weather-permitting, we may transform the meeting into an outdoor engagement event formatted like an "open-air movie night" with Zoom and live polling.

Prepare Educational Materials and Update Website. During the project process, our Team will develop and maintain informational/education materials, such as information sheets and web page content, that summarize the purpose of the Brownfields Hazardous Site Assessment Grant and overall EPA Brownfields program. The materials will include examples of common brownfields sites, explain Phase I and Phase II ESA process, describe the benefits of participating in the program, and provide answers to several frequently asked questions. These brochures will be prepared for the City to print and disseminate. Our Team will also prepare materials and updates for the City's brownfields program website.

8.3.3 Task 3: Environmental Site Assessments (Hazardous Substances)

Complete Phase I ESAs. For those sites determined to be eligible, Tetra Tech will perform Phase I ESAs. Prior to completing any Phase I ESA, Tetra Tech will prepare a checklist that summarizes the items to be included during the assessment. The checklist will be completed as the Phase I ESA is conducted. The completed checklist will be included as an attachment to each report.

To complete each Phase I ESA Tetra Tech will conduct a physical inspection of the site and will drive by adjacent facilities within a ¼-mile radius to ascertain visible evidence of recent hazardous materials usage, storage, or disposal practices. Specifically, the assessment will seek out "conditions indicative of releases or threatened releases" as recommended by the AAI rule. Where required, Tetra Tech will use personnel certified in Iowa for lead and asbestos inspectors to conduct appropriate sampling and surveys. These conditions include petroleum or "controlled substance" storage areas, waste management areas, potential lead paint and ACM, and disposal areas. The assessor may also conduct interviews with property owners and neighbors if possible to identify past uses that may pose concerns. All findings and interviews will be documented in project logbooks, and photographs will be taken using a digital camera to allow for efficient incorporation into a final report. A hand-held global positioning system (GPS) unit will be used to collect latitude and longitude of all properties assessed, as required by the EPA Brownfields Property Profile form.

A review of past land uses will also be conducted through the use of various means, including, but not limited to, review of historical aerial photographs and historical topographic maps; interviews with the property owner/site representative and/or local officials; and review of current state and federal hazardous waste lists. Tetra Tech will not prepare an optional Chain-of-Title History, as long as other historical sources can document usage of the subject property to development or back to 1940 for undeveloped land. Undertaking chain-of-title searches are expensive, cover only one property, and do not record environmental liens prior to the mid-1980s. An environmental database report will be ordered from a research service that will identify all potential Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA, also known also as Superfund), National Priorities List (NPL), RCRA, UST, and Leaking Underground Storage Tank (LST) sites in the area. Zoning, land use, and infrastructure information will be obtained from the local jurisdiction. Detailed

information on historic property uses will be obtained for commercial areas and individual commercial properties by researching City directories, which can be obtained through a research service.

Tetra Tech personnel will document the results of the investigation with a report that follows ASTM Standard E 1527-13. This report will include photographs, site sketches, an environmental database search, and a completed checklist. Each report will be submitted no later than 30 days following completion of the physical inspection of a building. Shorter turn-around times may be negotiated as necessary.

Following completion of each Phase I ESA, Tetra Tech will enter the appropriate information into ACRES. ACRES is an online database for Brownfields Grantees to electronically submit data directly to EPA.

Complete Phase II ESAs. As requested by the City of Council Bluffs, Tetra Tech will conduct Phase II ESAs. Phase II ESAs are conducted when the results of Phase I ESA reveal the possible existence of potential and/or actual site contamination. Phase II assessments are performed to verify Phase I findings and, if possible, to determine the level and extent of the contamination. The presence of abandoned underground storage tanks, or locations with questionable site histories, such as former gas stations or petroleum facilities, may warrant a Phase II ESA.

Prior to initiating any Phase II activities, Tetra Tech will develop a generic community wide QAPP in accordance with the EPA's *Guidance for Quality Assurance Project Plans* (EPA QA/G-5). Tetra Tech will modify existing documents already developed and approved for EPA Region 7 for their Site Assessment and brownfields programs. Because each site is unique, any Phase II ESA that Tetra Tech conducts first starts with the development of a Phase II sampling plan and sit-specific addendum to the generic QAPP. Whenever possible, Tetra Tech will follow a streamlined approach to assessment. Sample locations and media and analytical methods will be selected based on observations from the Phase I ESA and best professional approaches. Analytical methods will be selected based on data quality objectives (DQO) that support land use decisions; that is, Tetra Tech will require that laboratories can achieve detection limits that allow comparison with residential land use risk-based levels. Tetra Tech will also develop a site specific health and safety plan to address safe work practices and appropriate personnel protective equipment to be used based on each sites unique condition. Tetra Tech has these documents developed and routinely submits them to EPA Region 7 for approval.

The assessment itself will be conducted by a qualified environmental professional in accordance with ASTM E 1903-19 and will be contingent on EPA approval of the QAPP. Tetra Tech's approach to Phase II planning and investigation will be tailored to each site depending on the RECs identified during the phase I. A standardized reporting format will be used in the presentation of the data. At the conclusion of the Phase II assessment, Tetra Tech will prepare a summary report, including results and recommendations for additional action if appropriate, for the City, IDNR, and EPA review and approval. Tetra Tech personnel will document the results of the investigation with a report that follows the ASTM Standard E 1903-19 and EPA's AAI rule, and will comport with the IDNR requirements for Land Recycling Program (LRP) enrollment.

Following completion of each compliant Phase II ESA, Tetra Tech will enter the appropriate information into ACRES.

8.3.4 Task 4: Site-Specific Cleanup Planning

Cleanup and restoration planning will be an iterative process based on the results of Phase I and II ESAs and guided by the revitalization vision developed through the public involvement process, described in Task 5 below. The consultant team will work with IDNR to identify risk-based cleanup standards for the desired land use of the two highest priority sites, as defined by the City and stakeholders through ongoing community involvement and the Brownfields Revitalization Plan process described in Task 5.



Southside Terrace Conceptual Redevelopment Framework
The plan was a continuation of the Metropolitan Area Planning Agency (MAPA) Brownfields Assessment as an initial study of what redevelopment in South Omaha could look like to reinvigorate the South Terrace Neighborhood. Since the completion of the plan and public process, the not-for profit-organization Canopy continues efforts to revitalize the area. The plan included a public engagement process and-3 day charrette to develop a vision for a more vibrant, thriving and sustained neighborhood without compromising its diverse character. Vireo assisted project team of MAPA, Omaha Housing Authority, Benesch and HDR in the preparation of the redevelopment plan, and is identifying green solutions opportunities, land use patterns, community gathering opportunities, and urban agriculture to support local residents and jobs.

An ABCA provides site cleanup alternatives evaluated for a given site to benefit the planning process for redevelopment. Much like EPAs' engineering evaluation/cost analysis (EE/CA) used by the Removal Program and the feasibility study (FS) used by the Remedial Program, the ABCA evaluates alternatives for cleanup for the brownfield program. An ABCA typically evaluates three or more cleanup alternatives in terms of effectiveness, implementability, and cost, then presents or recommends the preferred alternative. The selection of alternatives for evaluation will be informed by the redevelopment goals identified during the community involvement process identified in Task 2.

Tetra Tech has significant experience in assessing, designing, and implementing a wide variety of site cleanup projects. From this experience, we have in-depth knowledge of remediation costs for sites ranging from simple, relatively inexpensive, remedial actions to much more challenging and complex remediation technologies and approaches to address more widespread and multimedia impacts. As a result, we are prepared to provide all prospective projects that need a cost estimate (i.e., properties with the potential for redevelopment) for cleanup with a straightforward estimate of costs for potentially multiple solutions depending on the site-specific characteristics. Tetra Tech maintains a library of estimates and ABCAs that we expect will contain similar circumstances to those we will encounter in Council Bluffs. ABCAs are also valuable documents that provide a comprehensive overview of multiple options that might be applicable to a site.

To save cost and time, we will use existing ABCA templates that EPA has already accepted and that will be refined, if needed, to ensure that the City accepts them too. Potential remedies that meet the City and stakeholders' goals will be evaluated. A site-specific ABCA will be prepared for properties with data generated during the Phase II ESA with significant contamination. The ABCA will include recommendations and associated costs for cleanup options to address the specific contamination and environmental issues, such as soil and groundwater contamination, vapor intrusion, and the presence of ACM or LBP. For each ABCA, Tetra Tech will present at least three cleanup alternatives (no action and two EPA-accepted cleanup alternatives) or a combination of the three based on site conditions and contamination. Each cleanup alternative will be evaluated based on cost, effectiveness, and ability to be implemented. It is important to evaluate these criteria because an alternative might be effective but may not be feasible to implement based on site conditions or may not be acceptable for future property developers, such as those that include deed restrictions.

Tetra Tech will carefully evaluate cleanup alternatives for each site to recommend the best cleanup alternative that will meet project goals and the City's brownfields program goals for redevelopment.

As EPA's START contractor, Tetra Tech has completed numerous EE/CAs and FSs for EPA at sites with varying complexity . In addition, on behalf of the START contract, Tetra Tech also supports community service activities to support future remediation of sites once the presence of contamination has been established, including Phase III TBAs, ABCAs, risk assessments and development of RAPs.

We will work collaboratively with City and stakeholders through the Sustainable Solutions Workshop to identify specific site uses that meet their revitalization objectives and the cleanup standards, and to develop a cleanup and redevelopment plan for each site. With City and stakeholder guidance and feedback we refine the site plans to maximize community benefits; while optimizing the cleanup plan through strategic location of structures, parking, hardscape and landscape to reduce exposure risks, minimize disturbance and removal (if needed), and manage infiltration and migration risks. To do so we will explore creative options such as green infrastructure to manage stormwater in the most beneficial way possible and plant selection to promote phytoremediation for added cleanup and risk reduction benefit.

8.3.5 Task 5: Planning Activities

Although listed as Task 5, the team will begin preparing a Brownfields Revitalization Plan at project inception to help inform the site inventory, assessment, cleanup and revitalization planning process. We will approach the task by working with City staff, stakeholders and the community to create a revitalization plan that fulfills their vision for the area and will adapt the plan as needed based on investigation results and cleanup goals and targets. By developing a comprehensive vision, we will create the revitalization context that will drive redevelopment value and will help confirm which areas, land uses, and redevelopment options will provide the greatest community benefit.

Through our community involvement process, we will build on the City's comprehensive plan, *Bluffs Tomorrow 2030*, and will leverage previous Brownfields revitalization efforts including the Brownfields Phoenix Award-winning Harvester Arts Lofts. We will work with City staff and the Advisory Group, and citizens during the Community Meeting to develop the vision and a finer-grained plan that the team and City can consult while developing the secondary site inventory and prioritizing assessment and cleanup planning work. As discussed in Task 4, we will work iteratively to create cleanup and revitalization plans that fits within the larger revitalization vision, and will adapt and fine tune the site-specific cleanup and redevelopment plans, and the larger revitalization plan, based on conditions on the ground and feedback from the Final Public Open House. Based on this feedback we will finalize the Brownfields Revitalization Plan, which will present the vision and document the decision-making process while providing a road map for future investigation, cleanup, and redevelopment efforts.

8.4 Health and Safety

Tetra Tech has a health and safety program to protect contractors, employees, and third parties from injuries resulting from work performed under this contract. Our ability to provide an effective health and safety program is exemplified by Tetra Tech's years of involvement in hazardous waste enforcement and investigation programs that required development of a corporate health and safety program to protect all parties during field activities. An indication of Tetra Tech's high standards for our health and safety program is in awards of commendation we have received from the National Safety Council in recognition of employee hours without an injury or illness requiring days off from work.

Our corporate health and safety program is based on the requirements in the OSHA Standards, 29 CFR 1910.120, Hazardous Waste Operations and Emergency Response, and the applicable subparts of the OSHA general industry and construction standards, 29 CFR 1910 and 29 CFR 1926, respectively.

Tetra Tech's health and safety program was developed to prevent and minimize injuries, occupational illnesses, and unwarranted property losses, and to comply with the protective features of applicable laws and regulations. The program includes requirements for health and safety training and medical monitoring of personnel, preparation and strict implementation of site-specific health and safety plans for field activities, and record keeping. Tetra Tech meets OSHA health and safety training requirements through use of commercial training vendors (primarily 40-hour initial training courses) and in-house safety experts (primarily for 8-hour refresher and supervisor training courses).



ANY field staff working on Phase I or II assessments or hazardous materials surveys have:

- Initial 40-hour HAZWOPER training
- Annual 8-hour HAZWOPER refreshers
- HAZWOPER supervisor training, as appropriate
- An OSHA-compliant site-specific health and safety plan
- Regular medical surveillance physicals tailored to their work history and duties

Tetra Tech's health and safety program requires use of site-specific health and safety plans designed to meet site specific requirements for field activities. In addition, periodic audits, conducted by Tetra Tech's health and safety director and program and project managers, evaluate the activities conducted by field personnel for compliance with the health and safety program and site-specific health and safety plans. Tetra Tech keeps organized records that document all training and medical examinations received by each employee, as well as field activities performed by and incidents involving those employees.

8.5 Quality Assurance

Tetra Tech has established a corporate quality system to ensure we meet customer requirements and technical standards for all work conducted. Tetra Tech's quality program is based on a corporate philosophy of clearly understanding customer goals and expectations, and providing deliverables and services that fully meet these goals and expectations in a cost-effective manner.

Tetra Tech's corporate quality system and processes are documented in our Tetra Tech Corporate Quality Management Plan (QMP). The QMP complies with the American National Standard: *Quality Systems for Environmental Data and Technology Programs – Requirements with Guidance for Use* (ANSI/ASQ E4-2004), and addresses all 10 quality system elements required by this standard. These 10 quality system elements are management and organization; quality system components; personnel qualifications and training; procurement of items and services; documents and records; computer hardware and software; planning; implementation of work processes; assessment and response; and quality improvement.

9 COST DETAIL

Tetra Tech has prepared a cost-competitive, cost-realistic proposal to support the City's implementation of the grant. At all stages, we will evaluate and attempt to use the most affordable staff who also possess the necessary skills to complete the task. Exhibit 5 provides example costs for a typical site, including an ASTM-compliant Phase I ESA; a Phase II ESA including a Geoprobe investigation and a hazardous materials survey, and an ABCA. Exhibit 5 also includes a labor rate table. Because we recognize that our ability to support the Unified Government is directly related to our ability to manage costs, Tetra Tech offers a proven, flexible, audited accounting system and an active cost control program.

EXHIBIT 5
COST DETAIL

LABOR CATEGORIES/RATES

Labor Category	Rate
Project Manager	$85
Junior Scientist	$50
Mid-Level Scientist	$60
Senior Scientist	$85
Expert Scientist	$140
Junior Geologist	$65
Senior Geologist	$90
Junior Engineer	$65
Senior Engineer	$90
Junior Industrial Hygienist	$55
Senior Industrial Hygienist	$75
Junior GIS Analyst	$45
Senior GIS Analyst	$65
QC Reviewer	$105
Data Validator	$135
Health & Safety Officer	$115
Procurement	$75
Contract Administrator	$145
Clerical	$50

Note: These rates apply to the first year of the contract period. A proposed 2.5% rate escalation will be applied to each additional year of the contract.

TASK 1: COOPERATIVE AGREEMENT OVERSIGHT

Labor			
Labor Category	**Rate**	**Hours**	**Cost**
Project Manager	$85	6	$510
QC Reviewer	$105	2	$210
Labor Subtotal (per quarter)			**$720**
Subcontractor	**Unit**	**Unit Cost**	**Cost**
Vireo[1]	1	$800	$800
Subcontractor Subtotal			**$800**
Total for 12 Quarters (3 years)			**$9,440**

TASK 2: INVENTORY AND COMMUNITY INVOLVEMENT

Labor			
Labor Category	**Rate**	**Hours**	**Cost**
Project Manager	$85	4	$340
QC Reviewer	$105	2	$210
Labor Subtotal			**$550**
Subcontractor	**Unit**	**Unit Cost**	**Cost**
Vireo[1]	1	$35,000	$35,000
Subcontractor Subtotal			**$35,000**
Total			**$35,550**

[1] See Section 8.3.2 for full description of scope of work.

TASK 3: ENVIRONMENTAL SITE ASSESSMENTS (ESA) (HAZARDOUS SUBSTANCE)

Phase I ESA

Labor			
Labor Category	**Rate**	**Hours**	**Cost**
Project Manager	$85	3*	$255
Junior Scientist	$50	25	$1,250
Junior GIS Analyst	$45	2	$90
Editor	$115	2	$230
QC Reviewer	$105	2	$210
Labor Subtotal			**$2,035**
ODCs	**Unit**	**Unit Cost**	**Cost**
EDR**	1	$620	$620
Mileage	60	$0.565	$34
ODC Subtotal			**$654**
Total			**$2,689**
Total for 15 Phase I ESAs			**$40,335**

* These hours are for project management and the technical review of the Phase I ESA report.

** The EDR includes the database report, aerials, topographic maps, Sanborn fire insurance maps, city directories, and an environmental lien search.

Phase II ESA

Labor			
Labor Category	**Rate**	**Hours**	**Cost**
Project Manager	$85	2	$170
Junior Geologist	$65	40	$2,600
Junior GIS Analyst	$45	3	$135
Senior Scientist	$85	6	$510
Editor	$115	4	$460
QC Reviewer	$105	4	$420
Labor Subtotal			**$4,295**
Subcontractor	**Unit**	**Unit Cost**	**Cost**
Geoprobe	1	$3,300	$3,300
Laboratory	1	$5,962	$5,962
Subcontractor Subtotal			**$9,262**
ODCs	**Unit**	**Unit Cost**	**Cost**
Equipment	1	$100	$100
Field Supplies	1	$65	$65
Travel	1	$355	$355
ODC Subtotal			**$520**
Total			**$14,077**
Total for 8 Phase II ESAs			**$112,616**

Assumptions:

- These costs include developing a site-specific QAPP.
- Four borings advanced to 30 feet below ground surface (bgs) per site, two soil samples and one groundwater sample collect from each boring.
- One day of field work.
- Quality control (QC) samples include a soil and groundwater duplicate sample, trip blank, equipment rinsate blank, and field blank.
- All samples and QC samples, a total of 17 samples, will be analyzed for volatile organic compounds (VOC), semivolatile organic compounds (SVOCs), volatile petroleum hydrocarbons (Iowa Method OA-1) and total extractable hydrocarbons (TEH) OA-2, and Resource Conservation and Recovery Act (RCRA) metals. Samples will be submitted with a standard turnaround time (7-10 business days).
- Costs for an ACM and LBP survey are not included in this estimate. An asbestos and LBP survey may be recommended during the Phase I ESA.

TASK 4: SITE SPECIFIC CLEANUP PLANNING

Labor			
Labor Category	**Rate**	**Hours**	**Cost**
Project Manager	$85	2	$170
Junior Engineer	$65	96	$6,240
Senior Engineer	$90	12	$1,080
QC Reviewer	$105	2	$210
Labor Subtotal			**$7,770**
Subcontractor	**Unit**	**Unit Cost**	**Cost**
Vireo[1]	1	$3,000	$3,000
Subcontractor Subtotal			**$3,000**
Total for 2 Cleanup Plans			**$21,400**

Design charettes and included with Task 2.

TASK 5: PLANNING ACTIVITIES

Labor			
Labor Category	**Rate**	**Hours**	**Cost**
Project Manager	$85	4	$340
QC Reviewer	$105	2	$210
Labor Subtotal			**$550**
Subcontractor	**Unit**	**Unit Cost**	**Cost**
Vireo[1]	1	$27,418.60	$27,420
Subcontractor Subtotal			**$27,420**
Grand Total			**$27,970**

[1] See Section 8.3.5 for full description of scope of work.

TASK	RATE
Task 1: Cooperative Agreement Oversight	$9,440
Task 2: Inventory and Community Involvement	$35,550
Task 3: Environmental Site Assessments (ESA) (Hazardous Substance)	
Phase I ESAs (15)	$43,335
Phase II ESAs (8)	$112,616
Task 4: Site-Specific Cleanup Planning	
Site-Specific Cleanup Plans (2)	$21,400
Design Charettes (included with Task 2)	--
Task 5: Planning Activities	$27,970
TOTAL	**$250,331**

10 PROJECT TIMELINE

To ensure that we provide timely support to our clients, the Tetra Tech project manager is responsible for clearly communicating schedule expectations to the project team and carefully tracking performance for adherence to schedule. The grant for this project has a term that began on October 1, 2020, and continues through September 30, 2023. Based on the projected scope of work, Tetra Tech can meet this schedule. Exhibit 6 presents a tentative schedule, based on the City's grant. After an award, we will develop a more detailed schedule with interim milestones, based upon the City's grant work plan and application commitments, and other factors including community and neighborhood stakeholders. If awarded the contract, Tetra Tech's management team will work closely with the City to refine the schedule based on our collective understanding of the project details, objectives, and implementation strategy.

11 FIRM AVAILABILITY AND CAPABILITY

Based on the estimated schedule presented in the RFP, Tetra Tech has assumed a contract award by the beginning of Quarter 2 of the grant period (January 1, 2021). Tetra Tech will be available to start work on this contract the day after the contract is signed. We are familiar with the Brownfield Grant application and associated background documents and are prepared to transition into the program as soon as the contract is awarded.

EXHIBIT 6
PROJECT TIMELINE

Activity	FY 2021			FY 2022				FY 2023			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Task 1 Cooperative Agreement Oversight											
Conduct kickoff meeting with City and consultants	■										
Prepare project communication plan	■										
Compile and submit ongoing reporting to City and EPA	■	■	■	■	■	■	■	■	■	■	■
Complete grant closeout											■
Task 2 Inventory and Community Involvement											
Compile inventory of qualified priority sites	■	■	■								
Identify replacement sites, as needed	■	■	■	■	■	■	■	■	■	■	■
Conduct and coordinate communications with stakeholders, including city staff	■	■	■	■	■	■	■	■	■	■	■
Support development of brownfields brochure	■	■	■								
Support website updates	■	■	■	■	■	■	■	■	■	■	■
Task 3 Environmental Site Assessments											
Prepare health and safety plans (HASP)	■	■	■	■	■	■	■	■	■	■	■
Conduct Phase I environmental site assessments (ESA)	■	■	■	■	■	■	■	■	■	■	■
Prepare templates for quality assurance project plan (QAPP) with site-specific addendum forms	■										
Prepare site-specific QAPP addenda, including field sampling plans		■	■	■	■	■	■	■	■	■	■
Conduct Phase II environmental site assessments (ESA)		■	■	■	■	■	■	■	■	■	■
Task 4 Site-Specific Cleanup Planning											
Coordinate with Iowa Department of Natural Resources (IDNR) to determine Land Recycling Program (LRP) requirements	■										
Develop cleanup plans consistent with LRP requirements		■	■	■	■						
Prepare Analysis of Brownfields Cleanup Alternatives (ABCA)		■	■	■	■						
Conduct design charettes with stakeholders		■	■	■	■	■	■	■	■	■	■
Task 5 Planning Activities											
Coordinate with City on Brownfields Redevelopment plan	■	■	■	■	■	■	■	■	■	■	■
Prepare Healthy Environment Assessment for Reliance Battery Block residents						■	■	■	■	■	■