



Mid-Columbia Economic Development District

**Executive Committee Meeting**  
**Wednesday, October 4, 2023**  
**4:00 P.M.**

Via Zoom Only: <https://us06web.zoom.us/j/84078393158>  
Or Call 669-900-6833, Meeting ID: 840 7839 3158

**AGENDA**

<b><u>Topic</u></b>	<b><u>Estimated Time</u></b>	<b><u>Item</u></b>
Call to Order, Introductions		
Executive Committee Minutes <i>September 2023</i>	2 minutes	Approval
Finance Report	5 minutes	Approval
Brownfields Coalition Assessment Contract Award	10 minutes	Approval
Emergency Action Plan	5 minutes	Approval
Rural Opportunity Initiative Grant Application	5 minutes	Approval
Executive Director Updates <i>Symposium</i> <i>Four Rivers Community Corporation</i>	10 minutes	Information
Other New Business; Committee Members Updates		
Adjourn		

The meeting location is accessible to persons with disabilities. If you have a disability that requires any special materials, services, or assistance, please contact the MCEDD office at 541-296-2266 (TTY 711) at least 48 hours before the meeting.

MCEDD is an equal opportunity lender, employer and provider.

**MID-COLUMBIA ECONOMIC DEVELOPMENT DISTRICT**  
**EXECUTIVE COMMITTEE MEETING**  
**WEDNESDAY, September 6, 2023**  
**4:00 PM**  
**ZOOM TELECONFERENCE**

**ATTENDANCE**

*Attending:* Eric Proffitt, Ken Bailey, Leana Kinley, Scott Clements, Lori Zoller, Steve Kramer, Les Perkins, Joe Dabulskis

*Staff:* Jessica Metta (Executive Director), Dana Woods (Financial Manager), Jill Brandt (Administrative Assistant)

*Guest:* Gilliam County Commissioner Pat Shannon

**CALL TO ORDER / INTRODUCTIONS**

Chair Kramer called the meeting to order at 4:00 p.m. A quorum was present.

**EXECUTIVE COMMITTEE MINUTES**

Steve Kramer asked for any questions, comments or edits on the minutes as presented. *There were none.*

**Scott Clements motioned to approve** the August 2, 2023, Executive Committee meeting minutes as presented. Les Perkins seconded the motion. All voted in favor, and the motion carried.

**FINANCIAL REPORT**

Dana Woods gave the financial report for the month of July 2023. She apologized for delay in getting the balance sheet information out, explaining that there was an error in Caselle's software process. On the Balance sheet, the total cash balance was \$7,474,403. The Loans receivable amount was \$2,997,540. There were 3 newly funded loans in the month of July and one client's loan was split between 2 funds, thereby affecting four loan fund accounts. There were no payoffs in July. MCEDD's current net position was \$14,514,761.

On the Operations Budget vs. Actual report, Dana noted that the YTD Revenue was in line with what was expected in the budget, but the YTD expenses were high. Vehicle costs were at 20% due to the annual DOT inspections that occur each year in July. Two vehicles needed brakes, and another one needed a full set of six tires. Additionally, fuel expenses also came in over budget. Fuel expenses in July were \$2,000 higher than June due to both higher fuel prices, but also due to the service increases that began July 1<sup>st</sup>, particularly the Hood River Route. Building repairs and maintenance were also high due to our switch in landscapers. MCEDD contracted out a new landscaper this year after the budget was prepared, so the higher costs were not accounted for in the budget. The general fund travel and conference expenses for the Drug and Alcohol Training in Bend will be offset by an ODOT grant.

*Discussion: Scott Clements asked why equity is shown as negative on the Balance sheet. Dana explained that Equity is a credit balance in Caselle. This is just the way that it gets reported. She noted that MCEDD's assets are a positive number that zeroes out the negative.*

**Scott Clements motioned to approve** the financial report as presented. Les Perkins seconded the motion. All voted in favor, and the motion passed.

Jessica added that starting Monday Dana will have help! Tanya Hoiseth has been hired as our new Office Administrator. Tanya previously worked at MCMC.

### **REGIONAL TRANSIT MARKETING AND OUTREACH CONTRACT AWARD**

Jessica summed up the memo in the packet. The procurement is a large enough contract that Executive Committee approval is needed. The Request for Proposals and the one proposal received were both included in packet. The contract will continue with marketing the Gorge Pass to our communities. The grant will also fund a travel trainer who will focus on the Washington side. Sara Crook's position was based on Oregon funding to provide travel training and outreach for both The Link and CAT. The Washington side travel trainer will be a contract position that will be wrapped into Tourism, Outreach and Marketing. The request before the board today is a recommendation to approve contracting with Columbia Gorge Tourism Alliance for the Gorge Regional Transit Marketing Network Outreach Services.

*Discussion: Lori asked for more information on travel training. Jessica explained that this person will be present at local events and actively engaging with community groups to teach people how to use our transit system. There is also a "train the trainer" aspect where this position will teach employees in other organization to be ambassadors and provide training to the public.*

**Les Perkins motioned to approve** contracting with the Columbia Gorge Tourism Alliance for the Gorge Regional Transit Marketing Network Outreach Services. Ken Bailey seconded the motion. All voted in favor, and the motion carried.

### **PRIVATE SECTOR APPOINTMENTS**

Jessica opened this topic with a general overview. Private sector appointments on MCEDD's Board happen each year in September because all of these seats are one-year positions. This year, Rob Kimmes (Healthcare) and Dr. Cronin (Higher Education) are vacant seats. All other private sector seat reps wish to continue. MCEDD advertised the open seats and had one application for the Healthcare position. One Community Health's CTO Colin Robinson has applied. This is a good perspective for our board since One Community Health works with a diverse population. For the Higher Education seat, CGCC's new President, Dr. Kenneth Lawson, is interested in the seat.

**Steve Kramer motioned to recommend approval by the Board of** the slate of continuing private sector reps plus Colin Robinson for the Healthcare seat and Dr. Lawson for the Higher Education seat. Les Perkins seconded the motion. All voted in favor, and the motion carried.

Jessica moved next to the appointment for the private sector seats on the Loan Administration Board, which are also annual positions. Current private sector reps Scott Clements and AJ Tarnasky are seeking reappointment. Dillon Borton from KeyBank needs to step down. MCEDD advertised and received two applications. Eric Nerdin was MCEDD's loan fund manager in past the past and is currently Business Oregon's loan fund manager. Matt Stoneberg from Riverview Bank in White Salmon has also applied for the open position.

*Discussion: Scott Clemens voiced concern that Eric Nerdin might run into conflict of interest.*

*Jessica explained that this would only occur if Business OR had an interest in a loan that was being considered by the LAB.*

*Lori Zoller advocated for Matt Stoneberg for Washington-side representation on the board.*

*Ken Bailey added that while he likes Eric and appreciates his solid background for the position, he also was concerned about the Business Oregon connection. He added that the best loan committee folks are reps from the banks, and his vote was leaning towards Matt Stoneberg for the local direct banking connection.*

**Les Perkins motioned to recommend approval by the Board of** the slate of Scott Clements, AJ Tarnasky and Matt Stoneberg as the private sector LAB appointments for FY24. Lori Zoller seconded the motion. All voted in favor, and the motion passed.

### **EXECUTIVE DIRECTOR UPDATES**

Jessica provided verbal updates rather than a written report. On the Gilliam County addition to the District, her follow up with our EDA rep was that the final approval could take a year or more. To complete the process, the materials that were sent need to undergo legal counsel review. Once that is approved, the packet will go to the regional director for approval. Jessica noted that MCEDD may need to submit a CEDS that includes Gilliam County, this piece is still unclear. She added that there is enough time to do another write up to send to DC to encourage the secretary there to decide. The latest estimate is still at least another 6 months. Commissioner Pat Shannon added that Gilliam County has also reached out to their senators for their support to keep the process moving along as quickly as possible.

The Fiscal Year 2023 Annual Report is completed and on track to be approved by the Full Board at the September meeting. Jessica called the Board's attention to the lending total of \$2.7 million in past year, commending Ami's work in the Loan Program. For comparison, FY16 held the previous highest lending total at \$1.5 million. Jessica noted that the Loan Program total includes the activity of all three lending boards that MCEDD manages.

For the EDA's Recompete Grant, the update was a decision not to move forward. Jessica explained that at the moment MCEDD does not have the capacity to put this grant together. Also, there has not been enough interest in the region to support moving forward.

On the EDA Fellow application that the Board approved a couple of months ago, the next step is for MCEDD to hone the scope of work for the position. The EDA expects to place 65 fellows across the country. To cover as many needs as possible with the relatively small number of fellows, a partnership with the Warm Springs Community Action Group is being considered as a possibility.

Jessica gave an update on the Property Sale discussion from a prior Executive Committee meeting on the sale of the Flagpole piece of MCEDD's lot. The affordable housing project that was envisioned to be built next door did not get funding this round and will reapply, but that means their urgency has slowed. We now have the information from ODOT on how to move forward with selling. The developers asked for time to come up with their funding strategy before going through the appraisal and offer process.

Jessica asked the Executive Committee to approve unbudgeted out-of-state travel for Jesus Mendoza to attend the Rural Transit Assistance Program Conference in Myrtle Beach, South Carolina. She noted that the travel costs are not large and will be mostly covered by an ODOT grant.

**Scott Clements motioned to approve** out of state travel for Jesus Mendoza. Eric Proffitt seconded the motion. All voted in favor, and the motion passed.

Jessica informed the Board that work has begun on planning this year's Symposium. The event will be held at the Cascade Locks Pavilion. Jessica has sent out the invites for keynotes, sponsors, and panelists.

MCEDD has a lenders lunch coming up on October 10<sup>th</sup> to present our lending programs to local bankers. For this event, Oregon's economist will give a brief overview of the economy via zoom.

MCEDD will be hosting our EDA rep on October 3<sup>rd</sup>. She invited Board members to get in touch with any prospective tour sites for the visit.

There has been conversation and planning with Chair Kramer to build in some networking/team building time in the upcoming Full Board meeting with all of the new Board members. Jessica asked if there was interest in utilizing an ice breaker question, for example each Board member would be asked to send in a fact that no one knows.

*Discussion: On the ice breaker question, Eric responded Yes. Les, Ken and Steve were OK either way. There were no other comments.*

*Eric asked about the capacity for the facility in Cascade Locks for the Symposium. Jessica replied that the Pavilion will seat 200. At last year's event, there were 120 tickets with about 100 in attendance.*

#### **OTHER NEW BUSINESS/ COMMITTEE MEMBERS UPDATES**

None noted.

#### **ADJOURN**

Chair Kramer adjourned the meeting at 4:33 pm.

*Respectfully submitted by Jill Brandt, Administrative Assistant*

**Mid-Columbia Economic Development District**  
**Balance Sheet**  
**As of August 31, 2023**

8/31/2023

Checking/Savings

1000 Bank Demand Deposits

1010 MCEDD Checking

1038 MCEDD Micro Loan \$ 18,872.96

1060 Link Cash \$ 469,203.84

1010 MCEDD Checking \$ 435,577.03

Total MCEDD Checking \$ 923,653.83

1020 IRP

1021 IRP Sherman \$ 178,722.55

1022 IRP WA \$ 24,048.73

1020 IRP Other \$ 40,665.10

Total IRP \$ 243,436.38

1030 Loan Funds

1036 EDA RLF's \$ 61,037.62

1037 EDA CARES RLF \$ 364,475.12

1045 Reg Strat \$ 54,991.83

1050 RBEG-OR \$ 58,217.60

1055 RBEG-WA \$ 13,113.21

1057 RBEG-KL \$ 26,627.73

1067 CDBG Microenterprises \$ 32,421.57

Total Loan Funds \$ 610,884.68

1031 Housing RLF \$ 112,141.06

1070 National Scenic Fund \$ 113,719.16

1120 LGIP - IRP \$ 1,401,147.29

1136 LGIP Loan Funds \$ 1,117,738.04

1131 LGIP Housing RLF \$ 1,300,577.42

1171 LGIP National Scenic Fund \$ 1,350,419.17

Total Bank Demand Deposits \$ 7,173,717.03

1100 CDs

1121 IRP Reserve \$ 96,041.85

Total 1100 CDs \$ 96,041.85

1122 IRP-DDM Product \$ 199,991.00

1125 LINK Petty Cash \$ 150.00

Mid-Columbia Economic Development District

Balance Sheet

As of August 31, 2023

<b>TOTAL CHECKING / SAVINGS</b>	<b>\$ 7,469,899.88</b>
Accounts Receivable	
1202 Accounts Receivable	\$ 346,161.81
1205 Interfund Loan Receivable	<u>\$ 29,243.92</u>
<b>TOTAL ACCOUNTS RECEIVABLE</b>	<b>\$ 375,405.73</b>
Other Current Assets	
1200 - Receivables & Accruals	
1210 Accrued Revenue	\$ 54,375.00
1240 Prepaid Expenses	\$ 19,665.58
1260 Accrued Loan Interest	<u>\$ 17,513.11</u>
<b>TOTAL RECEIVABLES &amp; ACCRUALS</b>	<b>\$ 91,553.69</b>
1300 - Loans Receivable	
1330 - MCEDD Loans Receivable	
1320 IRP	\$ 811,432.81
1321 IRP - Sherman	\$ 213,407.51
1322 IRP - WA	\$ 142,463.64
1336 EDA RLF's	\$ 303,838.55
1337 EDA RLF CARES	\$ 532,951.06
1345 Reg Strat	\$ 26,995.40
1350 RBEG-OR	\$ -
1371 Housing RLF	\$ 747,889.28
1372 MCEDD Micro Loan	\$ 6,933.44
1373 USDA NSA	<u>\$ 208,958.94</u>
Total 1330 - MCEDD Loans Receivable	<u>\$ 2,994,870.63</u>
1370 OIB Loans Receivable	<u>\$ 1,519,992.79</u>
<b>TOTAL 1300 - Loans Receivable</b>	<b>\$ 4,514,863.42</b>
1400 - Loan Payments Holding	
<b>TOTAL 1400 - Loan Payments Holding</b>	<b>\$ (866.77)</b>

**Mid-Columbia Economic Development District**

**Balance Sheet**

**As of August 31, 2023**

1500 - Allowance for Doubtful Loans	
1520 IRP Allowance	\$ (38,961.53)
1521 IRP-SH Co	\$ (3,000.00)
1522 IRP-WA	\$ (3,337.38)
1536 EDA RLF's Allowance	\$ (11,047.82)
1537 EDA RLF CARES Allowance	\$ (29,288.53)
1545 Reg Strat Allowance	\$ (1,152.95)
1555 RBEG Allowance	\$ (766.44)
1571 Housing RLF Allowance	\$ (30,000.00)
1572 MCEDD Micro Allowance	\$ (474.66)
1573 USDA NSA Allowance	\$ (5,481.80)
1575 OIB Allowance	<u>\$ (67,535.30)</u>
TOTAL 1500 - Allowance for Doubtful Loans	<u>\$ (191,046.41)</u>

Total Other Current Assets	\$ 4,789,909.66
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<b>TOTAL CURRENT ASSETS</b>	<b>\$ 12,259,809.54</b>
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Fixed Assets

1600 - Fixed Assets	
1605 Vehicles	\$ 773,440.00
1610 Land	\$ 172,681.00
1620 Buildings	\$ 1,514,410.00
1650 Accumulated Depreciation	<u>\$ (370,229.00)</u>
Total 1600 -Fixed Assets	<u>\$ 2,090,302.00</u>

Other Assets

Due To / From Internal Accounts	
1800 Due From Accounts	\$ 1,528,306.97
1801 Due To Accounts	<u>\$ (1,524,491.31)</u>
Total Due To/Due From Internal Accounts	<u>\$ 3,815.66</u>

<b>TOTAL ASSETS</b>	<b><u><u>\$ 14,353,927.20</u></u></b>
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LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable	
2005 Interfund Loan Payable	\$ (33,059.66)
2010 A/P General	<u>\$ (23,312.62)</u>
Total Accounts Payable	<u>\$ (56,372.28)</u>



Mid-Columbia Economic Development District

Balance Sheet

As of August 31, 2023

Other Current Liabilities

2030 Accrued Loan Payment	\$	(132,046.30)
2035 Accrued Interest Payable	\$	858.05
2050 PTO-Accrued	\$	(78,993.79)
2060 Deferred Comp Payable	\$	40.02
2070 Health Insurance Payable	\$	12,568.64
2080 Life & Disability Payable	\$	(9.86)
2085 Retirement Payable	\$	(1,883.60)
2090 WC SAIF ins	\$	(4,107.68)
2100 Payroll Liabilities	\$	(2,412.72)
2101 - Wages Payable	\$	(64,525.84)
2105 - WBF Payroll Assessment	\$	(279.60)
2110 - Federal Payroll Liability	\$	(7,087.68)
2115 - OR-SUTA Payroll Liabilities	\$	(4,822.13)
2120 - State Payroll Liabilities	\$	(1,504.61)
2180 - Payroll Liabilities - Prior Per	\$	-
2100 - Payroll Liabilities - Other	\$	(2,412.72)
2800 Deferred Revenue	\$	13,333.42
2900 Unavailable Revenue A/R	\$	(243,190.33)
Total Other Current Liabilities	\$	(516,476.73)

Total Current Liabilities \$ (572,849.01)

Long Term Liabilities

2820 IRP Loan Payable \$1 Million	\$	(245,726.29)
2821 IRP Loan Payable \$600,000	\$	(263,909.46)
2822 IRP Loan Payable \$750,000	\$	(441,284.90)
2823 IRP Loan Payable - WA \$310,000	\$	(226,734.40)
2824 IRP Loan Payable - SH \$200,000	\$	(145,925.80)

Total Long Term Liabilities \$ (1,323,580.85)

TOTAL LIABILITIES \$ (1,896,429.86)

Equity

3100 Fund Balances	\$	(5,447,964.94)
3110 Carryforward Balance	\$	-
3900 Retained Earnings	\$	(7,155,913.95)
Net Income	\$	146,381.55

Total Equity \$ (12,457,497.34)

**TOTAL LIABILITIES & EQUITY \$ (14,353,927.20)**

**Mid-Columbia Economic Development District  
Budget vs Actual FY24**

		8/31/2023	6/30/2024		
Account	Account Title	Balance	Budget	Unearned/Unexpended	% of Budget
4010	Trans Frm/To Fund (Match)	\$ -	\$ (249,745.00)	\$ (249,745.00)	0.00%
4012	Trans Frm/To Fund (Support)	\$ 6,400.95	\$ 306,137.00	\$ 299,736.05	2.09%
4014	STIF Student Tickets	\$ -	\$ -	\$ -	
4100	Federal	\$ 33,333.34	\$ 2,003,458.00	\$ 1,970,124.66	1.66%
4200	State	\$ -	\$ 1,079,842.00	\$ 1,079,842.00	0.00%
4300	Local Match	\$ 47,500.00	\$ 134,000.00	\$ 86,500.00	35.45%
4400	Local Assessment	\$ 95,454.00	\$ 95,455.00	\$ 1.00	100.00%
4500	Contract Reimbursement	\$ 65,130.25	\$ 512,590.00	\$ 447,459.75	12.71%
4600	Loan Interest	\$ 56,657.39	\$ 314,633.00	\$ 257,975.61	18.01%
4700	Loan Processing Fees	\$ 4,973.45	\$ 27,396.00	\$ 22,422.55	18.15%
4705	Loan Filing Fees	\$ 1,493.18	\$ 6,000.00	\$ 4,506.82	24.89%
4710	Loan Late Fee	\$ 363.46	\$ 3,400.00	\$ 3,036.54	10.69%
4750	Investment Interest	\$ 37,112.87	\$ 128,961.00	\$ 91,848.13	28.78%
4820	Greyhound Sales	\$ 466.94	\$ 7,000.00	\$ 6,533.06	6.67%
4825	Greyhound Commission	\$ 61.60	\$ 1,400.00	\$ 1,338.40	4.40%
4800	Other Revenue	\$ 3,692.92	\$ 46,244.00	\$ 42,551.08	7.99%
4805	Farebox Revenue	\$ 5,003.73	\$ 37,236.00	\$ 32,232.27	13.44%
<b>Total Income</b>		<b>\$ 357,644.08</b>	<b>\$ 4,454,007.00</b>	<b>\$ 4,096,362.92</b>	<b>8.03%</b>
<b>Expense</b>					
5000	Personnel Expense	\$ 344,229.79	\$ 2,307,254.00	\$ 1,963,024.21	14.92%
6110	Travel & Conference	\$ 3,461.68	\$ 25,111.00	\$ 21,649.32	13.79%
6190	Event Services	\$ 528.00	\$ 10,007.00	\$ 9,479.00	5.28%
6200	Equipment	\$ 464.96	\$ 6,628.00	\$ 6,163.04	7.02%
6300	Supplies	\$ 2,870.08	\$ 33,820.00	\$ 30,949.92	8.49%
6400	Professional Services	\$ 74,759.50	\$ 841,745.00	\$ 766,985.50	8.88%
6500	Vehicle Costs	\$ 39,171.17	\$ 173,935.00	\$ 134,763.83	22.52%
6600	Communications	\$ 1,998.37	\$ 37,259.00	\$ 35,260.63	5.36%
6700	Building Costs	\$ 14,613.79	\$ 60,284.00	\$ 45,670.21	24.24%
6800	Bonds & Insurance	\$ 916.00	\$ 27,983.00	\$ 27,067.00	3.27%
6900	Other Materials & Supplies	\$ 795.56	\$ 55,445.00	\$ 54,649.44	1.43%
9000	Indirect Spread	\$ -	\$ 2.00	\$ 2.00	0.00%
9040	Transportation Facility Spread	\$ -	\$ (2.00)	\$ (2.00)	0.00%
9050	Loan Fund Costs Allocated	\$ -	\$ 1.00	\$ 1.00	0.00%
9060	Transportation Admin Spread	\$ -	\$ (1.00)	\$ (1.00)	0.00%
9100	Capital Purchase	\$ -	\$ 458,812.00	\$ 458,812.00	0.00%
9600	Transfer to/from Source	\$ -	\$ 2,000.00	\$ 2,000.00	0.00%
<b>Total Expense</b>		<b>\$ 483,808.90</b>	<b>\$ 4,040,283.00</b>	<b>\$ (3,556,474.10)</b>	<b>11.97%</b>
<b>Net Ordinary Income</b>		<b>\$ (126,164.82)</b>	<b>\$ 413,724.00</b>	<b>\$ (287,559.18)</b>	
<b>Other Income/Expense</b>					
7010	Bad Debt Expense	\$ -	\$ -	\$ -	
7300	Student Tickets	\$ -	\$ -	\$ -	
7400	Loan Payment	\$ 20,230.00	\$ 121,380.00	\$ 101,150.00	16.67%
7050	Unrestricted Carryover	\$ -	\$ 92,616.00	\$ 92,616.00	0.00%
7540	Restricted Carryover	\$ -	\$ 795,849.00	\$ 795,849.00	0.00%
Total 7500	Carryover to Next Year	\$ -	\$ 888,465.00	\$ 888,465.00	
<b>Total Other Expense</b>		<b>\$ 20,230.00</b>	<b>\$ 1,009,845.00</b>	<b>\$ (989,615.00)</b>	<b>2.00%</b>
<b>Net Other Income</b>		<b>\$ (20,230.00)</b>	<b>\$ (1,009,845.00)</b>	<b>\$ 989,615.00</b>	<b>2.00%</b>
<b>Net Income</b>		<b>\$ (146,394.82)</b>	<b>\$ (596,121.00)</b>	<b>\$ 702,055.82</b>	

MID-COLUMBIA ECONOMIC DEVELOPMENT DIST  
 REVENUES WITH COMPARISON TO BUDGET  
 FOR THE 2 MONTHS ENDING AUGUST 31, 2023

FEDERAL GRANTS

		<u>PERIOD ACTUAL</u>	<u>YTD ACTUAL</u>	<u>BUDGET</u>	<u>UNEARNED</u>	<u>PCNT</u>
	<u>REVENUE</u>					
100-4100	FEDERAL	6,666.67	33,333.34	80,000.00	46,666.66	41.7
100-4300	LOCAL MATCH	6,666.67	13,333.34	80,000.00	66,666.66	16.7
100-4800	OTHER REVENUE	.00	.00	2,000.00	2,000.00	.0
	TOTAL FUND REVENUE	<u>13,333.34</u>	<u>46,666.68</u>	<u>162,000.00</u>	<u>115,333.32</u>	<u>28.8</u>

MID-COLUMBIA ECONOMIC DEVELOPMENT DIST  
EXPENDITURES WITH COMPARISON TO BUDGET  
FOR THE 2 MONTHS ENDING AUGUST 31, 2023

FEDERAL GRANTS

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>EXPENDITURES</u>					
100-5100 WAGES	4,594.59	12,408.04	94,782.00	82,373.96	13.1
100-5500 FRINGE BENEFITS	1,086.43	2,840.31	24,335.00	21,494.69	11.7
100-5700 PAYROLL TAXES	422.32	1,156.23	10,709.00	9,552.77	10.8
100-6110 TRAVEL & CONFERENCE	76.98	135.31	4,452.00	4,316.69	3.0
100-6190 EVENT SERVICES	.00	.00	1,200.00	1,200.00	.0
100-6300 SUPPLIES	76.35	76.35	900.00	823.65	8.5
100-6420 AUDIT SERVICES	.00	.00	1,771.00	1,771.00	.0
100-6650 TELEPHONE & NETWORKING	.00	.00	540.00	540.00	.0
100-6710 BUILDING RENT	464.22	769.16	4,447.00	3,677.84	17.3
100-6715 REMODEL ALLOC (ADMIN)	24.65	60.45	336.00	275.55	18.0
100-6716 REMODEL ALLOC (TRANSIT CENTER)	.00	.00	2,037.00	2,037.00	.0
100-6910 DUES AND FEES	.00	.00	3,650.00	3,650.00	.0
100-7050 UNRESTRICTED CARRYOVER	.00	.00	275.00	275.00	.0
100-9000 INDIRECT SPREAD	474.22	1,205.15	10,342.00	9,136.85	11.7
100-9040 TRANSPORTATION FACILITY SPREAD	232.11	384.60	2,224.00	1,839.40	17.3
 TOTAL FUND EXPENDITURES	 7,451.87	 19,035.60	 162,000.00	 142,964.40	 11.8
 NET REVENUE OVER EXPENDITURES	 5,881.47	 27,631.08	 .00	 ( 27,631.08)	 .0

MID-COLUMBIA ECONOMIC DEVELOPMENT DIST  
REVENUES WITH COMPARISON TO BUDGET  
FOR THE 2 MONTHS ENDING AUGUST 31, 2023

LOAN FUNDS

<u>REVENUE</u>	<u>PERIOD ACTUAL</u>	<u>YTD ACTUAL</u>	<u>BUDGET</u>	<u>UNEARNED</u>	<u>PCNT</u>
300-4050 UNRESTRICTED ENTERPRISE FUNDS	.00	.00	44,627.00	44,627.00	.0
300-4100 FEDERAL	.00	.00	500,000.00	500,000.00	.0
300-4600 LOAN INTEREST	19,975.79	36,929.82	198,636.00	161,706.18	18.6
300-4650 PRINCIPAL PAYMENTS	.00	.00	12,901.00	12,901.00	.0
300-4700 LOAN PROCESSING FEES	600.94	4,973.45	23,821.00	18,847.55	20.9
300-4705 LOAN FILING FEES	42.84	1,493.18	5,250.00	3,756.82	28.4
300-4710 LOAN LATE FEE	100.00	200.00	2,650.00	2,450.00	7.6
300-4750 INVESTMENT INTEREST	14,256.87	27,593.28	98,839.00	71,245.72	27.9
 TOTAL FUND REVENUE	 34,976.44	 71,189.73	 886,724.00	 815,534.27	 8.0

MID-COLUMBIA ECONOMIC DEVELOPMENT DIST  
EXPENDITURES WITH COMPARISON TO BUDGET  
FOR THE 2 MONTHS ENDING AUGUST 31, 2023

LOAN FUNDS

EXPENDITURES	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
300-5100 WAGES	7,554.75	15,511.12	103,950.00	88,438.88	14.9
300-5500 FRINGE BENEFITS	1,582.58	3,258.19	26,689.00	23,430.81	12.2
300-5700 PAYROLL TAXES	748.92	1,678.95	11,746.00	10,067.05	14.3
300-6110 TRAVEL & CONFERENCE	300.00	300.00	4,150.00	3,850.00	7.2
300-6300 SUPPLIES	14.99	14.99	180.00	165.01	8.3
300-6410 LEGAL SERVICES	.00	.00	5,793.00	5,793.00	.0
300-6420 AUDIT SERVICES	.00	.00	4,944.00	4,944.00	.0
300-6450 CONTRACTUAL	600.00	600.00	3,425.00	2,825.00	17.5
300-6470 FILING FEES	1,496.09	3,382.20	5,250.00	1,867.80	64.4
300-6710 BUILDING RENT	644.95	956.99	4,877.00	3,920.01	19.6
300-6715 REMODEL ALLOC (ADMIN)	39.95	76.56	369.00	292.44	20.8
300-6716 REMODEL ALLOC (TRANSIT CENTER)	.00	.00	2,235.00	2,235.00	.0
300-6910 DUES AND FEES	.00	.00	771.00	771.00	.0
300-6930 BANK SERVICE CHARGES	39.90	69.90	.00	( 69.90)	.0
300-6931 ACH COLLECTION FEES	24.88	98.99	.00	( 98.99)	.0
300-6940 OTHER MATERIALS & SERVICES	.00	.00	9,663.00	9,663.00	.0
300-7050 UNRESTRICTED CARRYOVER	.00	.00	74,510.00	74,510.00	.0
300-7400 LOAN PAYMENT	10,115.00	20,230.00	121,380.00	101,150.00	16.7
300-7540 RESTRICTED CARRYOVER	.00	.00	493,008.00	493,008.00	.0
300-8000 LGIP FMV ADJUSTMENT	.00	( 38,941.01)	.00	38,941.01	.0
300-9000 INDIRECT SPREAD	751.54	1,499.47	11,344.00	9,844.53	13.2
300-9040 TRANSPORTATION FACILITY SPREAD	322.47	478.48	2,439.00	1,960.52	19.6
300-9050 LOAN FUND COSTS ALLOCATED	.00	.00	1.00	1.00	.0
 TOTAL FUND EXPENDITURES	 24,236.02	 9,214.83	 886,724.00	 877,509.17	 1.0
 NET REVENUE OVER EXPENDITURES	 10,740.42	 61,974.90	 .00	 ( 61,974.90)	 .0

MID-COLUMBIA ECONOMIC DEVELOPMENT DIST  
REVENUES WITH COMPARISON TO BUDGET  
FOR THE 2 MONTHS ENDING AUGUST 31, 2023

SPECIAL PROJECTS

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEARNED	PCNT
<u>REVENUE</u>					
500-4010 TRANS FRM/TO FUND (MATCH)	.00	.00	10,000.00	10,000.00	.0
500-4040 RESTRICTED CARRYOVER	.00	.00	198,273.00	198,273.00	.0
500-4050 UNRESTRICTED ENTERPRISE FUNDS	.00	.00	20,000.00	20,000.00	.0
500-4100 FEDERAL	.00	.00	337,959.00	337,959.00	.0
500-4200 STATE	.00	.00	406,000.00	406,000.00	.0
500-4300 LOCAL MATCH	453.75	48,407.50	80,445.00	32,037.50	60.2
500-4500 CONTRACT REIMBURSEMENT	21,859.75	40,258.25	438,390.00	398,131.75	9.2
500-4550 ACCRUED CONTRACT REIMBURSEMENT	10,000.00	20,000.00	.00	( 20,000.00)	.0
500-4800 OTHER REVENUE	2,892.87	3,492.87	18,344.00	14,851.13	19.0
 TOTAL FUND REVENUE	 35,206.37	 112,158.62	 1,509,411.00	 1,397,252.38	 7.4

MID-COLUMBIA ECONOMIC DEVELOPMENT DIST  
EXPENDITURES WITH COMPARISON TO BUDGET  
FOR THE 2 MONTHS ENDING AUGUST 31, 2023

SPECIAL PROJECTS

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>EXPENDITURES</u>					
500-5100 WAGES	35,790.68	75,671.51	543,616.00	467,944.49	13.9
500-5500 FRINGE BENEFITS	8,187.72	16,994.49	139,575.00	122,580.51	12.2
500-5700 PAYROLL TAXES	3,632.29	7,812.56	61,419.00	53,606.44	12.7
500-6110 TRAVEL & CONFERENCE	865.40	1,156.13	13,309.00	12,152.87	8.7
500-6190 EVENT SERVICES	.00	528.00	7,807.00	7,279.00	6.8
500-6300 SUPPLIES	1,809.25	1,829.24	6,065.00	4,235.76	30.2
500-6410 LEGAL SERVICES	.00	.00	1,500.00	1,500.00	.0
500-6420 AUDIT SERVICES	.00	.00	4,182.00	4,182.00	.0
500-6450 CONTRACTUAL	7,357.08	28,493.08	456,825.00	428,331.92	6.2
500-6470 FILING FEES	9.92	9.92	300.00	290.08	3.3
500-6610 ADVERTISING	.00	.00	3,264.00	3,264.00	.0
500-6620 POSTAGE & FREIGHT	.00	.00	390.00	390.00	.0
500-6630 PRINTING	.00	.00	1,923.00	1,923.00	.0
500-6650 TELEPHONE & NETWORKING	.00	.00	695.00	695.00	.0
500-6710 BUILDING RENT	3,118.19	4,674.80	25,509.00	20,834.20	18.3
500-6715 REMODEL ALLOC (ADMIN)	190.50	373.19	1,930.00	1,556.81	19.3
500-6716 REMODEL ALLOC (TRANSIT CENTER)	.00	.00	11,680.00	11,680.00	.0
500-6910 DUES AND FEES	.00	.00	300.00	300.00	.0
500-6940 OTHER MATERIALS & SERVICES	.00	.00	10,570.00	10,570.00	.0
500-7050 UNRESTRICTED CARRYOVER	.00	.00	15,034.00	15,034.00	.0
500-7540 RESTRICTED CARRYOVER	.00	.00	131,452.00	131,452.00	.0
500-9000 INDIRECT SPREAD	3,593.51	7,324.71	59,314.00	51,989.29	12.4
500-9040 TRANSPORTATION FACILITY SPREAD	1,559.10	2,337.39	12,752.00	10,414.61	18.3
 TOTAL FUND EXPENDITURES	 66,113.64	 147,205.02	 1,509,411.00	 1,362,205.98	 9.8
 NET REVENUE OVER EXPENDITURES	 ( 30,907.27)	 ( 35,046.40)	 .00	 35,046.40	 .0



MID-COLUMBIA ECONOMIC DEVELOPMENT DIST  
REVENUES WITH COMPARISON TO BUDGET  
FOR THE 2 MONTHS ENDING AUGUST 31, 2023

TRANSPORTATION OPS

<u>REVENUE</u>	<u>PERIOD ACTUAL</u>	<u>YTD ACTUAL</u>	<u>BUDGET</u>	<u>UNEARNED</u>	<u>PCNT</u>
600-4010 TRANS FRM/TO FUND (MATCH)	.00	.00	( 259,745.00)	( 259,745.00)	.0
600-4012 TRANS FROM/TO FUND (SUPPORT)	4,227.36	6,400.95	306,137.00	299,736.05	2.1
600-4040 RESTRICTED CARRYOVER	.00	.00	291,320.00	291,320.00	.0
600-4050 UNRESTRICTED ENTERPRISE FUNDS	.00	.00	25,000.00	25,000.00	.0
600-4100 FEDERAL	.00	.00	1,085,499.00	1,085,499.00	.0
600-4200 STATE	.00	.00	673,842.00	673,842.00	.0
600-4300 LOCAL MATCH	.00	.00	59,000.00	59,000.00	.0
600-4500 CONTRACT REIMBURSEMENT	2,506.00	4,872.00	69,200.00	64,328.00	7.0
600-4800 OTHER REVENUE	.00	200.05	25,900.00	25,699.95	.8
600-4805 FAREBOX REVENUE	2,633.54	5,003.73	37,236.00	32,232.27	13.4
600-4820 GREYHOUND SALES	432.96	466.94	7,000.00	6,533.06	6.7
600-4825 GREYHOUND COMMISSION	28.24	61.60	1,400.00	1,338.40	4.4
 TOTAL FUND REVENUE	 9,828.10	 17,005.27	 2,321,789.00	 2,304,783.73	 .7

MID-COLUMBIA ECONOMIC DEVELOPMENT DIST  
EXPENDITURES WITH COMPARISON TO BUDGET  
FOR THE 2 MONTHS ENDING AUGUST 31, 2023

TRANSPORTATION OPS

EXPENDITURES	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
600-5050 WAGES - PAID LEAVE	153.48	153.48	.00	( 153.48)	.0
600-5100 WAGES	68,699.35	129,408.71	839,252.00	709,843.29	15.4
600-5500 FRINGE BENEFITS	16,580.05	31,147.72	245,677.00	214,529.28	12.7
600-5700 PAYROLL TAXES	8,969.78	16,921.91	90,325.00	73,403.09	18.7
600-6110 TRAVEL & CONFERENCE	181.36	181.36	2,000.00	1,818.64	9.1
600-6190 EVENT SERVICES	.00	.00	500.00	500.00	.0
600-6200 EQUIPMENT	.00	.00	6,028.00	6,028.00	.0
600-6220 EQUIP LEASED/RENTED	220.48	440.96	.00	( 440.96)	.0
600-6300 SUPPLIES	164.44	418.13	9,875.00	9,456.87	4.2
600-6420 AUDIT SERVICES	.00	.00	15,682.00	15,682.00	.0
600-6450 CONTRACTUAL	10,379.92	18,092.88	190,777.00	172,684.12	9.5
600-6460 TESTING/TRAINING/SCREENING	501.00	501.00	1,550.00	1,049.00	32.3
600-6500 VEHICLE COSTS	13.27	13.27	36,000.00	35,986.73	.0
600-6510 REPAIRS & MAINTENANCE	8,205.80	16,768.54	41,939.00	25,170.46	40.0
600-6520 FUEL	12,222.48	22,332.74	95,996.00	73,663.26	23.3
600-6610 ADVERTISING	225.00	405.00	11,861.00	11,456.00	3.4
600-6630 PRINTING	.00	.00	5,774.00	5,774.00	.0
600-6650 TELEPHONE & NETWORKING	669.72	840.72	8,212.00	7,371.28	10.2
600-6720 UTILITIES AND JANITORIAL	1,517.15	2,662.84	17,250.00	14,587.16	15.4
600-6730 REPAIRS AND MAINTENANCE	2,569.00	5,550.00	8,200.00	2,650.00	67.7
600-6810 INSURANCE - VEHICLE	.00	.00	13,020.00	13,020.00	.0
600-6820 INSURANCE - BUILDING	.00	.00	3,350.00	3,350.00	.0
600-6900 OTHER MATERIALS & SUPPLIES	.00	.00	250.00	250.00	.0
600-6910 DUES AND FEES	.00	.00	900.00	900.00	.0
600-6935 ONLINE PROCESSING FEES	12.73	21.54	.00	( 21.54)	.0
600-6940 OTHER MATERIALS & SERVICES	.00	.00	3,200.00	3,200.00	.0
600-7050 UNRESTRICTED CARRYOVER	.00	.00	5,325.00	5,325.00	.0
600-7540 RESTRICTED CARRYOVER	.00	.00	133,879.00	133,879.00	.0
600-9000 INDIRECT SPREAD	7,108.79	13,021.78	91,573.00	78,551.22	14.2
600-9040 TRANSPORTATION FACILITY SPREAD	( 2,113.68)	( 3,200.47)	( 17,417.00)	( 14,216.53)	( 18.4)
600-9060 TRANSPORTATION ADMIN SPREAD	.00	.00	( 1.00)	( 1.00)	.0
600-9100 CAPITAL PURCHASE	.00	.00	458,812.00	458,812.00	.0
600-9600 TRANSFER TO/FROM SOURCE	.00	.00	2,000.00	2,000.00	.0
 TOTAL FUND EXPENDITURES	 136,280.12	 255,682.11	 2,321,789.00	 2,066,106.89	 11.0
 NET REVENUE OVER EXPENDITURES	 ( 126,452.02)	 ( 238,676.84)	 .00	 238,676.84	 .0

MID-COLUMBIA ECONOMIC DEVELOPMENT DIST  
REVENUES WITH COMPARISON TO BUDGET  
FOR THE 2 MONTHS ENDING AUGUST 31, 2023

GENERAL FUND

<u>REVENUE</u>	<u>PERIOD ACTUAL</u>	<u>YTD ACTUAL</u>	<u>BUDGET</u>	<u>UNEARNED</u>	<u>PCNT</u>
800-4050 UNRESTRICTED ENTERPRISE FUNDS	.00	.00	4,000.00	4,000.00	.0
800-4300 LOCAL MATCH	( 7,120.42)	( 14,240.84)	( 85,445.00)	( 71,204.16)	( 16.7)
800-4400 LOCAL ASSESSMENT	.00	95,454.00	95,455.00	1.00	100.0
800-4500 CONTRACT REIMBURSEMENT	.00	.00	5,000.00	5,000.00	.0
800-4750 INVESTMENT INTEREST	8.83	17.59	2.00	( 15.59)	879.5
 TOTAL FUND REVENUE	 ( 7,111.59)	 81,230.75	 19,012.00	 ( 62,218.75)	 427.3

MID-COLUMBIA ECONOMIC DEVELOPMENT DIST  
EXPENDITURES WITH COMPARISON TO BUDGET  
FOR THE 2 MONTHS ENDING AUGUST 31, 2023

GENERAL FUND

EXPENDITURES	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
800-5100 WAGES	15,803.63	22,330.87	84,088.00	61,757.13	26.6
800-5500 FRINGE BENEFITS	3,210.34	4,746.86	21,590.00	16,843.14	22.0
800-5700 PAYROLL TAXES	1,454.33	2,188.84	9,501.00	7,312.16	23.0
800-6110 TRAVEL & CONFERENCE	1,319.89	1,688.88	1,200.00	( 488.88)	140.7
800-6190 EVENT SERVICES	.00	.00	500.00	500.00	.0
800-6220 EQUIP LEASED/RENTED	12.00	24.00	600.00	576.00	4.0
800-6300 SUPPLIES	491.62	531.37	16,800.00	16,268.63	3.2
800-6410 LEGAL SERVICES	.00	.00	1,000.00	1,000.00	.0
800-6420 AUDIT SERVICES	.00	.00	8,634.00	8,634.00	.0
800-6450 CONTRACTUAL	6,083.00	7,016.00	37,555.00	30,539.00	18.7
800-6470 FILING FEES	9.92	9.92	.00	( 9.92)	.0
800-6520 FUEL	56.62	56.62	.00	( 56.62)	.0
800-6610 ADVERTISING	.00	.00	850.00	850.00	.0
800-6620 POSTAGE & FREIGHT	528.67	528.67	850.00	321.33	62.2
800-6630 PRINTING	.00	.00	500.00	500.00	.0
800-6640 PUBLICATIONS & SUBS	69.00	69.00	800.00	731.00	8.6
800-6650 TELEPHONE & NETWORKING	34.99	69.98	600.00	530.02	11.7
800-6715 REMODEL ALLOC (ADMIN)	( 255.10)	( 510.20)	( 2,635.00)	( 2,124.80)	( 19.4)
800-6716 REMODEL ALLOC (TRANSIT CENTER)	.00	.00	( 15,951.00)	( 15,951.00)	.0
800-6800 BONDS & INSURANCE	.00	916.00	11,613.00	10,697.00	7.9
800-6910 DUES AND FEES	.00	500.00	16,016.00	15,516.00	3.1
800-6930 BANK SERVICE CHARGES	.00	25.00	.00	( 25.00)	.0
800-6931 ACH COLLECTION FEES	62.28	62.28	.00	( 62.28)	.0
800-7050 UNRESTRICTED CARRYOVER	.00	.00	( 2,528.00)	( 2,528.00)	.0
800-9000 INDIRECT SPREAD	( 11,928.06)	( 23,051.11)	( 172,571.00)	( 149,519.89)	( 13.4)
<b>TOTAL FUND EXPENDITURES</b>	<b>16,953.13</b>	<b>17,202.98</b>	<b>19,012.00</b>	<b>1,809.02</b>	<b>90.5</b>
<b>NET REVENUE OVER EXPENDITURES</b>	<b>( 24,064.72)</b>	<b>64,027.77</b>	<b>.00</b>	<b>( 64,027.77)</b>	<b>.0</b>

MID-COLUMBIA ECONOMIC DEVELOPMENT DIST  
REVENUES WITH COMPARISON TO BUDGET  
FOR THE 2 MONTHS ENDING AUGUST 31, 2023

OIB

	<u>PERIOD ACTUAL</u>	<u>YTD ACTUAL</u>	<u>BUDGET</u>	<u>UNEARNED</u>	<u>PCNT</u>
<u>REVENUE</u>					
975-4600 LOAN INTEREST	9,852.91	19,727.57	115,997.00	96,269.43	17.0
975-4700 LOAN PROCESSING FEES	.00	.00	3,575.00	3,575.00	.0
975-4705 LOAN FILING FEES	.00	.00	750.00	750.00	.0
975-4710 LOAN LATE FEE	40.04	163.46	750.00	586.54	21.8
975-4750 INVESTMENT INTEREST	5,046.94	9,502.00	30,120.00	20,618.00	31.6
TOTAL FUND REVENUE	<u>14,939.89</u>	<u>29,393.03</u>	<u>151,192.00</u>	<u>121,798.97</u>	<u>19.4</u>

MID-COLUMBIA ECONOMIC DEVELOPMENT DIST  
EXPENDITURES WITH COMPARISON TO BUDGET  
FOR THE 2 MONTHS ENDING AUGUST 31, 2023

OIB

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>EXPENDITURES</u>					
975-6410 LEGAL SERVICES	20.00	20.00	2,000.00	1,980.00	1.0
975-6450 CONTRACTUAL	8,317.25	16,634.50	99,807.00	83,172.50	16.7
975-6470 FILING FEES	.00	.00	750.00	750.00	.0
975-6610 ADVERTISING	.00	.00	1,000.00	1,000.00	.0
975-6650 TELEPHONE & NETWORKING	85.00	85.00	.00	( 85.00)	.0
975-6910 DUES AND FEES	.00	.00	125.00	125.00	.0
975-6930 BANK SERVICE CHARGES	.05	.05	.00	( .05)	.0
975-6931 ACH COLLECTION FEES	8.90	17.80	.00	( 17.80)	.0
975-6950 GRANTS DISBURSED	.00	.00	10,000.00	10,000.00	.0
975-7540 RESTRICTED CARRYOVER	.00	.00	37,510.00	37,510.00	.0
975-8000 LGIP FMV ADJUSTMENT	.00	( 12,657.38)	.00	12,657.38	.0
TOTAL FUND EXPENDITURES	<u>8,431.20</u>	<u>4,099.97</u>	<u>151,192.00</u>	<u>147,092.03</u>	<u>2.7</u>
NET REVENUE OVER EXPENDITURES	<u>6,508.69</u>	<u>25,293.06</u>	<u>.00</u>	<u>( 25,293.06)</u>	<u>.0</u>

## **Memorandum**

**To: MCEDD Executive Committee**

**From: Jessica Metta, Executive Director**

**Date: September 26, 2023**

**Re: EPA Brownfield Coalition Assessment Consulting Services Contract Award**

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### **Request**

Approve contracting with Stantec for consulting services to support MCEDD's EPA Brownfield Coalition Assessment grant.

### **Overview**

On August 16, 2023, MCEDD issued a Request for Proposals (RFP) to initiate a competitive sealed proposal process to procure a qualified environmental consulting firm to support implementation of MCEDD's EPA Brownfield project. The focus of the project is brownfield redevelopment activities across MCEDD's five-county area to evaluate environmental conditions and convert brownfields into reusable land to support employment opportunities and attainable housing. The work will be fully funded by the EPA over a four-year period and thus all activities must comply with federal requirements. MCEDD undertook a similar solicitation process in August 2022, prior to applying for the EPA grant, and made a consultant selection. However, EPA determined that our procurement did not meet its requirements because it did not ask for a price, so we issued this new RFP.

The RFP was shared in our newsletter and website, emailed to the original respondents, and posted or sent to the Oregon and Washington minority business enterprise offices with a September 18, 2023 deadline. MCEDD received responses from Maul, Foster, Alongi and Stantec. A review panel reviewed and individually scored the submitted proposals and while both firms are qualified to do the work, Stantec received higher scores from the reviewers. Staff recommends moving forward with a contract. Our procurement guidelines specify Executive Committee approval for contracts above \$150,000 and this four-year contract would be \$862,322. The RFP and proposals received are attached.



MID-COLUMBIA ECONOMIC DEVELOPMENT DISTRICT (MCEDD)  
REQUEST FOR PROPOSALS

**U.S. EPA Brownfield Coalition Assessment Consulting Services**

Issue Date: August 16, 2023

Submission Date: September 18, 2023 (end of day)

Send RFP to: Mail to:  
MCEDD  
Brownfield RFP  
802 Chenowith Loop Road  
The Dalles, OR 97058  
-OR-  
Email to: [jacque@mcedd.org](mailto:jacque@mcedd.org)

Questions: Jacque Schei  
[jacque@mcedd.org](mailto:jacque@mcedd.org)



## **I. INTRODUCTION**

Mid-Columbia Economic Development District (MCEDD) has been awarded a FY2023 Brownfields Coalition Assessment Grant by the U.S. EPA and is seeking professional services from a qualified and experienced Environmental Consulting firm (firm) to support implementation of the project. MCEDD serves a five-county, bi-state region (Hood River, Wasco, and Sherman Counties in Oregon and Klickitat and Skamania Counties in Washington) and this project includes environmental assessment, remediation planning, community outreach, and other environmental/planning components across the five counties. This project will use and build upon the results of a Business Oregon Integrated Planning Grant focused on The Dalles, coalition assessment efforts conducted in the five-county area previously, and buildable lands inventories completed in some of our five-counties in recent years. The firm will assist MCEDD and its coalition partners with the management and execution of the project work plan. This solicitation is being issued to comply with federal procurement standards outlined in CFR §200.318 - CFR §200.327 that are applicable to hiring of consulting firms to assist communities with grants awarded. MCEDD encourages Disadvantaged Business Enterprises to apply.

Specifically, MCEDD is seeking a firm or team with documented experience providing:

- Phase I & II Environmental Site Assessments (ESAs)
- Remediation planning and other environmental or planning components
- Grant administration assistance
- Community outreach and engagement

MCEDD and the successful firm will develop a project scope of services to fulfill the project requirements of the brownfield grant funds. The resulting contract will be for a fixed price and the term will be four (4) years. Any contracts stemming from this solicitation will include federal contract provisions as outlined in Appendix II to Part 200 - Contract Provisions for Non-Federal Entity Contracts Under Federal Awards (<https://www.ecfr.gov/current/title-2/part-200/appendix-Appendix%20II%20to%20Part%20200>). MCEDD may amend or extend this contract beyond the initial four years to accommodate the terms and conditions of the FY2023 Brownfields Assessment Grant or future EPA grants awarded to MCEDD within this four-year period provided a market survey conducted by MCEDD indicates that the prices the contractor proposes are reasonable.

## **II. SCOPE OF WORK**

All anticipated and future work performed by the selected firm will comply with EPA grant terms and conditions. The selected firm will assist MCEDD and the coalition partners in executing the existing brownfield assessment cooperative agreement work plan. The firm will be expected to support MCEDD with grant administration requirements (i.e., quarterly and annual EPA reporting), project management, and regulatory support as required. The firm will be expected to support the following major activities of the work plan:

1. Community Engagement Assistance: The firm will support MCEDD in drafting and implementing a public involvement plan that outlines public involvement and community outreach activities to ensure that the community concerns are considered and addressed during the life of the project. The following activities may be included:
  - a. Conduct public meetings to solicit community interest and provide educational information.
  - b. Support a Brownfield working group that will be tasked with reviewing and recommending sites to be assessed.

- c. Develop and implement effective methods of communicating information about the project to the public (website, information sheets, social media, etc.).
2. Site Inventory and Eligibility Determination: Coalition partners have identified approximately 275 brownfields within the five-county project area and identified priority sites. The firm will work with Coalition partners to review this initial site identification and prioritization approach. Collectively, the team will make decisions about site approval based on the criteria outlined in the prioritization approach. The following activities may be included:
  - a. Provide tools and support in creating a brownfields property inventory including prioritization of properties.
  - b. Consult with prospective private landowners and developers to encourage participation in the program.
  - c. Prepare and submit eligibility determinations to EPA for review and approval.
3. Site Characterization and Assessments: As part of the work, the firm will be asked to conduct Phase I Environmental Site Assessments (ESAs) and Phase II ESAs. The following activities may be included:
  - a. Prepare and maintain schedules and budgets for assessment activities.
  - b. Complete approximately 26 Phase I ESAs during the project. Assessments will be performed in accordance with the All Appropriate Inquiries (AAI) Final Rule and the ASTM standard. The project will prepare AAI final reports that comply with 40 CFR Part 312 and include the “Reporting Requirements Checklist” found at [https://www.epa.gov/system/files/documents/2023-04/4\\_10\\_23\\_AAI%20reporting%20checklist.pdf](https://www.epa.gov/system/files/documents/2023-04/4_10_23_AAI%20reporting%20checklist.pdf). The firm will also be responsible for finalizing site access agreements.
  - c. Complete approximately 15 Phase II ESAs and 5 regulated building material (RBM) surveys. Phase II ESAs will be completed in accordance with ASTM standard. Included in this task is development of the following documents prior to conducting assessments. All documents will conform to EPA and Oregon Department of Environmental Quality (DEQ) or Washington Department of Ecology (Ecology) requirements.
    - i. Generic Quality Assurance Project Plan (QAPP);
    - ii. Site specific Sampling and Analysis Plans (SS-SAPs);
    - iii. Health and Safety Plan (HASP); and
    - iv. Site investigation reports.Also prior to conducting any Phase II ESAs, the firm will assist in collecting information required by the Endangered Species Act and National Historic Preservation Act.
4. Reuse Planning: The firm will complete site-specific cleanup and redevelopment planning documents, including an anticipated two (2) Area-Wide Plans (AWPs) to address areas where there are significant redevelopment impediments and approximately five (5) Analysis of Brownfield Cleanup Alternatives (ABCA) documents. ABCAs will include the cleanup standards to be achieved and any institutional, land use or engineering controls that will be required as part of the cleanup. Prior to beginning cleanup (not funded by this EPA Coalition Grant), any ABCA prepared for a site will be 1) reviewed and approved by Ecology or DEQ and 2) undergo public comment. After the ABCA Public Notice and comment period, the coalition will work with

Ecology or DEQ in documenting any comments received and how they are being responded to (such as incorporating changes in the plans). In addition, the firm may be asked to conduct a variety of marketing and community outreach activities to solicit input and generate redevelopment options regarding the redevelopment of specific properties. The firm may also assist in the negotiation of Brownfield agreements with state and federal regulatory agencies.

### **III. PROPOSAL SUBMISSION REQUIREMENTS**

The Proposal must address the firm's ability to support the tasks in the Scope of Work and be organized as outlined in the Response Format section below. Proposals must be signed and dated by someone with signing authority to submit proposals on behalf of the company (i.e., president, executive director, principal, partner, owner, etc.). Proposals will be reviewed and evaluated by a committee based upon the evaluation criteria set forth below. The evaluation committee will make a recommendation for award of the proposal to the MCEDD Executive Committee.

MCEDD will not be liable for any costs incurred by the applicant associated with the preparation of a proposal submitted in response to this RFQ. All submissions shall become the sole and exclusive property of MCEDD. Proposers shall not copyright, or cause to be copyrighted, any portion of their submission. Within the bounds of the Oregon public records law, MCEDD will maintain the confidentiality of submissions at least until the preliminary selection of a consultant. Any proprietary financial information or other information which Proposers submit will be maintained as confidential as allowed by Oregon public records law. Submissions or information that the Proposer would like to remain confidential must be marked confidential.

Proposers must be appropriately registered and/or licensed to perform the work outlined in Oregon and Washington. The selected Proposer will be required to comply with all applicable state and federal laws, regulations, policies, guidelines and requirements with respect to funding sources.

#### **RESPONSE FORMAT**

The submission narrative shall include the information outlined below:

1. Experience and Capacity: The response shall include a summary of the following (any sample projects should be from the last five (5) years):
  - a. History of the firm's experience in addressing contaminated properties (e.g., brownfield sites).
  - b. Grant administration experience/capacity to support projects that address contaminated properties.
  - c. Description of the firm's organizational structure and the names and experience of key individuals who will be involved in the successful execution of the grant funded project.
  - d. Documented experience working with federal and state regulatory agencies.
  - e. Disclosure of any potential conflicts of interest.
  - f. Documentation of insurance.
2. References: The proposal shall include at least five (5) references for projects in which your firm provided similar services, from within the last five (5) years.
3. Proposed Methodology: A description of your firm's approach to implementing the scope of work described herein. Include a description of the relevant services to be provided by your firm.

4. Project Budget: The firm should include a copy of their current rate structures and show a budget breakdown (estimated hours, personnel costs, travel, miscellaneous costs such as permits, lab testing, etc.) with these budget justification categories:
  - a. Project Management and Reporting (required reporting, travel, overall management)
  - b. Community Engagement (public involvement plan, outreach, meeting planning, attendance, input evaluation, and outreach material preparation)
  - c. Site Inventory and Characterization (site prioritization, Phase I ESAs, including eligibility form and access agreements, Phase II ESAs, RBM surveys, document preparation as described in the scope of work)
  - d. Planning (AWPs, ABCAs)

The total budget for the EPA brownfield assessment grant is \$1,000,000, covering the four (4) year performance period. This budget also covers some additional activities to be undertaken by the coalition members. The budget for any future related grants executed under this contract will be negotiated with the consultant, if and when, such funding becomes available.

**EVALUATION CRITERIA**

A team of two to three (2-3) will individually evaluate and score the Proposal based on the following weighted criteria:

Cost	10 points
Reasonableness of pricing for services (e.g., rates)	10 points
Experience and ability to complete the work	20 points
Demonstrated experience in supporting entities in grant administration along with a demonstrated ability to work with federal and state agencies	15 points
Approach and understanding of the scope of work	20 points
Proven track record of community engagement	15 points
References	10 points
Total	100

Following the individual evaluation, the review team will meet to compare and compile rankings. A list of Proposers will be developed from the highest (most points) to lowest rankings. The committee will select the most responsible and responsive proposer and forward their recommendation to the MCEDD Executive Committee. MCEDD expects to award the contract by the end of September 2023.

**IV. GENERAL REQUIREMENTS/INFORMATION**

MCEDD reserves the right, in its sole discretion, to reject any or all Proposals for any reason. MCEDD shall not be required to award or accept any Proposal and may, in its sole discretion, and at any time, choose to cancel the Request for Proposals. MCEDD is not liable to any proposer for any loss or expense caused by or resulting from the cancellation or rejection of a solicitation, proposal or award. MCEDD reserves the right to waive any issues of non-compliance that it deems, in its sole discretion, to be non-material. MCEDD may accept the Proposal as submitted or may negotiate modifications with

one or more Proposers before making a final selection. MCEDD has the right, in its sole discretion, to accept the proposal it considers most favorable to MCEDD's interest and the right to waive minor irregularities in procedure. MCEDD also reserves the right to waive any informality in connection with said proposal or postpone or cancel the award of contract.

MCEDD encourages small, minority, and/or women-owned businesses to submit qualifications.

#### ADDENDA

Answers to questions MCEDD receives and that MCEDD, in its sole discretion, determines are substantive, will be issued as official Addenda to this RFQ. When appropriate as determined by MCEDD in its sole discretion, revisions, substitutions, or clarifications of the RFQ or attached terms and conditions will be issued as official Addenda to this RFQ. Changes or modifications to this RFQ shall be binding on MCEDD only if in the form of written Addenda issued by MCEDD. In the event MCEDD determines to send out an addendum to the RFP, it will be posted on MCEDD's website at <https://www.mcedd.org/about-mid-columbia-economic-development-district/jobs-and-volunteer/>. It is the responsibility of the Proposer to consistently check said website for updated addendums.

#### MCEDD QUESTIONS

MCEDD may require any clarification it needs to understand a Proposal. Any necessary clarifications or modifications which are in the best interest of MCEDD may be made before MCEDD determines which Proposer has submitted the most responsive and responsible proposal, and some or all of the clarifications or modifications may become part of a final contract.

#### PROTESTS

Proposers may submit a written protest of anything contained in the RFP and may request a change to any provision, specification or term contained in the RFP. Potential Proposers may submit protests concerning the RFP and requests for change to any particular provisions, specifications, or Contract terms contained in the RFP, to the RFP contact **in writing no later than seven (7) calendar days prior to the Proposal submission deadline**. MCEDD will not consider any protest to the RFP or request for change submitted after this deadline. Each protest and request for change must include the reasons for the protest or request, and any proposed changes to the RFP provisions, specifications or terms. MCEDD will resolve all timely submitted protests in accordance with MCEDD's policies. MCEDD will address all timely submitted requests for change within a reasonable time following MCEDD's receipt of the request and once addressed, will promptly issue a written decision on the request to the Proposer who submitted the request.

Every Proposer who submits a Proposal shall be notified of its selection status. Any Proposer who claims to have been adversely affected or aggrieved by the selection of (the highest ranked/the higher ranked) Proposer(s) must submit a written protest of the selection and the reason for the protest, per ORS 279B.410 to the RFP contact within **seven (7) calendar days after the date of the selection notice**. MCEDD will not consider any protest submitted after this submission deadline. MCEDD will consider and respond in writing to a protest in a timely manner.

All costs of a protest shall be the responsibility of the protestor and undertaken at the protestor's expense. MCEDD shall not be liable for the Proposer's damages or costs for filing the protest, on any basis, express or implied.

## PUBLIC RECORDS

This RFP and one copy of every Proposal received in response to it, together with copies of all documents pertaining to the award of the Contract(s), shall be kept by MCEDD and made a part of MCEDD's records. Proposals shall be opened to public inspection in accordance with ORS 192.314. If a Proposal contains any information that may be considered exempt from disclosure under the various grounds specified in Oregon Public Records Law, ORS 192.311 through 192.478, the Proposer must clearly designate the portions of its Proposal Proposer claims are exempt from disclosure, along with a justification and citation to the authority relied upon. Application of the Oregon Public Records Law shall determine whether any information is actually exempt from disclosure. **Identifying the Proposal in whole as exempt from disclosure is not acceptable.** If proposer fails to identify the portions of the Proposal Proposer claims are exempt from disclosure and the authority used to substantiate that claim, Proposer is deemed to waive any future claim for disclosure of that information.

## DELIVERY METHOD

Signed proposals must be delivered by September 18, 2023, by end of the day. Late submissions will not be considered or accepted after the deadline. Submissions can be mailed, emailed or hand delivered (note: office location closes at 5:00 pm).

Mail or deliver to:

MCEDD  
Brownfields Grant Proposal  
802 Chenoweth Loop Rd  
The Dalles, OR 97058

Email to: [jacque@mcedd.org](mailto:jacque@mcedd.org)

Proposal for  
**US EPA Brownfield Coalition  
Assessment Consulting Services**

SEPTEMBER 15, 2023



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**STANTEC CONSULTANT CONTACT WITH  
SIGNING AUTHORITY:**

Leonard Farr Jr., LG, RG | Project Manager

Stantec  
601 SW Second Avenue Suite 1400 Portland  
OR 97204

A handwritten signature in blue ink that reads 'Leonard C. Farr Jr.'.

503 220-5443  
Leonard.Farr@stantec.com



# 10

## EXPERIENCE & CAPACITY

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Established in 1954, the Stantec community unites approximately 28,000 employees working in over 400 locations across six continents, including 3,500 environmental services employees, including 59 in Oregon/Washington.

Over a decade ago, Stantec's values of environmental stewardship and building strong communities led us to cultivate expertise in brownfield revitalization. This knowledge goes beyond just providing high quality technical work. We are also experts in finding funding for brownfield revitalization and in enabling communities to take action in achieving their brownfield goals. As our National Asset Transformation and Brownfields Program has grown, we have attracted team members with exceptional environmental experience, and more importantly, people who have a passion for building stronger communities.

Stantec has assisted in the implementation of 37 US Environmental Protection Agency (EPA) Brownfield Grant projects since 2015 in EPA Region 10 (Idaho, Oregon, Washington, and Alaska), totaling \$19.1 million in EPA funding. This substantial volume of work is a testament to our expertise in conducting EPA Brownfield Grant projects in EPA Region 10 and the Pacific Northwest.

Our project lead/manager Leonard Farr has been involved in EPA Brownfield Grant work for more than 20 years. During this time, he has performed the role of project lead/manager in assisting 22 communities with EPA Brownfield Grant programs, more than any other Pacific Northwest brownfield practitioner. Similarly, Leonard's team has extensive EPA Brownfield Grant experience, with multiple team members involved in all 37 of Stantec's EPA Region 10 projects.

## A. HISTORY OF STANTEC'S EXPERIENCE ADDRESSING CONTAMINATED PROPERTIES

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Stantec brings extensive experience in completing work similar to that being sought by Mid-Columbia Economic Development District (MCEDD) in recent years within EPA Region 10. Since 2015, the EPA has awarded 65 brownfield assessment/cleanup grants in EPA Region 10. Stantec has been involved in 37 or 57% of these grants, while numerous other firms have shared in the implementation of the other 28 grant projects. Of the 37 Stantec projects, 23 were either completed in the last two years or remain in progress including the City of The Dalles EPA Brownfield Grant project that MCEDD has been a vital partner in. Descriptions and references for a selection of these 37 projects demonstrating our extensive firm experience in addressing contaminated properties are presented below.





## The Dalles EPA Brownfield Coalition Assessment Grant

### WASCO COUNTY, OR

In 2018, Stantec assisted City of The Dalles in laying the groundwork for a successful brownfield program. Stantec's work began with the development of a brownfield inventory funded by a \$25,000 Integrated Planning Grant obtained by The Dalles from Business Oregon. Stantec coordinated public outreach to gain local input on brownfield revitalization goals in developing a geographic information system (GIS)-based brownfield inventory. The inventory evaluated 415 tax parcels for characteristics that could indicate underutilization, contamination, and other redevelopment barriers. Stantec developed a prioritization system reflecting community priorities and ranked each tax parcel using the system.

In 2019, Stantec wrote a successful fiscal year 2020 grant application for The Dalles, securing \$600,000 in funding. Stantec has been working with the The Dalles to build a brownfield program since October 2020. To date, Stantec technical project outputs completed or in progress include:

10 Phase I Environmental Site Assessments (ESAs), seven Phase II ESAs (including underground storage tank [UST] removal at four sites), eight regulated building materials (RBM) surveys, and three remedial planning deliverables. One area-wide revitalization planning project is in progress.

**Contaminated Property Highlight:** A private developer entered the program to assist with redevelopment of a brownfield located at 205 Washington Street in downtown The Dalles. The developer is working to repurpose one of downtown's oldest buildings where a dry cleaner operated for nearly 40 years. Work performed by Stantec included:

1. Review of a prior Phase I ESA.
2. Completion of a focused Phase II ESA and RBM survey (including a Sampling and Analysis Plan [SAP], Health and Safety Plan [HASp], and National Historic Preservation Act [NHPA] screening).
3. Completion of a seismic building evaluation that was critical to determining the type and cost of necessary structural upgrades required for the reuse of this unsupported masonry building.



### KEY PERSONNEL:

**Leonard Farr**—Project Manager and Remedial Planning; **Carrie Rackey**— Phase I ESA Lead; **Robert McAlister**—Phase II ESA Field Lead; **Ryan Givens**—Reuse and Area-Wide Planning Lead

### CLIENT CONTACT:

Dale McCabe  
541-506-2021  
dmccabe@ci.the-dalles.or.us



## Rogue Valley EPA Brownfield Coalition Assessment Grant Project

### JACKSON COUNTY, OR

Stantec wrote a successful fiscal year 2017 EPA Brownfield Grant application for the Rogue Valley Council of Governments (RVCOG), securing \$600,000 in funding.

From October 2018 through March 2022, Stantec assisted RVCOG in building its brownfield program. Project outputs included: all required reporting, 10 Phase I ESAs, 16 Phase II ESAs (including underground storage tank removal at two sites), three remedial planning deliverables, and one area-wide revitalization plan. Official closure of RVCOG’s grant was approved by EPA in June 2022.

Stantec then wrote a successful fiscal year 2022 EPA Brownfield Grant application for RVCOG, securing an additional \$500,000 in funding, and began working with RVCOG to implement this grant in September of 2022.

**Contaminated Property Highlight:** The owners of Urban Cork, a locally owned wine tasting room in Medford, approached RVCOG’s brownfield program for help expanding onto an adjacent former industrial site and contributing to the growing City Center Wine District. The property had historically been a lumber mill and an electric motor repair shop. Work performed by Stantec for the project included: 1) a Phase I ESA, 2) completion of a focused Phase II ESA and RBM survey (including SAP, HASP, and NHPA screening), and 3) coordination with the owner’s geotechnical consultant to collect geotechnical data during Phase II ESA completion. The work allowed Urban Cork to expand their production by 50% and create a second tasting room with a large outdoor gathering space.

### KEY PERSONNEL:

**Leonard Farr**—Project Manager and Remedial Planning Lead; **Carrie Rackey**—QA/QC and Phase I ESA Lead; **Bob McAlister**—Phase II ESA; **Ryan Givens**—Reuse and Area-Wide Planning Lead

### CLIENT CONTACT:

Greg Stabach  
541-423-1370  
gstabach@rvcog.org

## City of Spokane Brownfield Grant Application and Implementation Services

### SPOKANE, WA

In 2015, Stantec assisted the City of Spokane with the first of six successful EPA Brownfield Grant applications. The 2015 grant primarily focused on assessment and cleanup planning activities in a distressed former railyard area in Northeast Spokane’s Hillyard Neighborhood. In addition to providing grant application services, Stantec developed a comprehensive brownfield inventory that identified nearly 70 potential brownfield sites. Stantec led community engagement and site prioritization activities that identified five major catalyst brownfields and the need for infrastructure improvements to support area-wide revitalization plans. Stantec completed Phase I/II ESAs on sites totaling more than 300 acres, and Analysis of Brownfield Cleanup Alternatives (ABCAs) were completed for four sites.

In 2017, Stantec assisted the City in securing \$600K in EPA Cleanup Grants for three areas slated for revitalization as Riverfront Park. This 5-year project completed in 2021 transformed multiple parking lots and functionally obsolete buildings designed to serve a 6-month temporary event (Expo’74) into a community gathering space and activity center that now fully leverages the site’s extraordinary natural setting on Spokane Falls and location at Spokane’s historic center. A combination of remedial strategies were implemented in each of the three cleanup areas that utilized a blend of off-site disposal and on-site consolidation and capping. The work was complicated by the need for active use of significant portions of the Park while construction was on-going, as well as the timing for areas undergoing



excavation versus the timing for projects that could accommodate beneficial reuse of soil. The Park was recently voted #1 best place for family entertainment and first dates in the local Spokane weekly newspaper.

In 2019, Stantec assisted the City-led University District Coalition in successfully applying for EPA brownfield grant funding to inventory, assess and plan the cleanup/reuse of catalyst brownfields throughout the district. Grant funds were used to support campus expansion plans, provide housing solutions and help create a 24-7 campus environment and innovation hub. Nine catalyst brownfield sites were prioritized for Phase I/II ESAs and RBM Surveys. One of the primary catalyst sites was slated for a \$60M joint Gonzaga University and University of Washington medical school which welcomed the first class of students on August 24, 2022.

In 2021, Stantec assisted the City with a successful EPA brownfield grant application for Northeast Spokane, a target area comprised of three contiguous census tracts, including further revitalization of the historic Hillyard Neighborhood. Grant activities are expected to include eight Phase I ESAs, six Phase II ESAs, four regulated building material surveys, a brownfield area-wide plan study, and up to four cleanup action or reuse plans at priority sites throughout the target area. An inventory was recently completed in August of 2023 to identify Opportunity Sites that are primed for redevelopment. The City plans to utilize the inventory to target outreach to Opportunity Site owners and stakeholders.

**Contaminated Property Highlight:** A 1.54-acre Property located near the University of Gonzaga Campus in the University District of Spokane had been developed as a Spokane and Inland Empire Railroad railyard by 1910. The property was also used for warehousing from the 1950s through 2020 when the 31,600-square-foot site was razed to begin construction of a new \$60 million center for medical education, health sciences and innovation anchored by the University of Washington School of Medicine and Gonzaga University Health Partnership. Grant funds were utilized to support this project by:

1. Completion of a Phase I ESA.
2. Completion of a focused Phase II ESA and RBM Survey (including a SAP, HASP, and NHPA screening).

The new building is the home to the UW School of Medicine and Gonzaga' University's Department of Human Physiology, supporting the education of:

- 120 first- and second-year UW School of Medicine Foundations Phase students
- 30-34 MEDEX Northwest physician assistant students
- 225 students studying Human Physiology at Gonzaga University's School of Nursing & Human Physiology, along with more than 300 students in nursing and undergraduate health sciences also taking courses in the facility.

#### KEY PERSONNEL:

**Cyrus Gorman**—Project Manager and Co-Phase I ESA Lead; **Aaron Wisner**— Co-Phase I ESA Lead and Phase II ESA Field Lead; **Leonard Farr**—Project Principal/QA/QC

#### CLIENT CONTACT:

Teri Stripes | 509-625-6597 | [tstripes@spokanecity.org](mailto:tstripes@spokanecity.org)



## City of Ontario Brownfield Revitalization Services

### MALHEUR COUNTY, OR

Stantec has been continuously working on brownfield revitalization with the City of Ontario, Oregon since 2015. Assisted by Stantec, Ontario obtained a \$25K Business Oregon Integrated Planning Grant to develop a GIS-based brownfield inventory as the foundation of its brownfield revitalization efforts. We developed the inventory for the entire city, researching property data, environmental records, and historical maps and photos to identify brownfield opportunity sites. Stantec then helped Ontario prioritize the inventory by conducting community outreach to identify local priorities and using community input to establish a site ranking system.

Building on this momentum, we worked with Ontario to form a coalition with the Cities of Nyssa and Vale and Malheur County and prepared a successful EPA Brownfield Coalition Assessment Grant application securing \$600K for the communities. Over the past six years, we have completed 13 Phase I ESAs and 11 Phase II ESAs for the coalition. In addition to Phase I and II ESAs, Stantec has helped the coalition use grant funding to expand the inventory to include Nyssa and Vale, complete a study of the potential benefits of zoning changes to revitalize a heavily brownfield-impacted corridor, and engage with the community to share information on brownfields and redevelopment progress through a project website, social media tools, and both in-person and virtual public meetings. Stantec also helped Ontario secure Oregon Department of Environmental Quality (DEQ) funding for assessment of a former municipal landfill. We identified the DEQ program, and helped the City apply for the funding that will start the process of bringing the land back into productive use as greenspace and recreational fields. The assessment will begin in 2024.

**Contaminated Property Highlight:** As part of the Ontario Brownfield Grant program, Stantec completed a Phase II ESA to help a property owner establish baseline conditions to attract a lessee for a portion of her property, and to assist with refinancing for expansion. Stantec collected samples to evaluate potential contamination from an oil-water separator and found that no significant contamination was present. The property owner stated: “The lessee has moved in and created more income for me. Also, with the clean bill of health, I have been able to access bank funding to potentially refinance the property. It has lifted a huge weight off my shoulders and given me the ability to focus on my business. I was skeptical about grants and “free money” at first, but now I know that there are good things out there that can help you succeed.”

#### KEY PERSONNEL:

**Carrie Rackey**—Grant Writer and Project Manager;  
**Leonard Farr**—QA/QC;  
**Robert McAlister**—Phase II ESAs; **Jamie Hoffman**—Phase I ESAs

#### CLIENT CONTACT:

Dan Cummings, City Manager | 541-881-3222 | dan.cummings@ontariooregon.org

## Idaho Falls Brownfield Coalition Assessment Grant Project

### IDAHO FALLS, ID

During the FY2018 grant competition, Stantec wrote a successful application on behalf of the City of Idaho Falls, Idaho Falls Urban Renewal Agency and Bonneville Metropolitan Planning Organization. Immediately following the grant award announcement in late May 2019, Stantec prepared a cooperative agreement work plan that was approved by the EPA, and on October 1, 2019, the City received a fully executed cooperative agreement with the EPA, and access to \$600K in funding for brownfield projects.

Between October 2019 and September 2022, Stantec technical project outputs completed on behalf of Idaho Falls included: eight Phase I ESAs, nine Phase II ESAs, one RBM Survey, one remedial planning project, and one large and three medium-sized area-wide revitalization planning projects.

**Contaminated Property Highlight:** As part of this project, Stantec completed a land use and urban design study for the Northgate Mile and 1st Street Corridors to define revitalization strategies for significant brownfield sites and the immediate vicinity. To guide the planning recommendations, Stantec facilitated a week-long community engagement series that included dialogue with local stakeholders/government partners, a community workshop, and a work session with the City’s Planning Commission. Using feedback from this engagement, Stantec articulated the community’s redevelopment priorities. The project included a market analysis to define opportunities, a buildable lands analysis, and identifying potential funding strategies to finance supportive capital improvement projects. The resulting planning document included an Urban Design Plan that identifies new “Activity Center” designations, streetscape enhancements, pedestrian/bicycle connections, and “Opportunity Redevelopment Sites”. The planning document also included an implementation “Action Plan” that organized regulatory and capital improvement project recommendations by phase, responsible entity, and associated components.

The City intends to use the planning document to pursue a future urban renewal district, update its capital improvements program, refine its land use/zoning framework, and create a developer/business recruitment strategy.

#### KEY PERSONNEL:

**Leonard Farr**—Project Manager and Cleanup Planning;  
**Cyrus Gorman**—Phase I and II ESA;  
**Dana Hutchins**—Phase II ESA, Field Lead;  
**Ryan Givens**—Reuse and Area-Wide Planning

#### CLIENT CONTACT:

Kerry Beutler | 208-612-8278 | kbeutler@idahofalls.gov



## B. GRANT ADMINISTRATION EXPERIENCE/CAPACITY TO SUPPORT PROJECTS THAT ADDRESS CONTAMINATED PROPERTIES

Over the last 10 years, Stantec has managed more than 140 EPA Brownfield Grants nationally, including Assessment, Revolving Loan Fund, Cleanup, and Multipurpose grants. Stantec has managed EPA Brownfield Grants for communities as large as Los Angeles, California (population 3.8 million) and as small as Chiloquin, Oregon (population 770).

In the EPA region where Oregon and Washington are located (Region 10) over the last 8 years, Stantec has managed 37 EPA Brownfield Grants for 29 clients totaling \$19.1 million. Table 1 contains summary information for each of these projects. One or more Stantec staff proposed for MCEDD’s project were involved in every single one of these projects.

As Stantec’s successes in administering grants grow, so does our team. We have the largest team addressing contaminated properties utilizing EPA brownfield grant funding in the Pacific Northwest. The reach of our team includes the states of Hawaii, Alaska, Idaho, California, Nevada, and Colorado, but our hearts are where our homes are, in Oregon and Washington. As demonstrated in the subsection that follows, our capacity and expertise in supporting contaminated property redevelopment is unmatched.

Later in in proposal we identify 13 Stantec key and supporting personnel for this project. The majority (nine) of these identified staff spend upwards of 90% of their time on EPA brownfield grant projects, two (Robert McAlister and Dana Hutchins) spend more than half of their time on EPA brownfield projects, and two (Sarah Von Raesfeld and Mac McCloy) spend approximately 25% of their time on EPA brownfield projects. In addition, RCP Environmental adds to our capacity to perform regulated building material surveys. These staff provide ample capacity to complete MCEDD’s project in an efficient and timely fashion.

### Henderson EPA Brownfield Coalition Assessment Grant Project

#### HENDERSON, NV

Stantec began working with Henderson in early 2017. The project currently is 98% complete. Project outputs have included: 1) an inventory of brownfields in the Boulder Highway commercial corridor; 2) a master Quality Assurance Project Plan (QAPP); 3) 31 Phase I ESAs; 4) 11 SAPs, health and safety plans HASPs and Phase II ESAs; 5) one cleanup plan; 6) four site-specific reuse plans (one multi-family residential and three parks); 7) completion of a public engagement plan, multiple public meetings and the development of various educational/outreach materials; and 8) all required EPA reporting requirements.

**Contaminated Property Highlight:** One impactful project completed by Stantec was the Drake Street Park revitalization. The project included review of a previously completed Phase I ESA, preparation of a SAP and HASP, conduct of a Phase II ESA focused on shallow property soils, and site-specific reuse planning that consisted of community engagement and preliminary park design. The first phase of park construction began in late September 2022 and is expected to be completed early in 2023.

#### KEY PERSONNEL:

**Leonard Farr**—Project Manager and Remedial Planning Lead; **Carrie Rackey**—QA/QC and Phase I ESA Lead; **Cyrus Gorman** —Phase II ESA Lead; **Ryan Givens**—Reuse and Area-Wide Planning Lead

#### CLIENT CONTACT:

Sean Robertson | 702-267-1537 | sean.robertson@cityofhenderson.com

#### Nation-Wide Brownfield Success

20+

EPA Brownfield Grant Specialists

130

Successful EPA Brownfield Grant applications since 2005

#### Region 10 Brownfield Success

\$19.1M

Grant funding secured and/or implemented since 2015

37

Successful grants

**Table 1: Stantec's Region 10 EPA Brownfield Grants (2015-Present)**

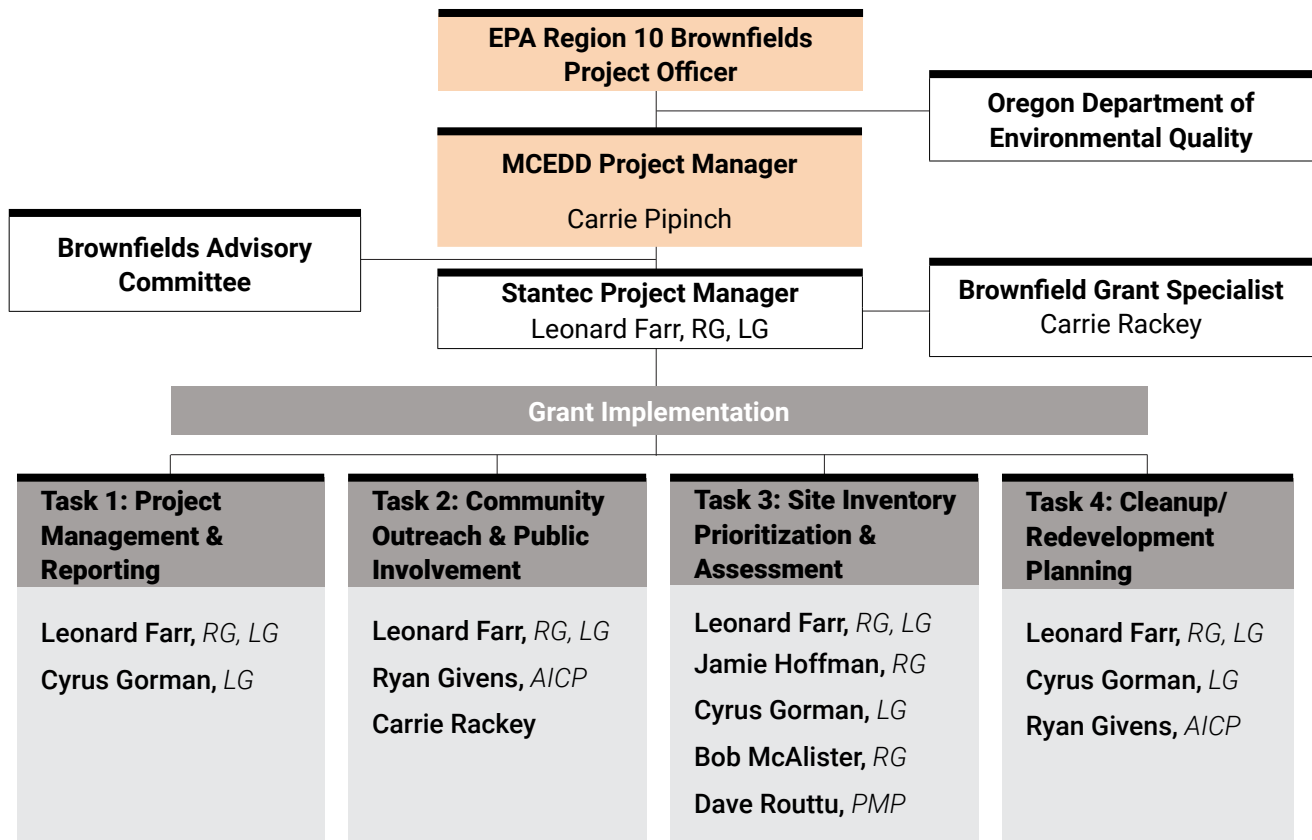
State	Grant Recipient	Award Year	Grant Type	Amount
AK	City of Unalaska	2022	CWA	\$500,000
	Kodiak Island Borough	2017	CWA Coalition	\$600,000
	Municipality of Anchorage	2017, 2019	CWA, CWA Coalition	\$900,000
	Matanuska-Susitna Borough	2016	CWA Coalition	\$550,000
ID	City of Idaho Falls	2018	CWA Coalition	\$550,000
OR	Clatsop County	2022	CWA	\$500,000
	Confederated Tribes of the Grand Ronde	2021	Multipurpose	\$800,000
	City of Chiloquin	2021	CWA	\$300,000
	Baker Technical Institute	2020, 2021	Cleanup, CWA Coalition	\$1,100,000
	City of The Dalles	2020	CWA Coalition	\$600,000
	Coquille Indian Tribe	2020	Site-Specific Assessment	\$350,000
	Harney County	2020	CWA Coalition	\$600,000
	City of Beaverton	2019	CWA	\$300,000
	Prosper Portland	2019	Cleanup	\$500,000
	City of Corvallis	2018	CWA Coalition	\$600,000
	South Central Oregon Economic Development District	2018, 2021	CWA Coalition x 2	\$1,200,000
	City of Eugene	2017	CWA Coalition	\$500,000
	City of Ontario	2017	CWA Coalition	\$600,000
	Oregon Cascades West Council of Governments	2017	CWA Coalition	\$600,000
	Rogue Valley Council of Governments	2017, 2022	CWA Coalition, CWA	\$1,100,000
	Oregon Metro	2016, 2020	CWA Coalition x 2	\$1,200,000
	City of Salem	2015	CWA	\$200,000
	City of Coos Bay	2015	CWA	\$400,000
	City of Klamath Falls	2015	CWA Coalition	\$550,000
WA	Benton-Franklin Council of Governments	2021	CWA Coalition	\$600,000
	Port Gamble S'Klallam Tribe	2020	CWA	\$300,000
	City of Spokane	2022, 2019, 2017, 2015	Cleanup, CWA x 3	\$2,200,000
	Grays Harbor Council of Governments (Grays Harbor County)	2017	CWA Coalition	\$600,000
	City of Bremerton	2017	CWA	\$300,000
Total Grant Funding Secured and/or Implemented by Stantec (EPA Region 10):				\$19,100,000

CWA=Community Wide Assessment

# C. ORGANIZATIONAL STRUCTURE AND KEY TEAM MEMBERS

The organizational chart below illustrates the proposed organizational structure for the project and depicts the role each key individual will fulfill. The project will be led by Leonard Farr, Stantec’s most experienced Pacific Northwest brownfield practitioner. Cyrus Gorman will work closely with Leonard in the role of assistant project manager and bolster the team’s overall Washington brownfield experience. Included as part of our team is Dave Routtu with RCP Environmental, LLC (RCP) of Vancouver, Washington. Stantec and RCP have a long-standing relationship, having worked on numerous projects together. Dave will be the Stantec team lead for RBM Surveys, and asbestos abatement-related remedial planning activities.

Brief biographies for our key team members follow the organizational chart. All key staff are located in either Oregon or Washington offices. Resumes for key staff are provided in Attachment 1.





### **Leonard Farr, RG, LG**

Project Manager and Oregon Cleanup Planning Lead

**34** Years Experience

#### **Registration**

State of Washington Licensed Geologist #1849

State of Oregon Registered Geologist #1169

Our proposed Project Manager, Leonard Farr, brings 34 years of Pacific Northwest environmental consulting experience to the team, and is a seasoned EPA brownfield grant application writer and grant program manager. He is Stantec's leading expert on the Oregon environmental regulatory framework. Leonard is an Oregon Registered Geologist and a Washington Licensed Geologist and is recognized as one of the most experienced brownfield assessment and cleanup experts and problem-solvers in the Pacific Northwest.

Leonard has been working on brownfield revitalization primarily in Oregon and Washington since the EPA program was first developed in the 1990s and has managed EPA brownfield grant projects for notable landmarks including Portland's Pearl District, as well as communities throughout Oregon and beyond. His list of Oregon/Washington communities in which he has managed EPA brownfield grant projects include: The Dalles, Baker City, La Grande, Portland, Oregon City, Beaverton, Eugene, Vancouver, Medford, Newport, and Coos Bay. Through his management of an EPA grant-funded brownfield program for City of The Dalles, Leonard has become very familiar with the many brownfield challenges facing the communities within the MCEDD service region.



### **Cyrus Gorman, LG**

Assistant Project Manager and Washington Cleanup Planning Lead

**20** Years Experience

#### **Registration**

State of Washington Licensed Geologist #2859

Cyrus Gorman is a Licensed Geologist in Washington with 20 years of experience in the environmental consulting industry. He is one of Stantec's leading experts on the Model Toxics Control Act, Washington's cleanup law. He has broad experience as a project manager, geologist, and environmental consultant. Cyrus specializes in brownfield redevelopment projects involving grant funding applications, grant management and reporting, ESAs, environmental remediation, community outreach/public involvement and reuse/redevelopment planning activities. Cyrus has successfully led cross-functional teams of engineers, GIS staff, geologists, and multiple subcontractors and worked in collaboration with other consultant teams and multiple stakeholders to deliver within scope, schedule, and budget expectations.



### **Carrie Rackey**

Brownfield Grant Specialist

**24** Years Experience

Carrie Rackey will serve in the role of Brownfield Grant Specialist increasing project management strategy, and quality assurance/quality control capacity. Carrie brings over 24 years of environmental experience to the team and is a seasoned EPA brownfield grant application writer and grant program manager. She has successfully managed complex EPA brownfield grant projects throughout Oregon from Klamath Falls to Astoria, and the Portland Metro Area to Ontario. Through her management of EPA brownfield grants she has developed expertise in all aspects of brownfield program implementation including budget and scope management, brownfield inventories, community engagement, Phase I ESAs, Phase II ESAs, and remedial and reuse planning.





**Jamie Hoffman, RG,  
PG**

Phase II ESA Lead

14 Years Experience

**Registration**

State of Oregon Registered Geologist #G2483

Jamie Hoffman is an Oregon Registered Geologist with 14 years of experience leading environmental due diligence and environmental assessment projects. Jamie is currently managing a \$600K EPA Brownfield Grant project for the Baker Technical Institute in northeastern Oregon. She has substantial experience in conducting subsurface investigations in Oregon and Washington. Jamie has a strong background in real estate due diligence services and is experienced in working with multiple stakeholders including owners, purchasers, developers, and regulatory agencies to craft Prospective Purchaser Agreements, obtain risk-based closure and No Further Action letters to aid in redevelopment of brownfield sites. She will apply her expertise in the role of task lead for all Phase II ESAs completed under MCEEDD's EPA Brownfield Grant.



**Ryan Givens, AICP**  
Reuse Planning Lead

23 Years Experience

**Registration**

Certified Planner #019718, American Institute of Certified Planners

Ryan Givens, based in Tacoma, Washington, will lead brownfield reuse planning, bringing over 23 years of land use and urban design experience to the project. Ryan leads site-specific and area-wide revitalization planning work for EPA Brownfield Grant projects throughout the western US. With his in-depth understanding of Oregon and Washington planning law and expertise in effective community engagement, Ryan will help MCEEDD bring reuse goals and plans into focus through the lens of community priorities, market trends, building functionality, infrastructure planning, and environmental and historic preservation.



**Bob McAlister, RG**  
Phase I and II ESAs

16 Years Experience

**Registration**

State of Oregon Registered Geologist #G2359

Bob McAlister will support Phase II ESA projects and will assist with Phase I ESAs. Bob is an Oregon Registered Geologist with 16 years of environmental consulting experience and is the Portland office's senior lead for technical field assessment and remediation projects. He is intimately familiar with sampling methods, quality assurance/quality control protocols, laboratory testing methods, and overseeing assessment and cleanup subcontractors. Bob will assist not only in completing field work, but also in preparing SAPs, HASPs, and Phase I and II ESA reports. He will also serve as a senior technical resource to more junior field staff, ensuring that all field data are of sufficient quality to be used for the intended purpose.



**Dave Routtu, PMP**  
RCP Environmental LLC

RBM Surveys

34 Years Experience

**Registration**

Project Management Institute (PMI) Project Management Professional (PMP)

Dave Routtu will implement RBM surveys in accordance with site-specific sampling and analysis plans written by Stantec. His implementation work will include field sampling activities and reporting. Dave also will prepare asbestos abatement remedial planning deliverables. Dave is adept in all aspects of building material assessment/abatement, from the conduct of surveys to the design and oversight of building material abatement projects. Dave is experienced in locating, quantifying, and identifying hazardous building materials that could affect renovation or demolition plans in order to meet the National Emission Standards for Hazardous Air Pollutants (NESHAP) requirements for individual client facilities in both commercial and industrial settings.

Key Staff	Firm	Office	Years Experience	Oregon Brownfield Experience	Washington Brownfield Experience	EPA Grant Management & Reporting	Community Engagement	Brownfield Site Identification/Inventory	Eligibility Determinations	Phase I ESA	QAPP/SAP/HASP	Phase II ESA	RBM Survey	NHPA/Endangered Species	Site-Specific Cleanup Planning	Site-Specific Reuse Planning	Area-Wide Planning
Leonard Farr, RG, LG	Stantec	Portland, OR	34	E	E	E	E	E	E	E	E	E	P	E	E	P	P
Cyrus Gorman, LG	Stantec	Lynnwood, WA	20	E	E	E	P	E	E	E	E	E	P	E	E	P	P
Carrie Rackey	Stantec	Portland, OR	24	E	E	E	E	E	E	E	E	E	P	E	P	P	P
Jamie Hoffman, RG, PG	Stantec	Portland, OR	14	E	E	E	P	P	P	E	E	E	E	E	E	P	P
Ryan Givens, AICP	Stantec	Tacoma, WA	23	E	P		E	P								E	E
Robert McAlister, RG	Stantec	Portland, OR	16	E	E					E	E	E	P			P	
Dave Routtu	RCP Env.	Vancouver, WA	34	P	P								E			P	
<b>Support Staff</b>																	
Graeme Taylor	Stantec	Portland, OR	18	E	P	E	P	E	E	E	E	E	P	E	E	P	P
Dana Hutchins, RG	Stantec	Portland, OR	15	E	E					E	P	E	P			P	
Aaron Wisner, LG, GISP	Stantec	Lynnwood, WA	27	E	E			E	P	E	E	E				P	
Kirk Warner, RG	Stantec	Portland, OR	35	E	E					E	E	E				P	
Sarah Von Raesfeld	Stantec	Walnut Creek, CA	22	P	P						E	P					
Mac McCloy	Stantec	Seattle, WA	1	P	P		E	P									E
Candace Hargrave	Stantec	Portland, OR	11	P	P	P								P			

E=Expert, P=Proficient

## **D. DOCUMENTED EXPERIENCE WORKING WITH FEDERAL AND STATE REGULATORY AGENCIES**

### **STATE REGULATORY AGENCY WORK EXPERIENCE:**

Our Portland/Washington-based environmental team has many decades of combined experience working with both the Oregon DEQ and Washington Department of Ecology (Ecology). Because MCEDD's five-county jurisdictional area includes both Oregon and Washington, it is critical that your consultant understand both of these very different regulatory frameworks, and the way in which these two state agencies operate procedurally within the structure of an EPA brownfield grant project. The vast majority of Stantec's experience working with both of these state agencies has been on EPA brownfield grant projects just like MCEDD's. For example, we know that Ecology is much more hands-on than DEQ. Ecology will review the QAPP prepared for the project, and SAPs prepared for all Washington sites. The DEQ, on the other hand, will not review the QAPP, and will only review SAPs if requested, and after a voluntary cleanup program agreement has been signed allowing them to bill for their oversight time.

The regulations governing environmental assessment and cleanup could not be more different in these two states. Under Oregon's risk-based cleanup law, petroleum and hazardous substances need only be cleaned up if they pose a risk to human health or the environment. We have the proven ability to identify opportunities to employ Oregon's progressive laws, which allow the use of engineering controls (such as soil caps) and institutional controls (such as groundwater use restrictions) to minimize cleanup costs and redevelopment delays facilitating rapid and cost-effective brownfield redevelopment projects. On the other hand, Washington has a much more prescriptive regulatory cleanup program where it is difficult to obtain approval to utilize less restrictive industrial cleanup standards at commercial properties.

On each EPA Brownfield Grant project that Stantec is or has recently implemented in Oregon or Washington we have worked closely with DEQ and Ecology staff. In Oregon, that currently means working primarily with Katie Daugherty the DEQ's Eastern Region brownfield coordinator. Our project manager has known Katie for more than 20 years and has collaborated with her on numerous successful brownfield projects. When DEQ involvement in a project is needed, Katie works to expedite the assignment of a DEQ project manager. Other DEQ Eastern Region staff that Stantec has recently interacted with include: 1) Greg Svelund, the DEQ Regional Solutions Liaison for Eastern Region; and 2) Tracy England, a DEQ project manager that recently worked with Stantec and Wasco County in providing a no further action letter for the

former County Road Shops facility, paving the way for redevelopment of the property as a Mental Health Crisis Center.

Since 2015, Stantec's Washington based grant projects have been successfully implemented in partnership with Ecology. In Western Washington, our contact has been Mr. Tom Middleton and in Eastern Washington, our contact has been Ms. Sandra Treccani. When needed, collaboration with Ecology has included review and approval of SAPs and technical guidance on cleanup action plans. Ecology has also reviewed eligibility determinations and provided petroleum eligibility letters upon request. Stantec has forged a relationship with Ms. Ali Furmall, the Ecology Small & Rural Communities Brownfields Specialist as well. Ms. Furmall has coordinated technical review of project deliverables, but more importantly is the liaison for Ecology's brownfield grant funds, including Integrated Planning Grants and Remedial Action Grants. These programs have been invaluable in providing project stakeholders with funding to remediate and cleanup properties expediting redevelopment of catalyst brownfield sites.

### **FEDERAL REGULATORY AGENCY WORK EXPERIENCE:**

EPA environmental regulations are not germane to EPA brownfield grant projects as the EPA defers to the state environmental agency within which brownfields are located. The type of federal regulatory experience that it is important to possess for EPA brownfield grant projects is understanding the myriad of federal regulations unique to EPA grant-funded brownfield projects, and Stantec has this in spades. A few key examples of the depth and breadth of our knowledge on this topic are provided in the following paragraphs.

For EPA brownfield grant projects, the grant applicant must demonstrate the eligibility of every site that participates in the project. Hazardous substance eligibility requirements are relatively straightforward. The grantee need only demonstrate that the property is a brownfield, and if owned by the grantee or coalition partner, that the owner is not a responsible party under the Comprehensive Environmental Response Compensation and Liability Act (CERCLA). Petroleum eligibility is much more complicated. In short, it must be demonstrated that the current and most recent prior owners of the property did not dispense or dispose of petroleum at the property. Through hundreds of interactions with EPA brownfield project officers and state brownfield coordinators, we know how to navigate the tricky process of establishing petroleum eligibility.

For properties where a Phase II ESA is performed, an Endangered Species Act and National Historic Preservation Act (NHPA) screening must be conducted. We have developed processes in both Oregon and Washington for completing this project step very efficiently, ensuring that this project element does not become a financial drain to the project. The most common outcome of NHPA screening completion is obtain a finding of no adverse effect from the

state historic preservation office and federally recognized tribes. In those unusual circumstances when there are concerns regarding impact to cultural resources Stantec has an in-house archaeological group that can step in and conduct archaeological monitoring and/or obtain an archaeological permit for more comprehensive archaeological assessment work.

## E. DISCLOSURE OF ANY POTENTIAL CONFLICTS OF INTEREST

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During the term of its Agreement with MCEDD, Stantec will not accept work, enter into a contract, or accept any obligation, inconsistent or incompatible with Stantec's obligations, or the scope of services rendered for MCEDD, under this Agreement. Stantec warrants that, to the best of its knowledge, there is no other contract or duty on Stantec's part, which conflicts with or is inconsistent with entering into an Agreement with MCEDD for the scope of work described in the Request for Proposals (RFP).

## F. DOCUMENTATION OF INSURANCE

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Stantec has previously worked with MCEDD, and under prior contracts, Stantec provided the following types and amounts of insurance.

- 1. Workers Compensation:** Insurance in compliance with Oregon state requirements.
- 2. Commercial General Liability:** Commercial General Liability Insurance covering bodily injury, death, and property damage in a form and with coverages that are satisfactory to MCEDD. This insurance shall include personal injury liability, products and completed operations. Coverage shall be written on an occurrence form basis, with not less than the following amounts: Bodily Injury, Death and Property Damage: \$1,000,000 per occurrence (for all claimants for claims arising out of a single accident or occurrence).
- 3. Automobile Liability Insurance:** Automobile Liability Insurance covering all owned, non-owned and hired vehicles. This coverage may be written in combination with the Commercial General Liability Insurance (with separate limits for "Commercial General Liability" and "Automobile Liability"). Automobile Liability Insurance must be in not less than the following amounts: Bodily Injury, Death and Property Damage: \$1,000,000 per occurrence (for all claimants for claims arising out of a single accident or occurrence).

The Commercial General Liability Insurance and Automobile Liability insurance also named MCEDD, its officers, employees and agents as Additional Insureds. Coverage was primary and non-contributory with any other insurance and self-insurance.

Stantec also agreed to provide 30 days' written notice to MCEDD before cancellation of, material change to, potential exhaustion of aggregate limits of, or non-renewal of the required insurance coverage(s).

Stantec will provide MCEDD certificates of insurance for all required insurance upon notice of intent to award the project to Stantec.

# 2.0

## REFERENCES

Stantec is actively working on EPA brownfield grant projects with each of the individuals provided as references below.

### **CITY OF THE DALLES**

Dale McCabe, City Engineer  
541-506-2021  
dmccabe@ci.the-dalles.or.us



Dale has been the program manager for the City of The Dalles brownfield program for three years and has worked with Stantec throughout the project.

### **CITY OF THE DALLES**

Dan Spatz, Economic Development Officer  
541-340-9883  
dspatz@ci.the-dalles.or.us



Dan recently became the City of The Dalles project manager for its brownfield program and has been working with Stantec for approximately six months.

### **ROGUE VALLEY COUNCIL OF GOVERNMENTS**

Greg Stabach, Natural Resources Program Manager  
541-423-1370  
gstabach@rvcog.org



Greg began working with Stantec in 2016 when RVCOG received its first EPA brownfield grant. Stantec recently wrote a second successful grant application for RVCOG and is working with Greg in implementing this grant.

### **METRO PLANNING AND DEVELOPMENT DEPARTMENT**

Brian Harper, Senior Planner  
575-571-5503  
brian.harper@oregonmetro.gov



Brian began working with Stantec in 2015 when Metro received a FY2015 EPA brownfield grant. Stantec wrote a second successful grant application for Metro in FY2019 and is working with Brian in implementing this grant.

### **CITY OF HENDERSON, NEVADA**

Sean Robertson, Redevelopment Project Manager  
702-267-1537  
sean.robertson@cityofhenderson.com



Sean began working with Stantec in 2016 when Henderson received its first EPA brownfield grant. Stantec recently wrote a second successful grant application for Henderson and is working with Sean in implementing this grant.



# 3.0

## PROPOSED METHODOLOGY

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### **A. COOPERATIVE AGREEMENT MANAGEMENT AND REPORTING**

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The Stantec team has carefully reviewed the scope of work described in MCEDD's RFP and in MCEDD's fiscal year 2023 grant application. The subsections below provide our approach to providing the required services described in the RFP demonstrating our understanding of what is required to manage and implement your EPA Brownfield Assessment Grant.

#### **COOPERATIVE AGREEMENT MANAGEMENT:**

The Stantec team's proposed project manager, Leonard Farr, will meet with MCEDD monthly to review the project progress and status. We recommend holding these meetings mid-month to allow time to gather and report on the previous month's activities. At each meeting, Leonard will provide an update on the status of each active project and will record meeting notes, input on project direction, and action items.

Leonard and other team members will be available to attend additional ad-hoc virtual meetings and conference calls with MCEDD staff, project stakeholders, property owners/developers, community groups, EPA, Ecology, and the DEQ as needed throughout the project.

As the author of MCEDD's EPA Brownfield Grant application, we have a thorough understanding of the project goals, scope, schedule, and budget. Throughout the project we will track the budget and schedule including site- and task-specific spending. Our monthly invoices will include a current budget tracking spreadsheet with the

amounts spent and budget remaining per task. This spreadsheet will also be used to project future funding needs for projects approved by MCEDD that are not yet underway. This will help MCEDD track its EPA grant funding to avoid overcommitment.

We can also assist you with establishing and managing an electronic information repository to centralize all brownfield-grant related documents and reports. We find these databases are a helpful resource beyond the term of the grant, providing information on past uses and environmental conditions as properties continue to move through various stages of redevelopment.

#### **PERIODIC REPORTING:**

Stantec will support MCEDD with required EPA reporting including:

- Monthly status reports (provided via email along with monthly invoice).
- Managing all entries into EPA's Assessment, Cleanup, and Redevelopment Exchange System (ACRES) All Appropriate Inquiry (AAI) Checklist will be created, for each site where a Phase I ESA is completed..
- Quarterly progress reports (16 anticipated) and annual federal financial reports (FFRs, four anticipated). We have developed EPA-approved templates for these reports that demonstrate compliance and accomplishments and will assist both MCEDD and EPA in evaluating project progress.
- Annual Disadvantaged Business Enterprise (DBE) reports (four anticipated). We will assist you with documenting efforts to engage with DBE firms and completing EPA's required DBE participation Six Good Faith Efforts.

## FINAL PERFORMANCE REPORTING:

The Stantec team has prepared dozens of Final Performance Reports (FPRs) accepted/approved by EPA. We will help you prepare a report that highlights project accomplishments prioritized by EPA (such as leveraged funding, redevelopment progress, jobs created by redevelopment, etc.), setting MCEDD up for further grant funding. The typical table of contents for our FPRs includes:

1. Project Summary
2. Work Plan Accomplishments—this FPR section summarizes the work completed under each Cooperative Agreement Work Plan task and typically includes a table summarizing project outputs for each project property.
3. Summary of Outputs and Outcomes—this FPR section reports project outputs and outcomes that the County has committed to tracking in the CA Work Plan.
4. Site-Specific Case Studies—the basic outline for each case study description includes project purpose, property description and history, outputs, and outcomes, and before and after pictures.
5. Table summarizing public/private investment by site
6. Final Budget Summary Table

## B. COMMUNITY ENGAGEMENT ASSISTANCE

MCEDD's history of engaging with the local community proves that you understand the importance of educating and informing the community, and we look forward to helping coordinate continuing public involvement activities specific to a brownfield program. Our team is proud to have experience supporting brownfield outreach efforts within MCEDD's region, serving as the Qualified Environmental Professional for the City of The Dalles Brownfield Coalition fiscal year 2020 grant. We can work with your staff and project partners to coordinate brownfield outreach efforts including convening a brownfield working group, holding public meetings, and preparing press releases, project fact sheets, and website materials to publicize the project and encourage property owners and community members to engage and to participate.

### PUBLIC INVOLVEMENT PLAN

Thoughtful planning will support engagement efforts that: 1) build community trust and interest, and support; 2) enhance community capacity to meaningfully participate in the project through education and information sharing; and 3) provide opportunities for the community to follow project progress, ask questions, and provide input. We will help you develop a written Public Involvement Plan (PIP) with these goals in mind.

Within the first month of beginning our role as QEP, we will work with MCEDD to prepare a written PIP that documents engagement roles for MCEDD, the brownfield working group, and other critical stakeholders, and outlines associated

expectations and responsibilities. The PIP will outline outreach goals, including identifying the targets for specific engagement efforts (e.g., general community, property owners, other stakeholders); desired outcomes (e.g., building capacity, gathering input); engagement strategies (e.g., public meetings, stakeholder roundtables, one-on-one outreach, charrettes); a schedule of events to involve the community during the life of the project; and a list of outreach deliverables.

### CONDUCTING PUBLIC MEETINGS

Stantec will work with MCEDD to plan, coordinate, and facilitate public meetings to build community interest and capacity to understand and participate in the brownfield program. Based on MCEDD's grant application, we anticipate holding five public meetings over the term of the grant. We can help facilitate both in-person and virtual meetings depending on MCEDD's preferences and can take either a lead or supporting role in delivering meeting content.

For each public meeting we will work with you to identify the appropriate meeting format and audience based on the engagement goals, build and track a planning schedule and punch list, and prepare presentations, handouts, and other supporting materials. We will also take meeting notes and help capture and respond to input provided by participants.

### SUPPORT BROWNFIELD WORKING GROUP

We will work with you to establish and engage a brownfield working group comprised of the most critical and engaged partners.

### COMMUNICATING WITH THE PUBLIC

Effective public communication for brownfield programs includes a range of outreach tools and methods. We will meet with you early in the grant term to develop the PIP and document plans for multi-faceted outreach. We anticipate that the core of our outreach tools will include:

- Text, images, StoryMaps, and other content for the program webpage on MCEDD's website.
- Brownfield fact sheets conveying the purpose and benefits the grant funding provides.
- Community surveys to gain local insights.
- Developing presentation materials for public meetings and other outreach events.
- Using local print, online, and social media to publicize progress and successes, and announce events.

Effective communication can also benefit from outside-the-box approaches. Stantec's engagement experts can supplement the core outreach methods by helping you plan and hold fun interactive charrettes, pop-up events, and tours where community members get immersed in revitalization activities. We can help you develop videos showcasing the purpose and power of brownfield revitalization to post on the website and share on social media. We will brainstorm these ideas with you during development of the PIP and help identify the right time to put them into action.

## C. SITE INVENTORY AND ELIGIBILITY DETERMINATION

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### BROWNFIELDS INVENTORY AND PRIORITIZATION:

Stantec has substantial experience developing and refining brownfield inventories and prioritizing brownfield properties for grant assistance, including a brownfield inventory completed for City of The Dalles within its urban renewal areas. We understand that MCEDD coalition partners have already identified approximately 275 brownfields. We will review with you the approach taken to identify these sites and help identify and document prioritization criteria based on project goals and community desires.

If our initial review reveals a need to supplement the existing inventory, our geographic information systems (GIS) experts will work with you to develop an inventory scope and deliver a plan outlining the geographic areas of interest, and considering options for building the inventory and developing a scoring system to find sites that have the greatest potential for redevelopment and community benefit. We will support development of the prioritization criteria as a collaborative process with MCEDD and other stakeholders. Prioritization criteria may include:

- Likelihood of environmental impacts
- Potential risk to human health and the environment
- Property owner interest
- Redevelopment interest/potential
- Community interest/need
- Financial feasibility

We will coordinate the inventory process with the local City and coalition partner Geographic Information System (GIS) departments, so the inventory serves as a long-term planning tool.

### ENCOURAGE DEVELOPER AND PRIVATE LANDOWNER PARTICIPATION IN THE PROGRAM:

Through our years of dedicated brownfield outreach work, we understand that property owners may be reluctant to participate due to concerns about liability, regulatory attention, and impacts on property values. We help calm these concerns by letting property owners know that DEQ and EPA involvement is typically very minimal and administrative, and that they truly act as partners and advocates for win-win brownfield reuse projects. We will use every outreach opportunity, from fact sheets to social media posts to meetings, to convey the benefits of taking advantage of the program and provide plain-language technical assistance on brownfield liability, purchase, cleanup, and redevelopment.

In addition to the communication methods above, we can apply our experience with innovative ways to garner the attention of these stakeholders. We have had success engaging with developers and real estate brokers through targeted roundtable discussions about their goals, criteria for site selection, and concerns when it comes to brownfield

reuse. We can facilitate meetings between Business Oregon and developers to bring additional brownfield redevelopment funding to the table to make deals pencil out. We have also found that our reuse planning deliverables—from site specific designs to area-wide reuse visions—are a powerful tool in grabbing the attention of developers and funders. We will work with you to identify and develop opportunities to deploy these approaches.

### ELIGIBILITY DETERMINATIONS:

EPA Brownfield Grants have unique and complex eligibility standards. Stantec has the nuanced understanding of these requirements to help MCEDD navigate the approval process required for each property where grant funds will be spent. Approaching a federally funded brownfield project without this specialized eligibility knowledge presents risks of significant delays, difficulty utilizing petroleum grant funds, and a potential finding of non-compliance with EPA standards.

We will use the standard EPA Region 10 eligibility checklist for each task that requires pre-determined eligibility. For sites where petroleum contamination is the primary concern, we will obtain DEQ or Ecology eligibility approval, as required by EPA. We will apply our in-depth knowledge and over a decade of experience to make the case that MCEDD's priority sites are eligible for grant funded assistance.

## D. SITE CHARACTERIZATION AND ASSESSMENTS

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### PHASE I ESAS:

We have completed more than 500 EPA-funded Phase I ESAs involving in-depth research of the historical use of properties to identify potential environmental issues and liabilities. We will manage Phase I ESAs on properties identified and prioritized by MCEDD. We will prepare Phase I ESAs in accordance with the ASTM International E1527-21 standard and the EPA's All Appropriate Inquiry (AAI) rule. Our knowledgeable Phase I ESA practitioners will align the schedule for assessments with real estate transactions so that assessments are current at the time of transfer of title. Findings of the Phase I ESAs will be used to design Phase II ESA scopes of work.

### PHASE II ESAS:

Stantec will assess the environmental condition of a property and collect and analyze field samples, such as soil, soil vapor and groundwater, or regulated building materials (such as asbestos and lead-based paint). We will approach planning and implementing Phase II ESAs with a focus on supporting property redevelopment goals. For example, we realize that when there is potential for a property to be redeveloped, there are opportunities to reduce cleanup costs by incorporating construction design into the chosen remedy, such as strategically locating paved areas or buildings to serve as a cap over contaminated soil.



### **QAPP, SAPS, AND HASPS:**

EPA requires that grantees complete a QAPP for EPA approval before any sampling or other field work is conducted for grant-funded projects. A QAPP is a comprehensive document describing how environmental or other data will be collected and analyzed as well as how data quality and reliability will be maintained throughout the project. EPA also requires site-specific SAPs and HASPs for all sites where Phase II ESAs or other environmental testing is performed. We have developed templates to efficiently prepare these documents in accordance with all EPA requirements.

### **CLEANUP PLANNING:**

We will work with property owners, developers, MCEDD, Ecology, and the DEQ to evaluate and select cleanup options that meet regulatory standards and objectives. Cleanup planning activities may include establishing site-specific cleanup levels, using institutional and engineering controls, evaluating “green” remediation options, and preparing detailed site-specific remedial action/cleanup plans. Preparing these plans and accurate cost estimates results in grant-ready sites, positioned to secure further EPA or state cleanup and redevelopment funding. In cases where redevelopment has been stalled by uncertainty regarding cleanup costs, scheduling impacts, and site redevelopment constraints, removing these unknowns can result in deal-ready and shovel-ready sites.

## **E. CLEANUP AND REUSE PLANNING**

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### **SITE-SPECIFIC AND AREA-WIDE REUSE PLANNING:**

MCEDD can use grant funds for broad planning analysis in areas where brownfields present potential barriers to revitalization. Our team can help you pair infrastructure analysis, land use planning, market data, and real estate strategy with cleanup planning. Because environmental issues are just one type of obstacle to revitalization, we can help MCEDD and its coalition partners develop solutions for additional challenges such as stormwater management, utility undergrounding and other infrastructure issues on an area-wide or site-specific basis.

Where appropriate and in compliance with regulations, we integrate cleanup activities into redevelopment plans, such as capping contaminated soil with a new building or paved parking area rather than incurring the costs to treat or excavate the soil. At sites with significant environmental impacts where caps or use restrictions are not suitable remedies, we can develop robust Remedial Investigation/ Feasibility Studies, Analysis of Brownfield Cleanup Alternatives and/or Cleanup Action Plans.

### **FUTURE BROWNFIELD GRANTS AND FUNDING:**

Throughout the EPA grant-funded project, Stantec will apply our expertise to help identify opportunities to secure additional funding for brownfield revitalization projects. We offer a unique Project Funding Services Program that helps identify opportunities from thousands of sources. Further, we have assisted many Oregon brownfield clients (Coos Bay, Ontario, Klamath County, University of Oregon, Coquille Economic Development Corporation, The Dalles) in obtaining brownfield funding including \$25K Integrated Planning Grants, \$60K Technical Assistance Grants, and \$400K or more in cleanup funding from Business Oregon for a variety of project activities.



# 4.0

## PROJECT BUDGET

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A current rate schedule for Stantec staff is provided on the following page. These rates will be utilized for the project through the 2024 calendar year. Beginning in January 2025, Stantec will seek MCEDD approval for annual rate increases in accordance with industry standards.

The Stantec team has developed a detailed cost estimate by task for the project, which is provided in tabular format on page 21. The detailed tabular cost estimate includes estimated hours and rates for Stantec team personnel, and anticipated expenses and subcontractor costs. Stantec's total estimated firm fixed price for each project task is essentially equal to the contractual budget indicated in MCEDD's FY2023 grant application. Under no circumstances shall Stantec costs exceed this contractual budget ensuring that all Stantec costs will be reimbursable by MCEDD's grant funds

The scope of work and therefore the costs per site or planning effort for EPA Brownfield Assessment Grants is very difficult to predict in advance. This is because the types and detailed scopes of work, and the sites at which work is to be performed, have not yet been determined. Therefore, pricing provided by Stantec assumes that all work that ultimately comprises the project is exactly as described in MCEDD's grant application and RFP, and that the complexity of project sites is average. We will discuss actual project budget status with you at our monthly project updates to ensure that MCEDD is aware of costs incurred as the grant progresses. Upon request, Stantec will provide an estimate of cost for each property/project where work is performed in advance of initiating work on the property/project. Stantec costs will be clearly and transparently presented throughout the grant term. Each property/project will be set up as a stand-alone allowing costs for each property/project to be tracked individually. If at any time MCEDD believes that costs charged for a particular project are excessive, Stantec will provide its justification for project costs and come to an agreement with MCEDD regarding the appropriateness of the costs incurred.

## 2023 MASTER ENVIRONMENTAL SERVICES



Charges for all professional, technical, and administrative staff directly charging time to the project will be calculated and billed on the basis of the following schedule.

Billing Level	Staff Member Title			Rate Per Hour
Level 3	Administrative I			\$104
Level 4	Administrative II	CADD Technician I	Research Technician	\$117
Level 5	Administrative III	CADD Technician I	Permitting Technician	\$127
Level 6	Administrative IV	CADD Technician I, II	Assistant Eng./Scientist	\$131
Level 7		CADD Technician II	Staff Engineer/Scientist I	\$139
Level 8	Design Engineer	CADD Technician II, III	Staff Engineer/Scientist II	\$145
Level 9	Design Engineer	CADD Technician III	Civil Designer	\$155
Level 10	Project Engineer I	CADD/GIS Tech IV	Civil Designer	\$161
Level 11	Project Engineer II	Civil Designer	Project Civil Designer	\$172
Level 12	Associate Engineer	Project Manager I	Senior Civil Designer	\$178
Level 13	Associate Engineer II	Project Manager II	Principal I	\$187
Level 14	Senior Engineer	Sr. Project Manager	Principal II	\$195
Level 15	Senior Engineer II	Sr. Project Manager	Senior Principal I	\$220
Level 16	Principal Engineer	Sr. Project Manager	Senior Principal II	\$250
Level 17	Sr. Principal Engineer	Sr. Project Manager	Managing Principal	\$259
Level 18			Chief Engineer/Scientist	\$265
Level 19			Technical Director	\$272

*Expert Witness Services carry a 50% premium on labor. Overtime will be charged at 1.5 times the standard billing rate. All labor rates will be subject to annual increase.*

### **Other Direct Disbursements:**

Disbursement	Rate
Vehicle Mileage	Prevailing IRS Rate
Subcontract Services	Actual Cost +10%
Travel/Per Diem	Actual Cost +10%
Capital Purchases and Expendable Materials	Actual Cost +10%
Postage and Shipping	Actual Cost +10%



## FEE ESTIMATE - MCEDD EPA Brownfield Coalition Assessment Grant

Name	Farr, Jr, Leonard	Gorman, Cyrus	Rackey, Carrie	Von Raesfeld, Sarah	Hoffman, Jamie	McAlister, Bob	Warner, Kirk	Givens, Ryan	McCloy, Mac	Hargrave, Candace	Phase I ESA Database Report	Mileage (per trip)	Field Equipment	RCP Environmental	Contract Laboratory	Driller, Locater, IDW Disposal
Project Billing Rate	\$220.00	\$187.00	\$187.00	\$178.00	\$178.00	\$161.00	\$155.00	\$195.00	\$139.00	\$139.00	\$385.00	\$115.00	\$500.00	\$8,998.00	\$5,500.00	\$7,033.33
Est. Total Hours/Units	174.00	324.00	145.00	60.00	250.00	650.00	905.00	311.00	705.00	161.00	26.00	41.00	15.00	5.00	15.00	15.00
Est. Total Fee	\$38,280	\$60,588	\$27,115	\$10,680	\$44,500	\$104,650	\$140,275	\$60,645	\$97,995	\$22,379	\$10,010	\$4,715	\$7,500	\$44,990	\$82,500	\$105,500.01

Task Name	Estimated Staff Hours by Task																Total Labor	Total Expense	Total Subcontractor	Total
	Farr, Jr, Leonard	Gorman, Cyrus	Rackey, Carrie	Von Raesfeld, Sarah	Hoffman, Jamie	McAlister, Bob	Warner, Kirk	Givens, Ryan	McCloy, Mac	Hargrave, Candace	Phase I ESA Database Report	Mileage (per trip)	Field Equipment	RCP Environmental	Contract Laboratory	Driller, Locater, IDW Disposal				
Task 1: CA Oversight and Reporting	40	32	--	--	--	--	--	--	--	66	--	--	--	--	--	--	\$23,958.00	\$0.00	\$0.00	\$23,958.00
Task 2: Community Engagement	24	--	55	--	--	--	--	24	55	15	--	--	--	--	--	--	\$29,975.00	\$0.00	\$0.00	\$29,975.00
Task 3: Site Identification, and Phase I and II ESAs	90	90	90	60	250	650	905	--	--	80	26	41	15	5	15	15	\$364,685.00	\$22,225.00	\$232,990.01	\$619,900.01
Task 4: Cleanup/ Reuse/Area Wide Planning	20	202	--	--	--	--	--	287	650	--	--	--	--	--	--	--	\$188,489.00	\$0.00	\$0.00	\$188,489.00
<b>ESTIMATED TOTAL</b>	<b>174</b>	<b>324</b>	<b>145</b>	<b>60</b>	<b>250</b>	<b>650</b>	<b>905</b>	<b>311</b>	<b>705</b>	<b>161</b>	<b>26</b>	<b>41</b>	<b>15</b>	<b>5</b>	<b>15</b>	<b>15</b>	<b>\$607,107.00</b>	<b>\$22,225.00</b>	<b>\$232,990.01</b>	<b>\$862,322.01</b>



ATTACHMENT 1

# Resumes



## Leonard Farr, RG, LG

Project Manager and Oregon Cleanup Planning Lead

34 Years Experience

Leonard is a Principal Geologist and Brownfield Specialist with 30+ years of consulting experience. Leonard regularly assists clients with complex regulatory issues, with emphasis in the areas of environmental due diligence, brownfield redevelopment, remedial investigation/feasibility study (RI/FS), and cleanups of contaminated land. Leonard has managed more than 500 due diligence projects for a variety of local government and commercial clients. He has assisted clients in the acquisition, assessment, cleanup, and redevelopment of a multitude of brownfield properties. Leonard has managed numerous complex RI/FS projects within state and federal regulatory programs. These projects have involved the collection of thousands of samples, the assessment of risk associated with contaminants detected in the samples, the analysis of remedial alternatives to mitigate contaminants detected at concentrations exceeding acceptable risk levels, and the implementation of a broad range of cleanup activities. Leonard also has substantial experience in the application of institutional and engineering controls to mitigate risk to human health and the environment.

### Registration

State of Washington Licensed Geologist #1849

State of Oregon Registered Geologist #1169

### EPA BROWNFIELD GRANT IMPLEMENTATION | Wasco County, OR

In 2018, Leonard assisted City of The Dalles in laying the groundwork for a successful brownfield program. Leonard's work began with the development of a geographic information system (GIS)-based brownfield inventory funded by a \$25,000 Integrated Planning Grant obtained by The Dalles from Business Oregon. In developing the inventory, Leonard supported community engagement efforts that culminated in the development of a site prioritization system reflecting community priorities. This community-specific prioritization system was used to ranked each of the 415 tax parcels evaluated.

In 2019, Stantec was awarded by The Dalles a comprehensive grant services contract through a competitive request for proposal (RFP) process. Leonard wrote a successful fiscal year 2020 grant application for The Dalles, securing \$600,000 in funding. Leonard has been working with The Dalles to implement a brownfield program since October 2020. To date, technical project outputs completed or in progress include: 10 Phase I ESAs, seven Phase II ESAs (including underground storage tank [UST] removal at four sites), eight regulated building materials (RBM) surveys, and three remedial planning deliverables. Two reuse planning projects involving the development of a floor plan concept for the upper stories of two historic buildings have been completed. One area-wide revitalization planning project that has included the evaluation of a regional sports complex is in progress.

### EPA BROWNFIELD GRANT IMPLEMENTATION | Rogue Valley, OR

Leonard prepared a successful FY2017 \$600,000 brownfield coalition assessment grant application for the Rogue Valley Council of Governments (RVCOG) and has assisted in implementing the grant project. This project received a 1.5-year extension and was completed March 31, 2022. Project outputs from the grant project have included: 1) inventory of three project areas (this project element was funded by a \$25,000 integrated planning grant Leonard assisted RVCOG in obtaining from the Oregon Brownfield

Program); 2) a master QAPP; 3) nine Phase I ESAs; 4) eight SAPs, Endangered Species Act/NHPA consultations and clearances, and Phase II ESAs (included the removal of 3 underground storage tanks (USTs) at two sites); 5) one remedial plan; 6) area-wide planning it two project areas; 7) four public meetings and various other public outreach activities; and 8) all required EPA reporting requirements.

Leonard prepared a successful FY2022 \$500,000 brownfield community-wide assessment grant application for RVCOG, and began assisting in the implementation of this grant in December 2022.

### EPA BROWNFIELD GRANT IMPLEMENTATION | Eugene/Springfield, OR

Leonard assisted the City of Eugene in implementing two community-wide brownfield assessment grant projects: a FY2012 \$680,000 grant and a FY2017 \$500,000 grant. This project was completed in November 2021. Project outputs from these two grants included: 1) inventory of three project areas, one within each coalition partner jurisdiction; 2) master Quality Assurance Project Plans (QAPPs) for each project; 3) 34 Phase I Environmental Site Assessments (ESAs); 4) 19 Sampling and Analysis Plans (SAPs), Endangered Species Act/National Historic Preservation Act (NHPA) consultations and clearances, and Phase II ESAs (including two regulated building material surveys); 5) four remedial plans; 6) four public meetings and various other public outreach activities; and 7) all required EPA reporting requirements. Leonard also assisted one program participant (University of Oregon) in obtaining a \$60,000 technical assistance grant from the Oregon Brownfield Program to conduct cleanup of a property that the grant project had funded prior-to-purchase environmental assessment activities for.

### EPA BROWNFIELD GRANT IMPLEMENTATION | Coos Bay, OR

Leonard assisted the City of Coos Bay in implementing a FY2015 \$400,000 brownfield community-wide assessment grant project. This project received a one-year extension and was completed September 31, 2018. Project outputs from

the grant project to date have included: 1) inventory of the project focus area; 2) a master QAPP; 3) five Phase I ESAs; 4) five SAPs, Endangered Species Act/NHPA consultations and clearances, and Phase II ESAs (including three regulated building material surveys and one UST removal); 5) two remedial plan; 6) area-wide planning in the Front Street focus areas; 7) two public meetings and various other public outreach activities; and 8) all required EPA reporting requirements. Following grant completion, Leonard assisted the City in obtaining a \$60,000 technical assistance grant from the Oregon Brownfield Program that was used to complete a Phase I ESA update, supplemental Phase II ESA, and prospective purchaser negotiations with the Oregon Department of Environmental Quality for the 891 N. Front Street property (where a Phase I and II ESA had been completed using grant funding). The City acquired the property, and Leonard is currently assisting the City with cleanup of the property.

### **EPA BROWNFIELD GRANT IMPLEMENTATION |** **Vancouver, WA**

Leonard assisted the City of Vancouver in implementing a FY2013 \$400,000 brownfield community-wide assessment grant project. This project received a two-year extension and was completed September 31, 2017. Project outputs from the grant project to date have included: 1) a comprehensive brownfield inventory including the entire City; 2) a master QAPP; 3) eight Phase I ESAs; 4) six SAPs, Endangered Species Act/NHPA consultations and clearances, and Phase II ESAs (including a regulated building materials survey of the 179,000-square-foot Tower Mall); 5) one remedial plan; 6) three public meetings and various other public outreach activities; and 7) all required EPA reporting requirements.

### **EPA BROWNFIELD GRANT IMPLEMENTATION |** **Idaho Falls, ID**

During the FY2018 grant competition, Stantec (at no cost) wrote a successful application on behalf of City of Idaho Falls, Idaho Falls Urban Renewal Agency and Bonneville Metropolitan Planning Organization. Immediately following the grant award announcement in late May 2019, Stantec prepared (at no cost) a cooperative agreement work plan that was approved by the EPA, and on October 1, 2019, the City received a fully executed cooperative agreement with the EPA, and access to \$600K in funding for brownfield projects.

Between October 2019 and September 2022, Stantec technical project outputs completed on behalf of Idaho Falls included: eight Phase I Environmental Site Assessments (ESAs), nine Phase II ESAs, one regulated building materials (RBM) surveys, one remedial planning project, and one large and three medium-sized areawide revitalization planning projects.

As part of this project, Leonard and his team recently completed a land use and urban design study for the Northgate Mile and 1st Street Corridors to define revitalization strategies for significant brownfield sites and the immediate vicinity. To guide the planning recommendations, Leonard facilitated a week-long community engagement series that included dialogue with local stakeholders/government partners, a community workshop, and a work session with the City's Planning Commission. Using this feedback, Stantec articulated the community's redevelopment priorities. The project included a market analysis to define opportunities, conduct a buildable lands analysis, and identify potential funding strategies to finance supportive capital improvement projects. The resulting planning document included an Urban Design Plan that identifies new "Activity Center" designations, streetscape enhancements, pedestrian/bicycle connections, and "Opportunity Redevelopment Sites". The planning document also included an implementation "Action Plan" that organized regulatory and capital improvement project recommendations by phase, responsible entity, and associated components.

### **EPA BROWNFIELD GRANT IMPLEMENTATION |** **Multiple Locations**

In addition to those already indicated, Leonard currently is assisting the following communities in implementing EPA brownfield grant projects:

- Henderson, Nevada (FY2022 \$500,000 community-wide assessment grant)
- Pocatello, Idaho (FY2022 \$500,000 community-wide assessment grant)
- Kauai, County, Hawaii (FY2021 \$300,000 community-wide assessment grant)
- Baker Technical Institute, Baker City, Oregon (FY2020 \$500,000 cleanup grant)



**Cyrus Gorman, LG**  
 Assistant Project Manager  
 and Washington Cleanup  
 Planning Lead

20 Years  
 Experience

**Registration**

State of Washington Licensed Geologist  
 #2859

Cyrus is a Licensed Geologist (LG) with over 20 years of environmental consulting experience. He specializes in managing brownfield redevelopment projects including business development, writing grant applications, grant management and reporting, Phase I/II ESAs, environmental remediation, public involvement, and cleanup/reuse planning activities. Cyrus has successfully led cross-functional teams of grant writers, planners, engineers, GIS professionals, scientists, and subcontractors. He served as the PM and supported all facets of implementation of Stantec’s EPA Brownfield Grant projects for the City of Spokane, Washington, Benton-Franklin Council of Governments (Tri-Cities), Lake County Colorado, City of Provo, Utah, Municipality of Anchorage, Kodiak Island Borough and Matanuska-Susitna Borough in Alaska. Cyrus has enjoyed a 100% success rate in assisting multiple clients with competitive EPA Brownfield Assessment and Cleanup Grants in Alaska and Washington.

**CITY OF SPOKANE EPA BROWNFIELD CLEANUP GRANT APPLICATION AND IMPLEMENTATION SERVICES |**

Spokane, WA | Project Manager

Cyrus assisted with the preparation of three successful FY 2017 Brownfield Cleanup Grants for Riverfront Park in Spokane, Washington to support revitalization of three sites within the approximately 100-acre Riverfront Park: Havermale Island, sin-hoo-men-hun (formerly Canada Island), and the North Bank. Cyrus managed all aspects of the project including coordinating oversight of remedial actions with the subconsultant, quarterly reporting, coordinating meetings with various City of Spokane departments, Ecology, and EPA. He was also responsible for developing close out reports to highlight the use of EPA funds to successfully assist with the remediation and cleanup of Riverfront Park.

**MUNICIPALITY OF ANCHORAGE EPA BROWNFIELD COMMUNITY WIDE ASSESSMENT IMPLEMENTATION SERVICES |**

Anchorage, AK | Project Manager  
 Cyrus effectively managed implementation of two EPA Brownfield Community Wide Assessment Grants for the Municipality of Anchorage (MOA) that were focused on revitalizing the community and spurring economic development. Cyrus assisted MOA with all facets of grant implementation, including developing a QAPP, technical reports for Phase I and II ESAs, regulated building material surveys, cleanup action plans (CAPs), grant management, and compliance reporting to the EPA. Cyrus also supported MOA by leading two of the community brownfield advisory meetings, providing updates to the community and addressing questions about grant activities, and assessment activities completed at nominated sites.

**CLARK COUNTY EPA BROWNFIELD GRANT IMPLEMENTATION SERVICES |**

Clark County, NV | Assistant Project Manager  
 Cyrus served as the assistant project manager and directed the completion three Phase I ESAs and three Phase II ESAs. The Phase I ESAs included assessments at an active commercial business, a health products manufacturer and University of Las Vegas campus property. The Phase II ESAs were completed to evaluate potential impacts to a septic system leach field from historical property tenants and at a second City of Las Vegas and privately owned property to

delineate the nature and extent of petroleum hydrocarbon to groundwater impacts from a former retail gas station. Cyrus managed all facets of each project and production of technical deliverables.

**EPA BROWNFIELD CWA GRANT |**

City of Henderson | Henderson, NV | Project Manager  
 Cyrus served as the assistant project manager and directed the completion of two Phase I ESAs at a large municipal park, recreational center and a large corridor of land along the Boulder Highway. Cyrus coordinated site visits with local Stantec staff, conducted interviews with site contacts and property owners, and provided technical oversight of project deliverables within scope and budget.

**KODIAK ISLAND BOROUGH EPA BROWNFIELD COMMUNITY WIDE ASSESSMENT GRANT |**

Kodiak, AK | Project Manager  
 Cyrus assisted a coalition led by the Kodiak Island Borough (KIB) and supported by coalition partners the Natives of Kodiak and City of Kodiak with implementation a CWA grant that was focused on inventorying and assessing brownfield sites throughout the community. Cyrus assisted KIB with all facets of grant implementation, including developing a QAPP, technical reports for Phase I Environmental ESAs, Phase II ESAs, regulated building material surveys, CAPs, grant management, and compliance reporting to the EPA. Cyrus supported KIB by leading two of the community brownfield advisory meetings and Stantec hosted a multi-day workshop to engage community stakeholders in support of an area-wide planning study along the Mill Bay Road Corridor.

**ENVIRONMENTAL DUE DILIGENCE AND BIOLOGICAL ASSESSMENT |**

Everett Housing Authority | Everett, WA | Project Manager  
 Cyrus managed the completion of two-Phase II ESAs and a Phase I ESA to assist the Everett Housing Authority with redevelopment of a 14.78-acre parcel containing public housing building in the early 1940’s. Cyrus also collaborated with Stantec biologists and permitting experts to develop a biological assessment of the proposed development. All project documents were developed to meet the United States of Department of Housing and Urban development criteria.





**Carrie Rackey**  
Community Engagement  
and Phase I ESA Lead

24 Years  
Experience

Carrie is an Associate/Project Manager in Stantec’s environmental services group. Carrie has 24 years of experience in both regulatory and consulting roles, including experience in multiple states and the United Kingdom. She specializes in full-spectrum brownfield redevelopment project management, from grant writing to developing ranked brownfield inventories, and designing and conducting assessments and cleanups. She has written successful EPA brownfield grant applications for communities throughout Oregon to support projects as diverse as rural rails to trails and downtown core revitalization. Carrie’s technical skill set includes assessment of soil, groundwater, soil vapor, sediment, human health risk assessment, and remediation system management.

**EPA BROWNFIELD COMMUNITY-WIDE ASSESSMENT (CWA) GRANT | Salem, OR | Project Manager**

Carrie is currently managing the City of Salem’s CWA brownfield grant project funded by a \$400,000 EPA grant. Carrie’s services are helping the City achieve revitalization goals in the North Gateway Urban Renewal Area, and at high-priority opportunity sites throughout the city. Carrie is assisting the City with coordinating a Brownfield Advisory Committee; conducting outreach to property owners, developers, real estate brokers, and the community; and conducting Phase I and II ESAs on brownfield sites. To date, Phase I and/or II ESAs have been conducted on three brownfield properties in Salem to support redevelopment of derelict and underutilized properties. Several more brownfield properties are under consideration for use of grant funding for assessment. So far, one property assessed under this grant program are being redeveloped from a vacant former manufacturing facility to a childcare business, and a second vacant property historically used for residential and commercial development is undergoing revitalization.

**EPA BROWNFIELD CWA GRANT | Klamath Falls, OR | Project Manager**

On September 2020, Carrie brought the City of Klamath Falls \$500,000 EPA brownfield grant project to a successful close. Since 2015, Carrie had been working with the City of Klamath Falls and their coalition partners, Klamath County and the South- Central Oregon Economic Development District to build a brownfield program. Carrie led a Stantec team in preparing a city-wide brownfield inventory, and completing 10 Phase I ESAs, seven Phase II ESAs, and an underground storage tank removal project. She worked with planning experts within Stantec and through a subcontractor to prepare a Brownfield Area-Wide Plan for the city’s Spring Street Urban Renewal Area, reaching out to local business owners to identify changes in zoning, specific infrastructure upgrades, and other strategies for bringing this brownfield-impacted industrial area back into productive use. Carrie helped the city and project partners leverage the EPA brownfield grant to secure an additional \$120,000 in cleanup grant funding from Business Oregon for two high priority brownfield sites.

**EPA BROWNFIELD CWA GRANT | Trinidad, CO | Project Manager**

Carrie has been developing brownfield solutions with the City of Trinidad and coalition partners Las Animas County and the Town of Aguilar since 2015. In 2014 we wrote a successful \$500K EPA Brownfield Community-Wide Assessment grant application for the coalition. In 2021 Carrie helped the coalition expand their brownfield program

by securing two additional EPA brownfield grants – a community-wide assessment grant and a site-specific cleanup grant bringing \$1.1 million in brownfield revitalization funding. In 2022, Carrie helped a local Trinidad nonprofit successfully apply for a \$1M EPA Brownfield Cleanup Grant to prepare a vacant school building for reuse with much-needed workforce housing. The coalition’s project success is demonstrated by the many sites moved toward redevelopment, and the waiting list of projects interested in using the funding. Carrie helped stack funding and expertise to revitalize the historic Fox West Theatre in downtown Trinidad. Built in 1906, the Theatre is located in the city’s El Corazon de Trinidad historic district. Despite a vibrant history, the theatre has been vacant and dilapidated for many years. Carrie managed a survey identifying lead paint and asbestos in the building in 2019. In 2020, Stantec helped the City win \$109K in Colorado state brownfield cleanup grant funding for lead paint and asbestos abatement. Carrie then helped the city use the state funding to leverage a \$500K cleanup grant from EPA, including using the state funding as part of the city’s required matching funds.

**EPA BROWNFIELD ASSESSMENT GRANT | Portland, OR | Lead Grant Writer**

In FY15, Carrie helped Metro and coalition partners Clackamas County and the City of Oregon City prepare a successful \$600,000 Brownfield Assessment Grant application. Since that time, Carrie has been helping Metro implement the grant focusing on revitalizing the auto-oriented McLoughlin Boulevard corridor from Milwaukie to the Willamette Falls Legacy Site (former Blue Heron paper mill). She developed a ranked brownfield inventory with input from the community, facilitated stakeholder outreach, and is completing Phase I and II ESAs on high priority brownfield sites. Carrie recently managed grant-funded Phase I and II Environmental Site Assessments (ESAs) at a brownfield site in Milwaukie under Metro’s brownfield grant program. The City of Milwaukie was considering purchasing and redeveloping the site for residential use. After identifying potential soil contamination through the Phase I ESA, Carrie assisted the City with joining the Oregon Department of Environmental Quality (DEQ) Voluntary Cleanup Program, prepared a Sampling and Analysis plan that was approved by EPA and DEQ, and managed a soil sampling program at the site. Carrie worked with Metro and the city to evaluate remediation options to remove and mitigate soil contamination, estimate remediation costs, establish a Prospective Purchaser Agreement, and develop messaging to share project information with the local community.



**Jamie Hoffman,**

**RG, PG**

Phase II ESA Lead

**14** Years Experience

Ms. Hoffman is a Senior Environmental Specialist in the Portland, OR office. She primarily works with the Brownfields group and conducts Phase I & II Environmental Site Assessments (ESAs) and subsurface investigations. Ms. Hoffman has been working in the environmental industry for over fourteen years. Her environmental experience includes commercial and industrial property acquisitions, commercial and multi-family residential redevelopments, petroleum releases, site investigation, and a variety of remediation projects on petroleum, chlorinated solvent, landfill, and manufactured gas plant facilities. She is a Licensed Geologist in Oregon and Minnesota and a qualified Environmental Professional (EP) as defined in ASTM E 1527-21.

**EPA BROWNFIELD COALITION ASSESSMENT GRANT | Baker Technical Institute | OR | Project Manager**

Jamie is currently managing BTI's brownfield coalition assessment grant project funded by a \$500,000 EPA grant. Her environmental work is assisting Baker Technical Institute and grant partner City of La Grande achieve revitalization goals in the Jefferson Avenue corridor and at high-priority opportunity sites throughout Union and Baker Counties. Jamie is assisting BTI by conducting Phase I and II ESAs on brownfield sites and coordinating development of an area-wide plan for the Jefferson Avenue corridor. To date, Phase I and/or II ESAs have been conducted on eight brownfield properties in La Grande and Baker City to support redevelopment of derelict and underutilized properties. Additional brownfield properties are under consideration for use of grant funding for assessment. One property assessed under this grant program is being redeveloped from a vacant former auto repair/machine shop facility to a commercial maker's space, and a second historic building previously used for commercial retail space is currently undergoing revitalization.

**EPA BROWNFIELD CWA GRANT | Clatsop County, OR | Technical Lead**

Jamie is currently providing technical services for Clatsop County's CWA brownfield grant project. To date, a Phase II ESA is being performed on a historic hotel with storefronts that historically included a dry cleaning facility. Several additional brownfield properties have been identified for assessment consideration under the grant, and she will be responsible for overseeing their evaluation over the course of the next two years.

**EPA BROWNFIELD GRANTS PHASE I/PHASE II ESAS | Various Locations | Technical Lead**

Jamie has overseen several Phase I/Phase II ESAs conducted under EPA Brownfield Grant funding. Her experience has included writing/reviewing Sampling and Analysis Plans that are reviewed and approved by EPA, coordinating and managing field visits and sampling in several states (including Oregon, Washington, Colorado, Arizona, New Mexico, Idaho, and Vermont), and overseeing the preparation and quality control of the reports presenting findings and recommendations.

**ART TOWER \* | Portland, OR | Project Manager**

Ms. Hoffman was the Project Manager for the ESA and additional environmental support during the mass excavation conducted during construction of a mixed-use development while at Terracon. Petroleum- and lead-impacted soil was encountered during the project. Ms. Hoffman coordinated periodic onsite construction/remedial oversight and waste disposal support as excavation activities proceeded. She also worked with Wood Partners to obtain a No Further Action (NFA) determination for the site from the Oregon Department of Environmental Quality (DEQ).

**FORMER GEORGIA PACIFIC \* | Fairview, OR | Project Manager**

Ms. Hoffman was the Project Manager for a Phase I ESA and Limited Site Investigation on a property formerly operated by Georgia Pacific as a wood chip storage and barge loading facility on the Columbia River in Fairview, OR. The project was performed in support of a property transaction that included a short due diligence window and multi-party oversight. Ms. Hoffman played a key role in successfully implementing an investigation to assess fill material and historical equipment fueling operations identified during the Phase I ESA, all of which was performed on an expedited schedule to meet the client's short due diligence window. Ms. Hoffman served as the primary contact, coordinating access, schedule, and reporting, with both the owner and buyer representatives throughout the project.

\*denotes projects completed with previous firms



**Ryan Givens, AICP**  
Lead Planner

23 Years Experience

**Registration**

American Institute of Certified Planners,  
Certified Planner #019718, Tampa, FL, 2005

As a consultant, Ryan designed several master planned communities and commercial projects across the US, helping local communities with special planning projects that involve Comprehensive Plans, Zoning Codes, Complete-Streets policy, and public visioning. He brings 23 years of experience in all facets of urban planning with a particular focus in long-term redevelopment strategies for established, transitioning communities. Ryan has specific experience in redevelopment, master planning, long-range strategy plans, community visioning, and conceptual design. His planning approach includes a focus on the physical design of a project and incorporates land use laws, market trends, building functionality, infrastructure planning, and environmental preservation. He values infill developments that specifically enable communities to activate urban centers and enhance existing neighborhoods. Ryan has led many diverse community design projects in both urban and rural settings. Ryan has completed four individual master plans for the Port Gamble S'Klallam Tribe.

**PORT GAMBLE S'KLALLAM TRIBE (PGST) MASTER PLANS\* |**

Port Gamble | Kingston, WA | 2017 | Planning Project Manager/Urban Designer

Ryan led three concurrent master plans for the PGST community for their business park/destination resort, future residential neighborhoods, and a botanical garden. The project included a community vision, design alternatives, and a strategy document. Ryan led the public engagement strategy, authored the projects' vision, and created urban design plans. He managed the technical team that included planners, landscape architects, and civil engineers. The final documents included work plans that will guide the Tribe in their budgeting and capital improvement planning.

**CHICHENOFF PROPERTY (SUN'AQ) REUSE STUDY |** Kodiak Island Borough | Kodiak, AK | 2020 | Land Use Planner

As part of the Kodiak Island Borough EPA Brownfield Grant, Ryan led a feasibility study for the ~1-acre Chichenoff property to provide its owner, the Sun'aq Tribe, with reuse options for the site. Ryan gathered readily available geographic information systems (GIS) datasets to create a project basemap which included the site boundaries, topography, and critical area features. He reviewed the applicable zoning/land use requirements and coordinated with Stantec's civil engineering team to identify utility services. Ryan recorded these findings in a technical memorandum. With Sun'aq's guidance, Ryan created two potential conceptual reuse options for the property.

**BREMERTON'S CHARLESTON DISTRICT AREA-WIDE PLANNING STUDY |** City of Bremerton | Bremerton, Washington | Planner

Ryan managed a planning team to create a redevelopment strategy for Bremerton's Charleston District. The City wanted to create opportunities and develop a strategy to revitalize the existing mixed-use district and fill vacant storefronts. The area has several brownfield sites and building vacancies. Ryan led the existing conditions analysis and coordinated the market analysis tasks. He co-facilitated the public engagement plans to articulate the area vision and implementation plan. Later in the process, Ryan wrote the planning document that includes an implementation matrix with specific action items. The final planning document included a list of public financing strategies to fund capital improvement projects and provide incentives to private investors.

**KO'KWEL WHARF MASTER PLAN, MITH-IH-KWUH ECONOMIC DEVELOPMENT CORPORATION (MEDC) |** North Bend, OR

Ryan is leading a master planning process for MEDC's ~50-acre waterfront. The project will help MEDC to define the future urban design plan, land uses, circulation, and amenities so that the property redevelops as a cohesive, and well-designed mixed-use destination. Ryan recently completed a land use/regulatory analysis of all the codes/plans that effect property reuse (e.g., Comprehensive Plan, zoning, Tsunami Hazard zones, Coos Bay Estuary Plan, etc.) – this analysis also identified potential regulatory barriers to certain redevelopment components. Ryan is presently working with MEDC to create a public engagement plan and recruit a vendor to complete a market report. In early 2021, Ryan will create conceptual site plan alternatives that respond to site conditions, stakeholder feedback, and market study findings. The process will result in a locally preferred master plan and associated project programming.

**DOWNTOWN ELMA AREA-WIDE PLANNING STUDY |** Grays Harbor Council of Governments | Elma, WA | Planner

As part of the Grays Harbor Council of Governments' EPA Brownfield Grant, Ryan is completing an area-wide planning study aimed to define the community's vision and to create an action plan to support economic development and vitality in its historic Downtown district. The vision to create a vibrant regional destination was defined by the project Steering Committee and feedback from on-line surveys – major community priorities include (a) creating public gathering spaces, (b) enhancing streetscapes/circulation, (c) enticing private investment through adaptive reuse of historical buildings/urban infill projects, and (d) creating a flexible regulatory framework. Key projects include transforming 4th Street into a "Festival Plaza", redeveloping a city-owned property into a "Town Square" with parking, defining future roadway projects, and designating over 10 sites for future mixed-use redevelopment. Ryan led the engagement activities, created the concept plans, and is authoring the final revitalization plan/document along with an implementation action plan.

\*denotes projects completed with previous firms



**Bob McAlister, RG**  
Phase I & II ESAs

16 Years Experience

Robert has 16 years of experience in the environmental consulting field in California, Oregon and Washington States, specializing in technical field investigations and field management, including interaction with regulatory agencies. He has performed remedial excavation oversight and sampling; groundwater monitoring well installation and abandonment; direct-push soil assessments; remediation system operations and maintenance; in-situ remediation implementation and oversight; remediation system installation; and remedial injection implementation, oversight, and performance monitoring. Robert has also completed project budgets and proposals, hazardous materials surveys, data management and presentation, as well as phase I and phase II environmental site assessments.

## **VARIOUS PHASE I ENVIRONMENTAL ASSESSMENTS |**

### **Multiple Locations**

Robert has completed dozens of Phase I Environmental Site Assessments. Locations of the previous assessments include former city libraries, former chemical warehouses, vacant land, residential buildings and commercial properties.

### **OREGON DEPARTMENT OF CORRECTIONS, CHLORINATED SOLVENT PLUME |**

**Oregon Department of Corrections | Salem, Oregon**  
Robert has managed the Department of Corrections site for three years and completed all associated fieldwork, reporting and regulatory interaction since that time. Tasks included a renewal of a NPDES permit with DEQ for an on-site treatment system as well as shallow soil assessments, worker protection plans for excavation and trenching at the site, and the preparation of a Focused Feasibility Study (FFS). As part of the FFS, the on-site treatment system was placed in idle and a monitored natural attenuation groundwater sampling plan was designed and implemented to evaluate plume stability and geochemical indicators of natural chemical breakdown in the subsurface.

### **FORMER PLYWOOD MILL, SHALLOW DIOXIN SOIL CONTAMINATION | Confidential |**

**Medford, Oregon**  
Over the course of four years, all field activities related to the environmental assessment and management of a former mill site have been organized and implemented by Robert. This has included preparation of health and safety plans, SAPs, and regulatory agency interaction. Prior to the soil assessment completed under Robert's direction, the site was relatively uncharacterized and the exact scope of required assessment was unknown and modifications to the SAP were required multiple times during the course of the project.

### **OREGON DEPARTMENT OF CORRECTIONS, CHLORINATED SOLVENT PLUME |**

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the FFS, the on-site treatment system was placed in idle and a monitored natural attenuation groundwater sampling plan was designed and implemented to evaluate plume stability and geochemical indicators of natural chemical breakdown in the subsurface.

### **FORMER OREGON STATE HOSPITAL NORTH CAMPUS |**

**Oregon Department of Administrative Services | Salem, Oregon**  
Stantec completed a hazardous materials survey of the recently-vacated North Campus of the Oregon State Hospital. Robert was the primary assessor and hazardous materials sampler for the assessment, consisting of over 500,000 square feet of buildings, interconnected underground tunnels, and outdoor areas of the 48-acre campus.

### **FORMER BULK PETROLEUM & WOOD TREATMENT FACILITY | Phillips 66 |**

**Portland, Oregon**  
Robert has completed direct field support at a former petroleum storage and wood treatment facility on the Willamette River in North Portland (part of the Willbridge Terminal Group Superfund site). The Project scope implemented by Robert includes health and safety management, routine operations and maintenance of an on-site remediation system and system compliance sampling, including coordination with the local regulatory agency.



## Dave Routtu, PMP

RCP Environmental, LLC

RBM Surveys

34 Years Experience

With over 30 years of experience providing consulting services for asbestos and other hazardous building-materials projects, Mr. Routtu has designed and managed hundreds of pre-renovation and pre-demolition abatement projects as well as inspections to maintain client compliance with local, State, and Federal regulations.

Mr. Routtu possesses a well-rounded knowledge of issues that can surface when confronted with diverse hazardous building materials. He is familiar with the interrelationship of hazardous building materials in the overall construction process and is effective at assisting other professionals manage these materials as they relate to the overall project. This has led to excellent working relationships with architects, engineers, contractors, construction managers and facility operators. Mr. Routtu also has a proven track record with large industrial, commercial, public sector and hospital clients throughout the Pacific Northwest.

As a hazardous building materials project designer, Mr. Routtu is adept at planning, coordinating, and developing technical specifications for large scale asbestos-abatement projects. This typically includes reviewing existing building plans, verifying project conditions, applying proposed architectural plans, conducting pre-bid conferences, and evaluating contractor submittals. His primary responsibilities are to reduce and protect client liabilities through up front planning and application of sound judgment and industrial hygiene principles.

### PROJECT EXPERIENCE

Experienced in locating, quantifying, and identifying hazardous building materials that could affect renovation or demolition plans in order to meet the National Emission Standards for Hazardous Air Pollutants (NESHAP) requirements for individual client facilities in both commercial and industrial settings. Also provided recommendations on abatement or possible alternatives, as well as cost estimates and schedules for any recommended abatement activity.

As an EPA Asbestos Hazard Emergency Response Act (AHERA) Accredited Inspector, developed and implemented individual sampling, identification systems, and strategies in school, commercial and industrial settings; also provided risk analyses and hazard-management recommendations.

Air-Sampling and Analysis: experience includes sampling for airborne lead and asbestos for, commercial, school, military, as well as marine and industrial projects.

### AREAS OF EXPERTISE

Project Management

Asbestos, Lead Paint & Universal Waste Surveys for Demolition

Hazardous Building Materials Abatement Project Design & Specifications

Abatement Project Monitoring and Oversight

Project Documentation and Closeout

### LICENSING

Oregon Construction Contractors Board (CCB) Lead Inspector / Risk Assessor

Oregon CCB General Contractor License #226980

Washington General Contractor #RCPENEL792ML

### CERTIFICATIONS

National Institute for Occupational Safety and Health (NIOSH) 582 Certification to sample for, read, and analyze airborne asbestos-fiber concentrations.

Oregon Health Authority Lead Inspector / Risk Assessor

EPA Asbestos Hazard Emergency Response Act (AHERA) Accredited Building Inspector.

EPA AHERA Accredited Management Planner.

EPA AHERA Accredited Project Designer.

Washington Department of Labor and Industries (L&I) Certified Asbestos Supervisor

Washington Department of Commerce Lead Inspector / Risk Assessor

### ACHIEVEMENTS

Project Management Institute (PMI) Project Management Professional (PMP).

U.S. Coast Guard Licensed Captain (50-Ton Master, Towing Endorsement).

# Mid-Columbia Economic Development District

U.S. EPA Brownfield Coalition Assessment Consulting Services

September 18, 2023



MAUL FOSTER ALONGI

September 18, 2023

## Mid-Columbia Economic Development District U.S. EPA Brownfield Coalition Assessment Consulting Services

**To: Jacque Schei**  
Mid-Columbia Economic  
Development District  
802 Chenoweth Loop Road  
The Dalles, Oregon 97058

**Re: U.S. EPA Brownfield  
Coalition Assessment  
Consulting Services**

**From: Emily Hess**  
(Project Contact)  
109 E 13th Street  
Vancouver, WA 98665  
Desk: 360.433.0244  
ehess@maulfooster.com

Dear Jacque Schei and members of the selection committee:

Thank you for considering our response to the Mid-Columbia Economic Development District's (MCEDD) Request for Proposals for the U.S. Environmental Protection Agency (EPA) brownfield coalition assessment services. Maul Foster & Alongi, Inc. (MFA), is deeply invested in revitalizing local brownfield properties, especially where reusing a site catalyzes new activity in an area in need of reinvestment.

With brownfield assessments and redevelopment as a core service, our team is uniquely suited to support MCEDD and its coalition partners: Columbia Cascade Housing, Corporation, Wasco County, Sherman County, and Klickitat County. We ensure project success using the following experience, methods, and tools:

- **Skillful grant management:** Our team has deep experience with proactively managing EPA-funded projects to maintain momentum throughout the project.
- **Collaborative approach:** We will work with MCEDD, its coalition partners, and other stakeholders to develop a brownfield program informed by community aspiration and grounded in economic opportunity.
- **Technical expertise:** We specialize in planning for redevelopment of catalyst properties, including former lumber mills, dry cleaners, and gas stations, and employ rigorous and innovative approaches to completing environmental assessments in parallel with the EPA, the Washington State Department of Ecology, and the Oregon Department of Environmental Quality.
- **Effective outreach tools:** Our community engagement team members work closely with stakeholders, using methods that meaningfully and effectively engage different populations.
- **Passion for this project:** Our team members live in southwest Washington and northwest Oregon, have a personal interest in this work, and have devoted their careers to brownfield assessment, remediation, and redevelopment.

This proposal details our qualifications for pursuing, managing, and implementing EPA brownfield coalition assessment grants. We are excited about the opportunity to provide MCEDD with an integrated approach to supporting its brownfield redevelopment efforts.

Sincerely,

Maul Foster & Alongi, Inc.



**Merideth D'Andrea, LG, RG**  
Principal in Charge



**Emily Hess, LHG, RG**  
Project Manager



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# 1. Experience and Capacity

We work closely with our clients to strategically manage risks and opportunities associated with brownfield redevelopment, including environmental assessment, remedial action design, reuse feasibility, and community engagement. Our public and private clients are often located in mid-sized and smaller communities throughout the Pacific Northwest, where our focus is on maximizing available resources to generate the greatest community impact.

**Maul Foster & Alongi, Inc. (MFA)**, is an employee-owned, integrated multidisciplinary consulting firm with expertise in environmental science, planning, communications and public engagement, engineering, geology, hydrogeology, and GIS. MFA has been exceeding client expectations for 26 years and has eight Pacific Northwest offices, including our headquarters in Vancouver; an office in The Dalles; and our largest office, in Portland. MFA is known for its track record of navigating brownfield redevelopment projects from assessment to risk mitigation, all the way through to planning, marketing, and construction. With more than 140 employees, we have the technical expertise and deep bench needed to help the Mid-Columbia Economic Development District (MCEDD) build its capacity to redevelop brownfields and ensure a sustainable future for the coalition counties and Columbia Cascade Housing Corporation.

## Why MFA?



**Local Experience** working in Oregon and Washington, including in the Gorge, on a variety of brownfield projects and helping local governments leverage U.S. Environmental Protection Agency (EPA) grants to support ongoing economic and community development efforts.



**A Proven Implementation Approach** using practiced facilitation and organizational skills to move brownfield projects from planning to implementation.



**Experience Leveraging Multiple Funding Sources** via strategic grant writing and a commitment to equitable community engagement that centers the experience of historically marginalized communities in the revitalization process.



**An Integrated Team** of professionals in best-in-class communications, public outreach, engineering, and GIS. We tailor our support to meet MCEDD's needs with our local, in-house staff.



## A. History of the Firm's Experience Addressing Contaminated Properties

MFA has a track record of successfully partnering with local government leaders to build on the great work they do for their communities, functioning effectively as an extension of local government staff.

Our brownfield practice focuses on working directly with property owners, tenants, and stakeholders to understand how remediation can support targeted redevelopment outcomes. We use our integrated expertise in environmental services, engineering, communications, and planning to turn revitalization opportunities into reality for our clients.

The MFA team has extensive experience providing strategic and technical support to public and private landowners in the performance of environmental investigation, remediation design, and redevelopment design of brownfield sites. While we have breadth and depth of technical expertise in our engineers and scientists to match any environmental firm, it is our strategic approach to and understanding of cleanup as one element of a larger redevelopment context that set us apart. One example of our expertise is the "Guide to Leveraging Brownfield Redevelopment for Community Revitalization" that we developed for the Washington State Department of Ecology (Ecology). This guide provides a roadmap for cities and ports to integrate plans for cleanup and redevelopment of contaminated properties.

Our team's experience in brownfield redevelopment runs deep. We bring national expertise rooted in the Pacific Northwest and have helped communities successfully administer a variety of federal and state funds to support brownfield redevelopment and community revitalization. In this section, we provide our relevant project experience addressing contaminated properties in communities similar to MCEED's.

### Relevant Project Experience

The MFA team has provided a brief summary of recent relevant projects below. Reference contact information is available upon request.

#### Sapa, Inc./Hydro Environmental Site Investigation and Cleanup Portland, Oregon



*Remediation activities at aluminum extruding and anodizing facility.*

MFA completed a remedial investigation to evaluate potential releases to the environment from historical process-water-handling activities at an aluminum extruding and anodizing facility adjacent to the Columbia Slough. MFA conducted a soil and groundwater investigation to characterize the nature and extent of contamination and determine if site-related chemicals could migrate to the slough. The investigation was performed using an adaptive management approach, where sample locations were adjusted during drilling activities based on realtime data collection and field observations, which was efficient and saved money. Metals are the contaminants of interest; and a caustic release

had increased pH and was mobilizing some of the metals. Results of these investigations were used to characterize potential risks that site-related chemicals may pose to human health and the environment. MFA worked with the Oregon Department of Environmental Quality (DEQ) and the City of Portland to design, permit, and implement the remediation at the facility. MFA monitored the effectiveness of the remediation as well as stormwater system upgrades and treatment, performed a stormwater mass loading evaluation, and subsequently received a source control decision, and a settlement of liability in the Slough and a conditional No Further Action determination from the DEQ.

**PROJECT RELEVANCE:** Assessment and remediation activities; Extensive DEQ engagement; Contaminated-site closure.

## Hambleton Lumber Investigation and Cleanup Port of Camas-Washougal, Washington

The Port of Camas-Washougal made a strategic decision to revitalize the Camas-Washougal waterfront, including a 25-acre former lumber mill. MFA assisted the port in obtaining a \$200,000 Integrated Planning Grant (IPG) from Ecology and was selected to lead this ambitious investigation and planning effort. Although the waterfront's history was marked by a controversial development plan that had failed, MFA led a successful public involvement process that built consensus within the community.

The IPG funded environmental, geotechnical, natural resource, and cultural resource studies of the waterfront to provide a solid understanding of site conditions for a redevelopment master plan integrated with a site cleanup plan. MFA's master plan addressed legacy contamination and created a vision for a mixed-use waterfront with public access along the shoreline and capacity to meet market demand for retail space.

In support of a public-private partnership between the port and a private developer, MFA's redevelopment strategy included identifying grant funding and pursuing historical insurance recovery. The port acquired the former mill's waterfront portion in November 2012 and entered into an agreement with Ecology to fund 90 percent of the remediation costs. In parallel with cleanup, the port designed the waterfront trail and public access elements, as well as low-impact development strategies for stormwater management. The cleanup, which was completed in 2014, involved stabilization of the pond sediments, consolidation of impacted soils and other demolition debris in the pond, then capping of approximately two acres of impacted soil. Groundwater sampling to monitor effectiveness of the remedial activities at the site is ongoing, in consultation with Ecology.

**PROJECT RELEVANCE:** Lumber mill located adjacent to the Columbia River; Grant-funded project; Assessment, planning, and remediation services.



*Remediation and monitoring activities at Hambleton Lumber Mill site along Columbia River.*

## Remediation and Development Services—Industrial Client Northwest Oregon

MFA completed environmental due diligence services for portions of a state cleanup site that had been delisted from the National Priority List (Superfund). These assessments covered a combined area of 192 acres. Portions of the property had been subjected to more than 50 years of industrial activity and more than 20 years of regulatory oversight. MFA's services included Phase I environmental site assessments (ESAs), focused investigations and cleanup actions, and assisting with obtaining two prospective purchaser agreements with the DEQ and a comfort letter from EPA.

After purchase, MFA operated an industrial water system serving multiple entities on the property; assisted with easement and equitable servitude requirements such as cap inspections; assisted with easement review and modification negotiations; and conducted a supply, storage, and distribution assessment for potable water. MFA provided environmental information to the owner's teams as the property went through master planning and into design. During this timeframe, topics such as threatened and endangered species, wetlands, stormwater, disposal and reporting requirements, hazardous building materials survey and abatement, and a contaminated media management plan were addressed. During construction, MFA provided environmental oversight services that included sampling of multiple media, dust monitoring, and assistance with removal of asbestos-containing materials.

The property owner's objectives of brownfield redevelopment are being successfully implemented. Construction conformed to the design and was implemented on time and within budget, providing full utility functionality.

**PROJECT RELEVANCE:** Experience with assessment and remediation in the region; Collaborative working relationship with the DEQ and EPA; Hazardous building materials survey and abatement; Redevelopment design and construction oversight

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## Oregon Department of Environmental Quality On-Call Environmental Services Statewide, Oregon

In 2017, the DEQ awarded MFA a general environmental services contract, and awarded an additional five-year contract in 2023. MFA has completed dozens of projects as part of these contracts, including Phase I ESAs, multimedia subsurface investigations (i.e., soil, groundwater, and soil vapor), risk-based closures, and removal actions at a variety of sites, including landfills, historical log yards, metal-recycling facilities, automobile salvage yards, tire storage sites, historical gas stations, and private residences. Contaminants assessed include dioxins and furans, metals, petroleum hydrocarbons, polycyclic aromatic hydrocarbons, and volatile organic compounds. MFA's role on these projects includes contract and project management, subcontractor procurement, fieldwork implementation, document preparation, and oversight of removal actions. In 2022, on behalf of the DEQ and the Oregon Department of State Lands, MFA prepared an EPA Brownfields Program grant application for a cleanup project on the Columbia Slough; funding was received in 2023.

**PROJECT RELEVANCE:** Experience with long-term environmental on-call contracts; Collaborative working relationship with the DEQ; Development of proactive, data-driven, defensible, and technical solutions.

## B. Grant Administration Experience

MFA's core service area is providing clients with technical, planning, and communications support on brownfield assessment projects. We have the capacity to support projects that address contaminated properties. As our project examples show, we have performed nearly identical scopes of work for dozens of public clients using grant funding in Oregon and Washington. Our team has the technical command and process knowledge necessary to help MCEDD navigate brownfield cleanup challenges. We have conducted dozens of Phase I and Phase II ESAs and Analysis of Brownfield Cleanup Alternatives (ABCAs) under EPA grants within the past five years. We leverage and help manage state and federal grants for our clients. We excel at planning and executing environmental cleanups and conducting accompanying public outreach and engagement. The public agency clients we have supported in the last five years, leveraging over \$100 million for transformative brownfield development projects, are provided in the following table. Additional detailed project descriptions follow the table.

Table. Selected Brownfield Project Experience (Past Five Years)

Project	Brownfield Assessment & Remedial Action Planning	Economic Development Planning	Community Engagement	Grant Management
Chelan Douglas Regional Port Authority EPA Brownfield Program	●	●	●	\$500,000 (EPA)
City of Spokane Area-Wide Redevelopment Plan	●	●	●	\$300,000 (IPG)
Port of Douglas Rock Island Waterfront Subarea Plan	●	●	●	\$200,000 (IPG) \$50,000 (CERB) \$210,000 (interagency) \$40,000 (local)
City of St. Helens Waterfront Area-Wide Plan	●	●	●	\$200,000 (IPG) \$200,000 (CWA) \$200,000 (EPA)
Port of Skagit SWIFT Center Redevelopment	●	●	●	\$200,000 (IPG) \$520,000 (RAG) \$195,000 (EPA) \$395,000 (EPA)
Skamania County Brownfield Assessment	●	●	●	\$300,000 (EPA)
City of Spokane University District Integrated Plan	●	●	●	\$200,000 (IPG)
Grays Harbor Historical Seaport Authority Seaport Landing Assessment and Redevelopment	●	●	●	\$385,000 (IPG) \$2,450,000 (RAG) \$40,000 (Other)
City of Beaverton Brownfield Assessment	●	●	●	\$200,000 (EPA)
City of Wenatchee Former Public Works Yard	●	●	●	\$135,000 (IPG) \$300,000 (RAG)
City of Wenatchee Research & Extension Center	●	●	●	\$200,00 (IPG)
City of Yakima Tiger Oil Redevelopment	●	●	●	\$1,350,000 (RAG)
Clark County Leichner Landfill Campus Master Plan	●	●		\$200,00 (IPG)
Portland South Waterfront Remediation	●			\$3,900,000 (Business Oregon)
Port of Ridgefield Waterfront Remediation	●	●	●	\$87,000,000 (RAG)
City of Ridgefield Park Laundry Cleanup	●			\$195,000 (WA Com)
Metro Willamette Falls Legacy Project	●	●	●	\$200,000 (EPA) \$65,000 (OR TAG)
Skagit County Truck Stop Redevelopment	●	●	●	\$1,585,800 (RAG)
City of Lincoln City EPA Brownfields Grant Support	●	●	●	\$500,000 (EPA)
City of Vancouver Coalition Brownfield Assessment	●	●	●	\$600,000 (EPA)

## City of Lincoln City EPA Brownfields Grant Support and Implementation Lincoln City, Oregon

MFA provided grant research and writing support for a successful application for a fiscal year 2021 \$500,000 EPA Brownfields Assessment Grant. The grant will support community engagement, property owner education, reuse planning, and environmental assessments at multiple sites along the city's main commercial thoroughfare, advancing downtown revitalization and creating opportunities for affordable housing. This application built on the city's brownfield inventory and some of the past related outreach to property owners, completed by MFA through a grant funded by Business Oregon. MFA led completion of the EPA application, working closely with city staff to shape the narrative and identify target sites. Through a competitive procurement process, MFA was awarded the contract to implement this grant in 2023.

**PROJECT RELEVANCE:** Developed a schedule for grant production; Worked with the client to secure technical data and develop a complete grant outline; Drafted a compelling grant narrative rich with data and local detail.

## EPA Community-Wide Brownfield Program For Vancouver Coalition Vancouver, Washington

In coalition with the Vancouver Housing Authority and Clark County Public Health, MFA is the lead consultant supporting the City of Vancouver in implementing an EPA Community-Wide Assessment (CWA) grant. MFA is conducting Phase I/II ESAs and ABCAs for strategic properties vital in furthering local subarea revitalization, economic development, environmental protection, and housing goals.

MFA's responsibilities include performing historical document research; preparing scopes and budgets for conducting environmental investigations; managing programmatic grant reporting requirements; and coordinating with EPA and Ecology project managers, local property owners, and the city's Brownfield Advisory Committee.

MFA's completed brownfield inventory work includes using local land use data and state environmental data to generate a unique web-based analytical tool for identifying and prioritizing sites for affordable housing development and environmental justice in Clark County. This inventory is being used to prioritize sites based on coalition and community objectives. MFA will use these integrated factors to incorporate assumptions and test results for a variety of redevelopment scenarios, and outcomes, in area-wide planning activities. The inventory is an effective tool for decision making, communication, and community engagement.

MFA has helped the city with engagement and outreach through vital platforms, such as the city's robust Be Heard website, and a short informational video to introduce the project to the community.

**Link to Project Video:** <https://www.beheardvancouver.org/brownfields>

**PROJECT RELEVANCE:** EPA grant-funded project; Extensive coordination with state environmental agency; Phase I/II ESAs and area-wide planning; Brownfield knowledge base.



*Projects MFA has worked on under the City of Vancouver EPA Community-Wide Brownfield Program Grant*

## EPA Community-Wide Assessment Grant Skamania County, Washington

MFA worked with a group of municipal leaders and local stakeholders in Skamania County to bring state and federal resources to address environmentally contaminated properties and to advance community development objectives.

In 2016, MFA drafted a successful EPA Community-Wide Assessment Grant application, and from 2017 to 2021 worked under the county's direction to implement the grant-funded activities. This included conducting Phase I and Phase II ESAs, as well as cleanup planning for strategic properties, including former gas stations and the Broughton Lumber Mill, that were vital to achieving the county's economic development goals. These ESAs were conducted to support property purchase and sale, site development, and planning activities. Technical services provided included soil, sediment, soil gas, and groundwater sampling and hazardous building materials surveys.

MFA brought the nationally recognized Vision-to-Action program to the county to kick-start redevelopment planning on a high-profile legacy brownfield property.

The Vision-to-Action program engaged local leaders, stakeholders, and neighbors in an open planning exercise that resulted in a reuse vision for the county-owned property. At the same time, MFA's environmental team completed a focused site assessment that helped resolve lingering environmental concerns. MFA subsequently prepared two conceptual redevelopment plans for the property and a market summary offering for the county to use in disposing of the asset.

### Extensive Experience in Skamania County

Since 2016, MFA has assisted multiple local government agencies (city, county, port, Economic Development Council) in Skamania County in leveraging state and local funding to advance community and economic development. In total, we have helped procure over \$1m in grant funding for a county with a population of about 12,000.

The county identified two priority areas for area-wide planning activities, and MFA worked with local stakeholders to refine the opportunity for community and economic development goals. Two of these projects, the Cascade Business Park in North Bonneville and the Columbia Avenue Realignment in Stevenson, have successfully leveraged the work completed in the Community-Wide Assessment program to obtain IPG funding from Ecology and planning grants from the Community and Economic Revitalization Board.

**PROJECT RELEVANCE:** EPA grant-funded project management; Innovative stakeholder-engagement methods; Conducted Phase I and Phase II ESAs in support of redevelopment goals; Completed hazardous material survey to inform demolition activities; Leveraged multiple funding sources to achieve a broad range of community development objectives.



*Conceptual redevelopment plans for former veneer mill in Stevenson, Washington.*

## EPA Area-Wide Planning and Community-Wide Assessment Grant St. Helens, Oregon

The City of St. Helens, Oregon, saw the closing of two of its major employers—a plywood veneer plant and a paper mill—leading to the loss of approximately 900 jobs and the challenge of revitalizing over 215 acres of industrial waterfront property.

The city contracted MFA to perform environmental due diligence and evaluate the waterfront’s redevelopment potential. MFA helped the city obtain over \$550,000 from EPA for planning and technical studies.

MFA led a multidisciplinary planning team that evaluated market trends, infrastructure conditions, transportation systems, and environmental concerns in the waterfront planning area. The planning process included extensive community engagement through stakeholder interviews, an advisory group, and community meetings.

The planning process resulted in a framework plan for redevelopment of key waterfront properties, focusing on land uses, open space and public amenities, and new multimodal transportation connections. The plan includes an extensive implementation strategy that considers a range of public finance options, such as urban renewal, as well as strategies for attracting public/private partnerships. The city is in the process of implementing the plan through investments in public infrastructure and a partnership with a private developer for a hotel. The city continues to work with MFA in implementing a community-wide assessment of brownfield sites that has resulted in multiple site assessments.

**Link to Project Video:** <https://www.sthelensoregon.gov/waterfront>

**PROJECT RELEVANCE:** EPA grant-funded project management; Coordination of a multidisciplinary team; Engagement with the community through virtual and in-person meetings; Prioritization framework and funding recommendations.



*Columbia waterfront parcel in St. Helens, Oregon that were the focus of assessment and planning activities.*



## C. Key Individuals and Firm's Organizational Structure

The MFA team's regulatory, technical, and programmatic expertise offers MCEEDD a capable and agile partner. Our team members hold advanced degrees, have decades of experience, and bring a passion for land reuse and community revitalization. They possess deep knowledge of federal and state funding programs and have a record of building the capacity of local governments and their partners, as they have successfully supported applications for and administered dozens of EPA brownfield grants and related state funding. Full résumés can be found in Appendix A.



### **Merideth D'Andrea, RG, LG** Principal Geologist, Principal in Charge

- *Oregon Brownfields*
- *Remedial Investigation in support of redevelopment*
- *Sustainability initiatives*

Merideth has over 20 years of geologic and environmental consulting experience supporting community-improving projects and working collaboratively with clients and regulatory agency personnel to get sites back into productive use. She is the MFA lead for sustainability initiatives, and she is passionate about incorporating these into the project approach. In addition, Merideth has in-depth knowledge of Oregon and Washington environmental regulations as well as federal and state processes required by the Endangered Species Act and the state historic preservation offices. Merideth has supported all of MFA's brownfield efforts in Oregon and many other brownfield efforts throughout the Northwest. She has extensive experience with Phase I/II ESA due diligence and contaminant delineation and mitigation in support of redevelopment.



### **Emily Hess, LHG, RG** Senior Hydrogeologist, Project Manager

- *Intimate familiarity with Skamania, Wasco, and Klickitat counties through prior ESA work*
- *Extensive experience with Ecology, the DEQ, due diligence, and cost estimating for environmental investigations and cleanup*
- *Responsiveness to client needs and other services related to EPA assessment grants*

Emily has a passion for brownfield redevelopment and has been engaged in several EPA grant-funded projects in Oregon and Washington. She is known for her responsiveness to client needs and her experienced approach to project management. Emily also possesses extensive experience managing all technical aspects of grant-funded assessment projects. She has nine years of diverse environmental consulting experience supporting public and private industry clients, to enabling practical and cost-efficient development by providing strategic solutions to environmental problems. Emily manages ESAs, characterization, and remediation as well as brownfield development projects for a wide range of cleanup sites, including those related to the forestry, mining, petroleum, and solid waste industries. She often works with regulatory agency personnel, including at EPA, Ecology, and the DEQ, and has experience assisting clients with permitting and compliance with local, state, and federal regulations.



## **Seth Otto, AICP, LEED AP** Director of Planning Services, Planning Lead

- *Management of EPA-funded projects*
- *Planning with a focus on implementation*
- *Passion for community development and environmental justice*

Seth has 20 years of experience in the fields of land use planning, community development, public policy, and sustainability. He leads MFA's land use planning and brownfield practice in southwest Washington and Oregon. He manages large and complex projects for municipal clients where his attention to detail, familiarity with reporting and administrative requirements, communication skills, and collaborative approach are valuable assets.

Seth is engaged in redevelopment planning for brownfield and underutilized properties for both public and private clients. He regularly supports project funding strategies and has written successful grant applications to state and federal agencies.



## **Meaghan Pollock, RG, LG** Project Geologist, Environmental Assessment Support

- *Extensive Phase I and Phase II ESA experience*
- *Skilled management of varied and complex environmental investigations*
- *Local experience conducting fieldwork in the Gorge*

Meaghan has worked in environmental consulting since 2017 and has experience working with state, federal, municipal, and private industrial clients. She designs and leads site investigations and excels at project management. She has performed Phase I and II ESAs in accordance with ASTM International standards and has conducted investigations at petroleum-contaminated sites, mining sites, dry cleaner sites, wood-treating facilities, lumber mills, and other hazardous waste sites. Her fieldwork experience includes geologic mapping; site reconnaissance; soil, groundwater, stormwater, and sediment sampling consistent with federal and state standards; oversight of well installation, development, and decommissioning; and subcontractor oversight.



## **Jennifer Elstrott** GIS Analyst, Inventory Lead

- *GIS and spatial data analysis*
- *Data processing and workflow automation*
- *Web mapping application development and design*

Jennifer has six years of experience in the geospatial field and an academic background in GIS and environmental science. She plays an instrumental role in analysis, planning, and communications for a variety of projects, including brownfield inventories, siting analysis, web application development, and demographic analysis. Jennifer employs technical problem-solving skills to develop highly effective analytical and data management methodologies to meet client needs. Her GIS capabilities include geospatial data analysis, geodatabase design and management, web mapping application development, and data processing automation.



## **Josh Elliott, PE** Principal Engineer, Remediation Lead

- *Extensive remediation and redevelopment design experience*
- *Clear communication of technical information to a wide variety of audiences*

Josh has 16 years of civil and environmental engineering consulting experience, including environmental site remediation design; redevelopment civil engineering design; habitat restoration design; hydrologic and hydraulic modeling; environmental permitting; stormwater and wastewater conveyance and treatment design; solid waste services; site layout, grading, and paving design; and construction administration. Josh is an experienced project manager who has guided several large and complex projects through design to completion. Josh takes pride in his work to enhance communities and improve the health of our environment.



## **Matt Hoffman** Senior Planner, Economic Analysis Lead

- *Market and economic analysis for EPA grant-funded projects*
- *Passion for brownfield redevelopment projects*

Matt has nearly 20 years of experience advising public and private clients on real estate matters related to land use planning, development economics, and real estate strategy. Combined with this expertise, his technical dexterity, background in environmental science and his experience in public finance and public engagement are instrumental in providing actionable guidance about predevelopment feasibility and alternatives analysis, market analysis, economic development and marketing strategies, and acquisitions and dispositions. Matt has intentionally steered his education and professional experience toward facilitating brownfield redevelopment. From his educational pursuits—where he blended finance, environmental studies, and urban planning—to his professional experience focused on predevelopment feasibility, real estate economics, and data analytics, Matt has used his skills to understand the risks and opportunities associated with brownfields to develop actionable plans for communities across Washington.



## **Abbi Russell** Principal Communications and Outreach Specialist, Community Involvement Lead

- *Developing and implementing public involvement plans (PIPs)*
- *Environmental justice and culturally relevant communications*
- *Extensive experience communicating complex projects and ideas to multiple audiences*

For 17 years, Abbi has been helping public agencies, private companies, and communities talk about projects and initiatives of all sizes. She works in concert with clients and partners to identify authentic pathways to engagement, develop effective work plans in alignment with grant and regulatory requirements, and create two-way communications that build relationships and lead to constructive outcomes. Her experience is wide-ranging and includes brownfields, environmental remediation, public health and safety, crisis communications, economic development, and construction projects.

## Organizational Chart



## D. Documented Experience Working With Federal and State Regulatory Agencies

MFA has a strong relationship with regulatory agencies, including U.S. EPA, Ecology, and the DEQ, based on credibility, mutual respect, and project success. We have a deep understanding of the Model Toxics Control Act and are recognized by Ecology staff and management for providing on-target, high-quality technical work.

We routinely collaborate with and support Ecology and the DEQ on simple and complex projects. For example, MFA provides technical support to the Ecology Legacy Pesticide Working Group in central Washington. The group was convened by Ecology to assist in developing recommendations to address concerns related to potential human health risks associated with residential development on former orchard properties—an area that extends over approximately four counties and covers hundreds of square miles. MFA is Ecology’s contractor providing feasibility study and remedial design review and oversight for the western Port Angeles Harbor sediment cleanup project. In coordination with Ecology, MFA also routinely supports public entities that have received Ecology funding in developing cost-effective and protective cleanup solutions. We value our collaborative relationships with regulatory partners as reflected in our experience working with Ecology, our status as a DEQ on-call contractor, and our significant portfolio of work with public-sector entities. These experiences inform our hard-earned reputation with Ecology as a trusted environmental service provider.

A list of recent, relevant public-sector brownfield program projects is provided in the Grant Administration Experience section 1B.

## E. Disclosure of Any Potential Conflicts of Interest

MFA is not aware of any current conflicts of interest. We have a standing policy of evaluating potential conflicts with every project opportunity and property evaluation request.

## F. Insurance Documentation

Proof of insurance is provided in Appendix B.

## 2. References

Below are selected references from entities for which MFA has performed grant writing and implementation services within the past five years.

**Gabe Spencer**  
County Assessor

Skamania County  
240 Vancouver Avenue  
Stevenson, Washington 98648  
509.427.3720  
spencer@co.skamania.wa.us

**Pat Albaugh**  
Executive Director

Port of Skamania County  
PO Box 1099  
Stevenson, Washington 98648  
509.427.5484  
pat@portofskamania

**Shannon Williams**  
Senior Planner

City of Vancouver  
415 West 6th Street  
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360.487.7898  
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**John Walsh**  
City Administrator

City of St. Helens  
265 Strand Street  
St. Helens, Oregon 97051  
503.366.8211  
jwalsh@sthelensoregon.gov

**Alison Robertson**  
Director of Economic  
Development

City of Lincoln City  
801 SW Highway 101  
Lincoln City, Oregon 97367  
541.996.1207  
alisonr@lincolncity.org

**Brandi Bednarik**  
Executive Director

Grays Harbor Historical Seaport  
Authority  
500 N Custer St  
Aberdeen, Washington 98520  
360.589.8212  
bbednarik@historicalseaport.org

# 3. Proposed Methodology

MFA brings an integrated approach to the implementation of coalition assessment grants. We begin with the end in mind, using a forward-thinking approach to program management, site identification, environmental assessment, and redevelopment planning. We recognize that achieving community aspirations and harnessing market dynamics are just as important as addressing lingering environmental contamination, especially in communities where neglect and disinvestment have hindered the potential for sustainable growth and threaten human and environmental health. Our industry-leading staff will meet the coalition's goals and exceed expectations through a proven intentional approach by:

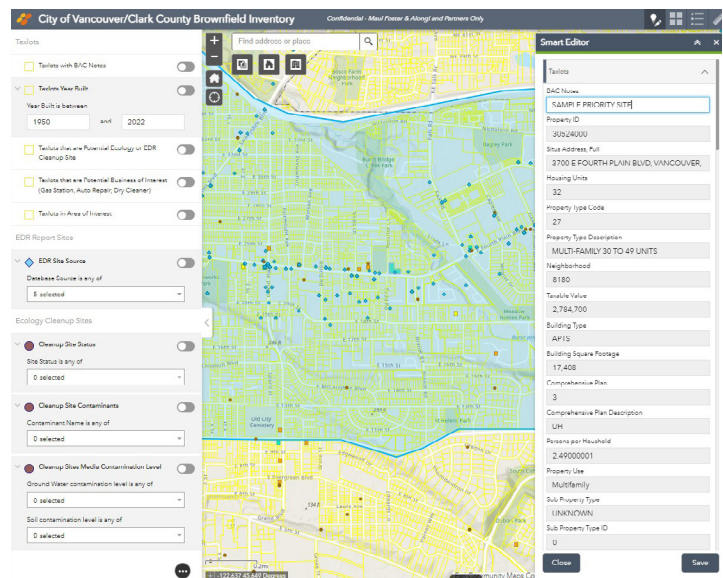


**1. Build Staff Capacity and Expertise and Facilitate the Development of a Sustainable Brownfield Program:** MFA will lead EPA grant reporting as well as meeting cross-cutting requirements. This will help free up limited coalition staff time to focus on implementing the project goals and building community connections. Our team will serve the coalition as an “extension of staff” to facilitate effective management and communication.

**2. Expand Existing Community Connections to Empower Local Organizations and Small Businesses:** The coalition has invested time and resources in building connections with its community. The five counties comprised by the coalition are dotted with small and medium-sized cities that have main streets and major legacy employers. MFA will work with the coalition partners to help these communities leverage EPA grant funds in a way that supports catalytic community development. MFA will work closely with the coalition partners to provide additional expertise to effectively engage, educate, and empower the community. We will also provide tools and consulting capacity to access and apply best practices that empower small businesses and community-based organizations to navigate environmental and real estate questions. At the end of the project, our success will be measured by our ability to build local capacity so that coalition staff, along with participating community members and organizations, gain skills and knowledge.

**3. Bring Data and Insight to the Scale and Impact of Brownfields in the Five-County Coalition Area:** MFA is an expert at using applied data analytics to determine development feasibility, support effective communication and presentation, and inform brownfield public policy initiatives. Understanding the scale and extent of brownfields in the five-county MCEDD region is a fundamental part of the assessment grant program.

Our brownfield inventories are a step beyond the typical brownfield database: MFA's inventories consider environmental risk associated with being near an EPA site, a state-listed site, or a property with suspect historical uses; and a property's redevelopment potential and the community characteristics surrounding the site. Through the collection, organization, and processing of a range of data sourced with input from the coalition partners, we develop a project-specific brownfield knowledge base to identify, prioritize, and crowdsource sites for assessment as well as to track and monitor the progress of the coalition's efforts. We also can use the knowledge base factors to incorporate unique assumptions and test outcomes for a variety of redevelopment scenarios in area-wide planning activities.



Sample: Brownfield Knowledge Base

**4. Use Grant Funds Strategically and Effectively:** Success in achieving the goals of the coalition will rely on using these funds strategically and positioning opportunities for future funding. We will use our depth of experience with funding programs and our connection to partners at the federal and state levels (EPA, Ecology, Washington Department of Commerce [Commerce], the DEQ, and Business Oregon) to position the coalition for additional funding for planning (e.g., IPG), remediation (e.g., Remedial Action Grant), and redevelopment (e.g., Commerce Revolving Loan Fund, U.S. Economic Development Administration, Business Oregon, and Commerce).

**5. Integrating Technical and Community Planning Expertise:** MFA brings industry-leading environmental assessment technical skills matched by a relationship of trust and respect from EPA and state environmental regulators and project managers. We routinely collaborate with clients, regulators, and prospective purchasers to ensure that environmental due diligence is conducted thoroughly and responsibly. We understand that the environmental work is an important means to the end goal of community and economic revitalization and must not present an obstacle by being overly complicated or contentious.

The following sections detail how MFA will leverage our experience with EPA grants and brownfield redevelopment projects to drive a coordinated coalition toward identifying, assessing, and planning for brownfield redevelopment in the five-county region. MFA will approach the project scope using the following services, means, and methods.



### Supporting Access to Affordable Housing

Our team aligns with the coalition partners' desire to provide access to attainable housing in the coalition's five-county area. Examples of how we help turn brownfields into housing opportunities include:

- MFA's ESA at a former rail station property and residence built in the 1880s contributed to our client's decision to purchase the site, reuse the building, and develop the vacant land as a community of tiny homes.
- MFA is working with the Vancouver Housing Authority and Delridge Neighborhood Development Association to develop brownfield knowledge bases to help identify brownfield sites for housing, with an eye on environmental justice and community health.
- We are supporting cities in central and eastern Washington in addressing legacy pesticide contamination to allow redevelopment of former orchard properties as housing.

## Approach to Scope of Work

### Task 1: Cooperative Agreement Oversight and Reporting

MFA will support MCEDD with general cooperative agreement compliance oversight. This will include directing, managing, and coordinating with project team members to ensure that the key project deadlines are met within budget and that key reporting documents are prepared in accordance with EPA requirements. We will create and regularly update a detailed grant budget and schedule of key activities and milestones to ensure that grant funds are tracked effectively and that both the consultant team and MCEDD are coordinating on key deadlines. Deliverables include quarterly progress reports, updates in the EPA's Assessment, Cleanup, and Redevelopment Exchange System database, and reporting to EPA program staff as needed. We have effective and proven internal templates and processes to ensure that EPA-specific milestones and reporting requirements are tracked and met efficiently and effectively.

### Task 2: Community Engagement

MFA will determine roles and responsibilities to enable coordination of community engagement activities undertaken by MCEDD and coalition partners. MFA will support MCEDD in drafting and implementing a PIP that outlines public involvement and community outreach activities to ensure that the community concerns are considered and addressed during the life of the project. These activities will include: (1) conducting public meetings to solicit community interest and provide educational information; (2) supporting a brownfield working group that will be tasked with reviewing and recommending sites to be assessed; and (3) developing and implementing effective methods of communicating information about the project, such as a website, information sheets, and social media, to the public.

The brownfield working group will assist our team in reviewing and confirming the PIP elements to ensure consistent and proven methods and approaches and identify potential involvement barriers as well as strategies to overcome them. Integrating a variety of local perspectives into the PIP will help ensure that the materials and strategies developed are culturally relevant and suit the needs of local communities that have traditionally been excluded from decision-making processes and resources.



*EPA Area-Wide Planning and Community-Wide Assessment Grant in St. Helens, Oregon*

With a dedicated professional communications team, MFA understands the impact of a thoughtful communications plan and diligent implementation of that plan. We are constantly seeking to identify stakeholders and their concerns and to use that understanding to inform engagement efforts. Some owners are reluctant to allow EPA-funded environmental assessment of their property. MFA has developed tools to directly communicate the benefits of this funding resource to owners, and more importantly, owners' staffs. A coalition brownfield grant should not be implemented in a vacuum. Through our communications plan and engagement with public partners, stakeholders, and coalition members, MFA will regularly coordinate with parties interested in leveraging these grant funds for assessment and planning.

### **Task 3: Site Inventory and Eligibility Determination**

MFA understands that the coalition has identified and prioritized approximately 275 brownfields in the five-county project area, including differentiating the sites based on priority. MFA will work with the coalition to review this initial site identification and prioritization approach. Collectively, the team will make decisions about site approval based on the criteria outlined in the prioritization approach. MFA will assist MCEDD in (1) providing tools and support in creating a brownfield property inventory, including prioritization of properties; (2) consulting with prospective private landowners and developers to encourage participation in the program; and (3) preparing and submitting eligibility determination documentation to EPA for review and approval, including coordination with the DEQ or Ecology in the case of petroleum-specific property opportunities.

### **Task 4: Site Characterization and Assessments**

At our core, MFA is an environmental services firm. Our environmental staff conduct the vast majority of our assessment and cleanup work in Washington and Oregon and are fluent in the language of state and federal regulations.

MFA will kick off with preparation of the generic quality assurance project plan (QAPP), which will provide guidance for all ESA work completed through the grant. MFA will work with EPA Region 10 and DEQ and Ecology staff to ensure compliance with all applicable federal and state requirements for the performance of site assessment work, materials management, and laboratory analysis. The QAPP will be implemented in subsequent stages by site-specific sampling and analysis plans (SAPs) and health and safety plans (HASPs) to address the unique work plan elements and the potential health risks associated with each Phase II site assessment. In addition to SAPs and HASPs, MFA will lead coordination of the federal cross-cutting evaluation to ensure that Phase II site assessment fieldwork is compliant with the Endangered Species Act and the National Historic Preservation Act (NHPA).

MFA will complete approximately 26 Phase I ESAs, 15 Phase II ESAs, and five regulated building material (RBM) surveys during the project. MFA will prepare and maintain schedules and budgets for assessment activities.



**Phase I ESAs:** Once priority sites have been determined by MCEDD and partners, MFA will work on engaging property owners, determining site eligibility, and obtaining access agreements. MFA will prepare all Phase I ESAs in compliance with ASTM International standard E1527-21, the EPA-required all appropriate inquiries standards, and 40 CFR Part 312, and will include the Reporting Requirements Checklist. Phase I ESAs identify recognized environmental concerns based on historical records, a site walk, and interviews with the current and past owners. Each Phase I includes clear next steps for additional analysis of the site, if required.

**Phase II ESAs and RBM Surveys:** MFA will perform a Phase II ESA on priority sites in accordance with the ASTM standard, focusing on sampling and analysis of the environmental concerns identified in the Phase I ESA. MFA recognizes that Phase II scopes can vary in cost and complexity, depending on the size of the site and the nature and extent of the environmental concerns. For each Phase II ESA, MFA will prepare a SAP that includes a detailed scope of work tailored to the individual needs of and concerns at each site. The SAP includes each element required for EPA and DEQ or Ecology approval of the Phase II ESA, including SAP, HASP, and site-specific QAPP elements, along with evidence of Endangered Species Act and NHPA Section 106 compliance. MFA employs a “focused Phase II” approach in which the scope of the Phase II SAP is determined based on the environmental conditions observed in the Phase I (or on a review of historical records) and the anticipated use of the assessment. We tailor the SAP to meet the condition of the site, developing a conceptual site model to identify the contaminants of concern and the media (soil, groundwater, building material). The conceptual site model allows us to tailor the sampling scale, type, and focus to meet the anticipated level of impact from contamination on the site.

### **Task 5: Reuse Planning**

MFA will complete site-specific cleanup and redevelopment planning documents, including up to two (2) area-wide plans to address areas with significant redevelopment impediments and up to five (5) ABCA documents.

MFA will work with MCEDD, property owners, prospective purchasers, and other stakeholders to determine likely cleanup alternatives. To streamline cleanup, we will assist responsible parties with navigating the DEQ’s and Ecology’s cleanup programs. The MFA team will work in coordination with MCEDD to identify five priority sites that are best suited for development of cleanup strategies in terms of readiness to implement remedial action, available funding, and the greatest return on investment based on MCEDD and partner priorities. Our approach recognizes that suitable sites likely will have to meet multifactorial criteria associated with their redevelopment and the impact of that redevelopment.

For the selected high-priority sites, MFA will prepare an ABCA to evaluate the technical, environmental, and economic impacts of available alternatives for site remediation. This will include identifying potential cleanup actions and selecting the optimum alternative, following specified criteria including effectiveness, permanence, risk, and estimated costs. The ABCA will direct decision making for subsequent steps in cleanup action planning and is a component of federal funding applications. ABCAs will include the cleanup standards to be achieved and any institutional, land use, or engineering controls that will be required as part of the cleanup. Before cleanup begins, any ABCA prepared for a site will be (1) reviewed and approved by Ecology or the DEQ, and (2) undergo public comment. After the ABCA public notice and comment period, the coalition will work with Ecology or the DEQ in documenting any comments received, along with responses and results (such as incorporating changes in the plans). In addition, MFA will conduct a variety of marketing and community outreach activities to solicit input and generate redevelopment options related to specific properties. MFA will also assist in the negotiation of brownfield agreements with state and federal regulatory agencies.

Area-wide and final cleanup plans focus on positioning a site for redevelopment. The EPA CWA grant program allows for a large degree of flexibility in the application of the area-wide task. Typical task elements that MFA has employed on other projects include evaluating the existing conditions to identify opportunities and constraints, such as infrastructure availability, environmental conditions, and regulatory standards; an analysis of local real estate market conditions to identify what future uses may be beneficial; community-based visioning to develop a coherent, shared, and actionable redevelopment plan; and conceptual site design to test out different redevelopment alternatives and visually communicate a site reuse vision. Area-wide and final cleanup plans typically culminate in a conceptual site plan that integrates remediation needs for the property and an implementation plan that outlines next steps and investment to catalyze redevelopment.

MFA views EPA grants as an entrée to additional state and federal funding, whether for additional assessment, cleanup, planning, or construction. As we conduct our planning work, we are always thinking about additional funding sources that can advance the project, and we leverage our experience developing funding strategies for local governments and our relationships with funding agencies.

## 4. Project Budget

The budget table below represents our preliminary assumption for budget and staff time allocation based on information made available to us. The preliminary cost estimate was developed based on our understanding and the level of effort outlined. We look forward to subsequent conversations with MCEDD staff to refine and allocate time and resources to best fit the objectives of the coalition grant partners.

MFA Staff	Rate	Task 1 Project Mgmt and Reporting		Task 2 Community Engagement		Task 3 Site Inventory and Characterization		Task 4 Planning		Total
		Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	
PM: Emily Hess	\$195	80	\$15,600	12	\$2,340	100	\$19,500	10	\$1,950	\$39,390
PIC: Merideth D'Andrea	\$250	16	\$4,000			100	\$25,000			\$29,000
Planning: Seth Otto	\$245			8	\$1,960			40	\$9,800	\$11,760
Comms: Abbi Russell	\$225			40	\$9,000					\$9,000
Env: Meaghan Pollock	\$170					200	\$34,000			\$34,000
GIS: Jennifer Elstrott	\$165					100	\$16,500			\$16,500
Planning: Matt Hoffman	\$220							80	\$17,600	\$17,600
Eng: Josh Elliott	\$225							40	\$9,000	\$9,000
Staff Chemist	\$155					200	\$31,000			\$31,000
Staff Planner	\$155							400	\$62,000	\$62,000
Staff Geologist	\$145					2,000	\$290,000			\$261,000
Staff Engineer	\$145							550	\$79,750	\$79,750
Staff Comms Specialist	\$150			100	\$15,000					\$15,000
Admin/Copy Edit	\$115	34	\$3,910			100	\$11,500	40	\$4,600	\$20,010
<b>MFA Labor Subtotal</b>		<b>130</b>	<b>\$23,510</b>	<b>160</b>	<b>\$28,300</b>	<b>2,800</b>	<b>\$427,500</b>	<b>1,160</b>	<b>\$184,700</b>	<b>\$664,010</b>

<b>MFA Direct Expenses (Travel, Equipment)</b>			<b>\$490</b>		<b>\$1,700</b>		<b>\$16,600</b>		<b>\$3,800</b>	<b>\$22,590</b>
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Investigation Subcontractor Expenses (Task 3)	
EDR Phase I ESA Research (\$400 for Phase I ESA [26])	\$10,400
Locating, Geophysical, Waste Disposal Services (\$1,500 for Phase II ESA [15])	\$22,500
Drilling Services (\$4,000 for Phase II ESA [15])	\$60,000
Phase II ESA Lab Testing (\$5,000 for Phase II ESA [15])	\$75,000
Regulated Building Material Survey Lab Testing (\$1,000 for RBM [5])	\$5,000
<b>Investigation Subcontractor Subtotal</b>	<b>\$172,900</b>

<b>TOTAL BUDGET</b>	<b>Task 1: \$24,000</b>	<b>Task 2: \$30,000</b>	<b>Task 3: \$617,000</b>	<b>Task 4: \$188,500</b>	<b>\$859,500</b>
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# **Appendix A**

## Résumés



mdandrea@maulfoster.com  
503.501.5216

#### Qualifications

- BS, Geology:  
University of Oregon

#### Licenses/Registration

- Registered Geologist:  
Oregon, No. G1979
- Licensed Geologist:  
Washington, No. 2752
- Professional Geologist:  
Idaho, No. PGL-1396

#### Certifications

- 40-Hour HAZWOPER Training
- First Aid and CPR Training
- Hazardous Material Incident  
Response Refresher

# Merideth D'Andrea, RG, LG, PG

## PRINCIPAL GEOLOGIST

Ms. D'Andrea has over 20 years of geologic and environmental consulting experience supporting community-improving projects and working collaboratively with clients and regulatory agency personnel to get sites back into productive use. She is the MFA lead for sustainability initiatives, and she is passionate about incorporating these into project approach. She has conducted multimedia investigations at dry-cleaning sites, wood-treating facilities, aggregate mining sites, solid waste facilities, petroleum-contaminated sites, pesticide and herbicide facilities, and other hazardous waste sites. Ms. D'Andrea has in-depth knowledge of Oregon environmental regulations as well as federal and state processes required by the Endangered Species Act and the state historic preservation offices. She has extensive experience with Phase I/II environmental site assessment due diligence and contaminant delineation and mitigation in support of redevelopment. She oversees investigation and cleanup projects for affordable housing redevelopment and for EPA-funded brownfield projects for municipal clients. Ms. D'Andrea also led MFA's team in large-scale efforts associated with the Oregon wildfire cleanup efforts.

## RELEVANT PROJECTS

### **Phase I Environmental Site Assessments for the City of Lincoln City, Oregon**

Ms. D'Andrea has performed or overseen the preparation of ten separate Phase I ESAs for the city over the span of a few years in support of potential property transactions and the city's hope for beneficial reuse. Some of those properties led to a Phase II ESA investigation to evaluate potential risks and the development of a CMMP to manage risk during redevelopment. The sites include a former gas station property that is being redeveloped as affordable housing, and a former elementary school that the city and parks department plans to redevelop as a community park.

### **Community-Wide Brownfield Assessment, City of Beaverton, Oregon**

Ms. D'Andrea was the senior geologist on the consultant team, supporting the city in implementation of its community-wide brownfield program. She coordinated and managed Phase II environmental site assessments for strategic properties in the city's enterprise zone. Ms. D'Andrea's responsibilities included researching historical documents, preparing scopes and budgets for performing multimedia investigations (soil, groundwater, vapor, etc.), preparing final Phase II summary reports, and coordinating with the EPA and DEQ project managers. In addition, Ms. D'Andrea supported the

# Merideth D'Andrea, RG, LG, PG

city and EPA in meeting site assessment requirements of the State Historic Preservation Office and the Endangered Species Act.

## **Community-Wide Brownfield Assessment, City of Oregon City, Oregon**

Ms. D'Andrea served as the senior geologist on the consultant team supporting Metro in implementation of its community-wide brownfield program, specifically on a former industrial paper mill site in Oregon City. Ms. D'Andrea coordinated and managed the subsurface media investigations. Her responsibilities included researching historical documents, preparing scopes and budgets for multimedia investigations (soil, groundwater, vapor, etc.), preparing final Phase I/Phase II environmental site assessment summary reports, and presenting results to the client team.

## **Community-Wide Brownfield Assessment, City of St. Helens, Oregon**

Ms. D'Andrea was the senior geologist on the consultant team supporting the city in implementation of its community-wide brownfield program. Ms. D'Andrea's responsibilities included researching historical documents, preparing scopes and budgets for multimedia investigations (soil, groundwater, vapor, etc.), preparing final Phase II environmental site assessment summary reports, and coordinating with the EPA and DEQ project managers.

## **Brownfield Coalition Assessment, Chelan Douglas Regional Port Authority, Washington**

After helping the port write a successful \$600,000 EPA Brownfield Coalition Assessment Grant application, MFA is leading the implementation of the project to facilitate public engagement, create an inventory of priority brownfields sites in the region, and begin assessment and cleanup planning work to facilitate redevelopment of strategic properties. Ms. D'Andrea is the principal geologist on the project team responsible for providing technical support in development of site assessment work plans, data evaluation, and site assessment (Phase I/II) summary reports.

## **Community-Wide Brownfield Assessment, Skamania County, Washington**

Ms. D'Andrea is the principal geologist on the consultant team supporting the county in implementation of its community-wide brownfield program. MFA is currently working on multiple assessments for petroleum and hazardous materials on key catalyst sites in the project area. Ms. D'Andrea's responsibilities include providing technical support to develop multimedia investigation (soil, groundwater, vapor, etc.) work plans, data evaluation and screening, preparation of environmental site assessment (Phase I/II) summary reports, and coordinating with Ecology project managers.

## **Community Partners for Affordable Housing, Portland, Oregon**

Ms. D'Andrea is the principal geologist for an affordable housing renovation project in downtown Portland. As part of the redevelopment efforts, MFA conducted a Phase I environmental site assessment to help support property acquisition. Multiple environmental issues were identified, and a Phase II ESA was subsequently conducted. Based on the results of the Phase II, MFA prepared a remedial action scope of work, which included the decommissioning of an underground heating oil tank and the abatement of asbestos-containing materials located throughout the interior of the building and in and on the roof. MFA facilitated the implementation of the remedial action activities at the property (by providing fieldwork preparation and subcontractor coordination, followed by remedial action activity oversight), and authored a remedial action completion report. MFA coordinated with CPAH, the owner's representatives, and the general contractor to ensure that the remedial action activities were conducted as intended.



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#### Qualifications

- MS, Geology:  
Portland State University
- Engineering Geology Graduate  
Certificate:  
Portland State University
- BS, Chemistry:  
University of Washington
- BA, Anthropology:  
University of Washington
- BS, Earth Science:  
Portland State University

#### Licenses/Registrations

- Licensed Hydrogeologist:  
Washington, No. 3211
- Registered Geologist: Oregon,  
No. G2366

#### Certifications

- 40-Hour HAZWOPER Training

# Emily Hess, LHG, RG

## SENIOR HYDROGEOLOGIST

Ms. Hess has nine years of diverse environmental consulting experience supporting public and private industry clients to enable practical and cost-efficient development by providing strategic solutions to environmental problems. She has managed environmental site assessment (ESA), characterization, and remediation as well as grant-funded brownfield development projects for a wide range of cleanup sites, including forest industry, mining, petroleum, and solid waste.

Ms. Hess excels at fieldwork execution, interpretation of data, budget planning and administration, client-focused project management from start to finish, environmental compliance, and redevelopment considerations to maximize efficiency. She works often with regulatory agency personnel and has experience assisting clients with compliance with local, state, and federal regulations. Her fieldwork background includes geologic logging of subsurface materials; soil, soil vapor, air, groundwater, and stormwater sampling; site characterization; and archaeological excavations.

## RELEVANT PROJECTS

### **Community-wide Brownfield Assessment, Vancouver, WA**

Ms. Hess serves as the project manager supporting the City of Vancouver, in coalition with the Vancouver Housing Authority and Clark County Public Health, in implementation of its EPA-funded community-wide brownfield program. She manages Phase I/II ESAs, planning, and ABCAs for strategic properties vital to further local subarea revitalization, economic development, environmental protection, and housing goals. Ms. Hess's responsibilities include coordinating with EPA and Washington Department of Ecology project managers, property owners, and the City's brownfield advisory committee.

### **Community-wide Brownfield Assessment, Skamania County, WA**

Ms. Hess served as the project geologist supporting Skamania County in implementation of its EPA-funded community-wide brownfield program. Ms. Hess managed Phase I/II ESAs and planning activities for strategic properties vital to achieving the County's economic development goals.

### **Phase II ESA, Willamette Falls—Future Redevelopment and Public Space, Oregon City, OR**

Through Metro's Brownfields Program, Ms. Hess conducted a Phase II ESA of the former Blue Heron Paper Company, a property that contains 23 acres and more than 35 buildings. This property has a colorful history of commercial and industrial uses, including paper-manufacturing, a woolen mill, a flour mill, a sawmill, a tannery, numerous laundries, an auto-repair garage, residences, and office and retail facilities. Ms. Hess oversaw all field investigation activities, including the collection of soil and groundwater samples, and assisted in the reporting and analysis of environmental findings. Her responsibilities also included performing historical document research and preparing scopes and budgets for assessment investigations.

# Emily Hess, LHG, RG

## **Remedial Investigation and Feasibility Study for a Former Lumber Mill, Aberdeen, Washington**

Ms. Hess is the project manager for a former lumber mill site owned by Grays Harbor Historical Seaport Authority. She developed sampling and analysis plans for identifying and characterizing historical contamination at the upland and in-water portions of the site and assisted in the development of reports documenting investigation findings. An upland and sediment RI and FS funded by a Remedial Action Grant are being conducted under the direction of the Washington State departments of Ecology and Natural Resources. As part of the characterization effort, remedial actions protective of human and ecological receptors at the site are being developed through an Agreed Order with Ecology. In addition to potential environmental concerns, cultural, biological, and historical resources are being assessed to support cleanup and redevelopment of the waterfront property.

## **Phase I ESA for Numerous Properties, Oregon, Washington, Wisconsin, and California**

Consistent with the ASTM E1527-13 and E1527i-21 protocol, Ms. Hess has conducted over 40 Phase I environmental site assessments for several types of properties to identify potential liabilities associated with recognized environmental conditions. These properties have included retail fueling facilities, agricultural properties, retail properties, timberlands, former industrial facilities, commercial properties, and residential properties.

## **Phase II ESA for Numerous Properties, Oregon, Washington, and California**

Ms. Hess conducted numerous Phase II ESAs for a variety of facilities. These assessments included drilling using direct-push methods, as well as the collection of reconnaissance soil, groundwater, and soil vapor samples. Ms. Hess assisted in completing the investigation reports summarizing the results, field procedures, and findings to provide input for future investigations at the site.

## **Heating-Oil-Tank Decommissioning for an Aviation Facility, Portland, Oregon**

Ms. Hess provided field support for a heating-oil-tank decommissioning project. A construction contractor encountered a heating-oil tank on the north side of the airfield at the Portland International Airport. A release was identified during the decommissioning activities and was reported to the Oregon DEQ. MFA completed the decommissioning, contaminated-soil excavation, and soil/groundwater sampling. The DEQ issued a No Further Action letter following review of the risk-based closure certification package. This work was completed as a time-critical response to minimize the potential for impacts to the construction project schedule.

## **Remedy Monitoring and Source Control Investigation at an Aluminum-Extruding and -Anodizing Facility, Portland, Oregon**

Ms. Hess serves as the project manager for the remedy monitoring and source control investigation for this industrial facility adjacent to the Columbia Slough. Contaminants of interest are metals; it was discovered through the field investigations that a caustic release to former metal sludge ponds had increased pH and was mobilizing some of the metals. Ms. Hess conducted groundwater monitoring to evaluate the effectiveness of the remedial action implemented at the site. She assisted in the preparation of a soil, groundwater, and stormwater source control investigation report and a stormwater mass loading evaluation, achieving the goal of a source control decision and a No Further Action determination from the Oregon DEQ.

## **Sports Complex Development on a Former Landfill, Astoria, Oregon**

Ms. Hess assisted with the preparation of documents for closure and conducted environmental monitoring fieldwork for a former city landfill being redeveloped as a multiuse sports complex. The fieldwork included monitoring landfill gases with a LANDTEC GEM 2000 following closure of the landfill; Ms. Hess assisted with the preparation of the post-closure operation and maintenance plan as well as the environmental monitoring plan, the implementation of which will evaluate whether engineering controls remain effective. Ms. Hess prepared the annual environmental monitoring reports to satisfy the reporting requirements of the solid waste permit.



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#### Qualifications

- MS, Community and Regional Planning:  
University of Texas at Austin,  
School of Architecture
- Fulbright Fellowship:  
La Paz, Bolivia
- BA, Sociology and Spanish:  
Linfield College

#### Professional Certifications

- American Institute of Certified Planners (AICP)
- Leadership in Energy and Environmental Design Accredited Professional (LEED AP)

#### Affiliations and Activities

- American Planning Association
- Urban Land Institute
- Northwest Environmental Business Council

# Seth Otto, AICP, LEED AP

## PRINCIPAL PLANNER

Mr. Otto has over twenty years of experience in land use planning, community development, public policy, and sustainability. He leads MFA's land use planning and brownfield practice in Oregon and Washington, managing complex projects for municipal clients. His attention to detail, familiarity with reporting requirements, communication skills, and collaborative approach are valued by clients.

Mr. Otto is engaged in redevelopment planning for brownfield and underutilized properties around the Pacific Northwest for both public and private clients. He regularly supports project funding strategies and has written successful grant applications to state and federal agencies. Mr. Otto recently managed several policy research studies focused on the scale and impact of brownfield properties on local and statewide levels. He has also worked as a consultant on a wide variety of development and public improvement projects—from conceptual design and feasibility through design development and land use entitlement. As a land use planner, Mr. Otto has experience in the master planning of large-scale industrial and mixed-use projects. He has led green building workshops and managed the sustainability compliance, including LEED certification, of several significant national and international projects with large multinational design teams.

## RELEVANT PROJECTS

### **EPA Community-wide Assessment, Skamania County, WA**

Mr. Otto is project manager of the consultant team supporting the city in implementation of its community-wide brownfield program. The project has included development of an extensive brownfield site inventory, convening a community advisory task force, and community outreach focused on business groups in the urban areas of the County. The program has also provided Phase I and Phase II environmental site assessments for strategic properties.

### **EPA Community-wide Assessment, City of St. Helens, OR**

Mr. Otto was the project manager of the consultant team supporting the city in implementation of its community-wide brownfield program. The project included development of an extensive brownfield site inventory, convening a community advisory task force, and targeted community outreach. The program completed Phase I and Phase II environmental site assessments for strategic properties in the city's historic downtown and priority industrial properties.

### **EPA Community-wide Assessment, City of Beaverton, OR**

Mr. Otto was the project manager of the consultant team supporting the city in implementation of its community-wide brownfield program. The project



# Seth Otto, AICP, LEED AP

included development of an extensive brownfield site inventory, convening a community advisory task force, and broad community outreach. The program completed Phase I and Phase II environmental site assessments for strategic properties in the city's enterprise zone.

## **Lower Grand Employment Area, EPA Area-wide, City of Vancouver, WA**

Mr. Otto was the project manager supporting the city in a focused planning effort to evaluate strategic improvements to the public infrastructure to catalyze growth in an underperforming industrial area. The project included market assessment, existing conditions analysis, and conceptual design. Mr. Otto facilitated two targeted stakeholder workshops with business property owners. The project provided the city with a roadmap for identifying and acquiring funding to implement the public improvements.

## **Waterfront EPA Area-Wide Plan, City of St. Helens, OR**

Mr. Otto was the project manager directing a multidisciplinary team to evaluate redevelopment opportunities for a former plywood mill site on the City's historic waterfront. The project included existing conditions analysis, large-scale community engagement around future use visioning, and the preparation of a framework plan to guide implementation.

## **Leichner Campus Master Plan, Vancouver, WA**

Mr. Otto was the project manager of a multidisciplinary team supporting the county in redeveloping the master plan for a large area of county-owned land for industrial and employment-related uses. The area also included a closed municipal landfill subject to an agreed order with the Washington State Department of Ecology. The master plan process considered reuse options and provided a disposition strategy for the county to follow in bringing the property to market.

## **Grant Writing for Waterfront Redevelopment, St. Helens, OR**

Mr. Otto has supported the city in writing two successful grant applications to obtain funding for the master plan of a large area of significant waterfront property that includes current and former industrial uses. The project will focus on redevelopment planning, including market assessment, existing conditions analysis, site planning, stakeholder facilitation, and community outreach.

## **Oregon Brownfield Impact Study, Oregon**

Mr. Otto served as project manager of the MFA team supporting statewide analysis of brownfield properties. The project was funded through the state business development department and was intended to review the return on investment from state brownfield-focused programs. The MFA team provided research support and directed the development of a much-needed statewide inventory of brownfield sites. Mr. Otto supported the development of findings and recommendations, which have been critical for the development of policy proposals presented to the Oregon state legislature in 2015.

## **Portland Brownfield Assessment, City of Portland, OR**

Mr. Otto served as project manager of a multidisciplinary team that completed a policy study designed to examine the economic, environmental, and social impacts of brownfield properties in Portland, and review policy options for increasing the rate of brownfield redevelopment. The results of the effort will complement the city's Comprehensive Plan Update by helping to plan for long-term growth within the Urban Growth Boundary, meet increasing demand for developable land, and promote opportunities for infill development. Economic and financial factors were also considered in order to quantify the costs and benefits associated with targeted brownfield redevelopment.



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#### Education

- BS, Geology  
Western Washington University
- MS, Geology  
Iowa State University

#### Licenses

- Licensed Geologist: Washington,  
No. 21000260
- Registered Geologist: Oregon,  
No. G2639

#### Certifications

- 40-Hour HAZWOPER Training
- Adult First Aid, CPR, and AED  
Training
- Washington State CESCL
- Certified UST Assessor,  
Washington
- Heating Oil Tank Supervisor,  
Oregon
- Certified Small Water System  
Operator, Oregon

# Meaghan Pollock, LG, RG

## PROJECT GEOLOGIST

Ms. Pollock has worked in environmental consulting since 2017 and has experience working with state, federal, municipal, and private industrial clients. She designs and leads site investigations and excels at project management. She has performed Phase I and II environmental site assessments in accordance with ASTM International standards and has conducted investigations at petroleum-contaminated sites, mining sites, dry cleaner sites, wood-treating facilities, lumber mills, and other hazardous waste sites. Her fieldwork experience includes geologic mapping; site reconnaissance; soil, groundwater, stormwater, and sediment sampling consistent with federal and state standards; oversight of well installation, development, and decommissioning; and subcontractor oversight.

## RELEVANT PROJECTS

### **Community-Wide Brownfield Assessment, Skamania County, Washington**

Ms. Pollock has assisted Skamania County in implementation of its community-wide brownfield program overseen and funded through EPA's Community Wide Assessment Grant. Ms. Pollock completed Phase I and Phase II environmental site assessments for strategic properties to be redeveloped. Ms. Pollock's responsibilities included performing researching historical documents; preparing scopes and budgets for and conducting subsurface investigations (soil, groundwater, etc.); and preparing Phase I and Phase II ESA reports.

### **Phase I and II Environmental Site Assessments for Numerous Properties, Washington and Oregon**

Ms. Pollock has managed, and provided technical environmental expertise on, Phase I and II ESAs for a wide variety of properties, ranging from vacant commercial lots to large industrial properties to former coal mines. The ESAs are prepared to meet the ASTM International 1527-13 and 1527-21 standards and each client's individual needs. The Phase II ESA investigations included drilling using direct-push methods, as well as the collection of reconnaissance soil, groundwater, and soil vapor samples. The limited budgets require strategic evaluations that demand focused efforts to provide sufficient information to support evaluation of risk and meet the applicable standards.

### **Environmental Assessment for Former Commercial Facility, Edmonds, Washington**

Ms. Pollock is the project manager for an environmental assessment of this former commercial facility. The assessment work is funded by an EPA State and Tribal Response Program Grant with oversight from Ecology. Ms. Pollock has prepared cost estimates, procured subcontractors, and prepared technical reports for Ecology. She prepared memoranda compliant with Section 7 of the

# Meaghan Pollock, LG, RG

Federal Endangered Species Act and Section 106 of the National Historic Preservation Act requirements. The project's field activities have included environmental drilling and a hazardous building materials survey. Additional work will include an analysis of brownfield cleanup alternatives and the preparation of a community involvement plan. This work is being conducted to inform a property purchase for the construction of a new fire station.

## **Environmental Assessment for Berry Farm Operations Area, Troutdale, Oregon**

Ms. Pollock is the project manager for an environmental assessment of a former berry farm operations area and historical dairy farm. She worked with the DEQ to enroll the client in the Voluntary Cleanup Program, prepared a work plan for DEQ review and concurrence, and has facilitated multiple phases of environmental assessment that have included incremental sampling methodology for soil and environmental borings for collection of soil and groundwater.

## **Vapor Intrusion Source Evaluation and Mitigation at a Dry-Cleaning Facility, Vancouver, Washington**

Ms. Pollock is the project manager for environmental investigations and technical assistance at an active dry-cleaning facility with chlorinated solvents in soil, soil gas, and indoor air. Her support has included urgent response to received analytical data, including rapid communications with the client, tenant, and Ecology; and implementing interim remedial actions to mitigate risks to human health and the environment. She works to identify and implement mitigation strategies; prepares technical reports; and coordinates with subcontractors, the client, and Ecology.

## **Environmental Assessment for Right-of-Way Realignment, Stevenson, Washington**

Ms. Pollock is the project manager for an environmental assessment for a right-of-way realignment project within city limits. Ms. Pollock has prepared cost estimates, procured subcontractors, obtained right-of-way permits from the authorizing municipality, and engaged regularly with the client and Ecology. The assessment included the analysis of soil and groundwater samples for petroleum compounds, metals, and volatile organic compounds. Ms. Pollock helped prepare the assessment report and focused feasibility study for the realignment area. The assessment findings will support development of a contaminated media management plan that will help inform client decisions during construction.

## **Field Activity and Remedial Action Support for a Former Industrial Facility, The Dalles, Oregon**

Ms. Pollock supported various activities related to a former Superfund site in Oregon. The property has been subjected to more than 50 years of industrial activity and more than 20 years of regulatory oversight. Ms. Pollock shared responsibility for the facility's former small water system. Ms. Pollock also conducted oversight of construction projects and ensured that work was conducted in compliance with the contaminated media management plan.

## **Remedial Investigation and Feasibility Study of a Former Lumber Mill, Aberdeen, Washington**

An upland and sediment RI and FS funded by a Remedial Action Grant are being conducted under the direction of Ecology and the Department of Natural Resources. Ms. Pollock helped prepare and implement the sampling work plan for remedial investigation at the upland and in-water portions of the site. Ms. Pollock has assisted with the preparation of the in-water and upland RI reports, including working with and presenting findings of the RIs to regulatory personnel. As part of the characterization efforts, remedial actions protective of human and ecological receptors at the site are being developed through an Agreed Order with Ecology. In addition to potential environmental concerns, cultural, biological, and historical resources are being assessed to support cleanup and redevelopment of the waterfront property.



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#### Qualifications

- MS, Environmental Science and Policy:  
Johns Hopkins University
- Graduate Certificate, Geographic Information Systems:  
Johns Hopkins University
- BS, Geography:  
Portland State University

# Jennifer Elstrott

## GIS ANALYST

Ms. Elstrott has five years of experience in the geospatial field and an academic background in geographic information systems and environmental science. She plays an instrumental role in analysis, planning, and communications for a variety of projects including brownfield inventories, siting analysis, web application development, and demographic analysis.

As a detail-oriented GIS practitioner, Ms. Elstrott employs technical problem-solving skills to develop highly effective geospatial analytical methodologies to meet client needs. Her GIS capabilities include geospatial data analysis, geodatabase design and management, web mapping application design, and data processing automation in Alteryx.

## RELEVANT PROJECTS

### **Brownfield Knowledge Base, Vancouver Housing Authority, Clark County, Washington**

MFA developed a web-based platform that the Vancouver Housing Authority (VHA) will use to identify and prioritize potential brownfield properties for affordable housing development along transit corridors. Ms. Elstrott led the data analytics and creation of a Brownfield-Affordable Housing Knowledge Base that captures federal- and state-listed facilities along with sites that may be brownfields based on land use and existing business locations. It uses zoning, assessor, demographic, school, utility, community services, environmental features, and environmental justice indicator data to identify areas where residential development is permitted and where affordable housing is suitable. The application includes interactive filtering and querying and data export options, as well as client input notes and priority ratings for properties of interest.

### **Housing Development Knowledge Base Platform, Housing Development Consortium, Puget Sound, Washington**

Ms. Elstrott led the technical development of a web-based application that serves as a knowledge base that leverages readily available public data, third-party data, and curated community data to evaluate and prioritize potential strategies to encourage equitable housing in 60 high-capacity transit station areas throughout Pierce, King, and Snohomish counties. In collaboration with MFA's planning team, Ms. Elstrott managed geospatial data in ArcGIS, performed analytics automation and workflow design in Alteryx, and developed the web application in ArcGIS Online and Tableau.

### **Brownfield Knowledge Base, Port of Bellingham, Whatcom County, Washington**

MFA is developing a web-based platform that the Port of Bellingham and its partners will use to identify and prioritize potential brownfield properties for affordable housing development. Ms. Elstrott led the data analytics and development of a web-based Brownfield-Affordable Housing Knowledge Base application that captures federal- and

# Jennifer Elstrott

state-listed facilities along with sites that may be brownfields based on land use and existing business locations. It also uses additional land use, assessor, demographic, school, and health indicator data in tandem with the affordable housing work group input to identify areas where residential development is permitted and where affordable housing is suitable. MFA identified 25 potential brownfield sites that may be suitable for affordable housing using funding from the Washington Department of Ecology Affordable Housing Cleanup Grant program.

## **Underutilized Property Survey, City of Lincoln City, Oregon**

Ms. Elstrott employed Lincoln County Assessor data and Oregon DEQ cleanup site data to create an inventory of underutilized properties in Lincoln City. She worked collaboratively with city staff to identify criteria that define the highest-priority sites for assessment, remediation, and redevelopment. She created an interactive web mapping application to track work throughout the project, which allowed users to filter properties by attributes and enter additional data about sites. She conducted virtual windshield surveys using Google Earth to characterize suspect underutilized properties and presented methodology and findings to the city council.

## **Statewide Brownfields Inventory, Oregon Metro, Portland, Oregon**

Ms. Elstrott leveraged DEQ data about LUSTs and environmental cleanup sites to define brownfields throughout the state for which redevelopment may be feasible. She coordinated data transfers with counties throughout the state to obtain parcel value data and geocoded DEQ data. She designed GIS and Alteryx analysis workflows to clean and standardize many disparate datasets and integrate them into a concise brownfields inventory. She created a web application for clients to explore the brownfields data interactively and so they could filter the features based on a variety of attributes.

## **Whitman County Parcel Construction, Whitman County, Washington**

Ms. Elstrott is the lead analyst supporting a multiyear project for Whitman County to build their first GIS-based dataset. Over 40,000 parcels are being generated using industry best practices based on PLSS, survey, and as-built data. Ms. Elstrott designed and maintains the parcel creation workflow, trains staff members, and performs quality assurance reviews for parcel data. She created a workflow to automate updates to the in-progress parcel layer, which is used in a client-facing web application to track project progress.

## **Displacement Risk Analysis, City of Spokane Valley, Spokane Valley, Washington**

MFA is helping the City of Spokane Valley develop a Housing Action Plan to encourage the delivery of needed housing types in appropriate locations while protecting residents. Ms. Elstrott created a housing displacement risk index by overlaying six demographic and socioeconomic factors most indicative of displacement risk. She used Alteryx analysis workflows to derive these indicators from the Census Bureau's ACS data and standardized the data to a common risk index in ArcGIS. Ms. Elstrott created a web mapping application for the city to visualize and interact with the resulting data.

## **Competitive and Demographic Market Assessment, Confidential Client**

A client interested in the market potential for a new facility hired MFA to analyze the existing market conditions and demographic makeup of their area of interest. Ms. Elstrott worked with the client to establish the study area, identify competitors, and narrow criteria for potential site locations. To assess the current housing makeup and target demographics, she analyzed home value and size, recent construction permits, proportion of single and multifamily units, and she created a demographic profile for the study area. Ms. Elstrott assessed the current supply distribution for the client's products by mapping sources of various product types and major supply routes to the study area. She summarized her findings in a report detailing the methodology and including visualizations from the analysis.

## **Climate Change Initiative, The Nature Conservancy, Portland, Oregon**

Ms. Elstrott used her environmental science background to research climate change resiliency data from The Nature Conservancy and helped provide guidance for integrating the data into land prioritization analysis for multiple land trusts. She created a Python script to automate the interpolation of climate resiliency data and recalculate resiliency ratings based on the client's desired geography.



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#### Qualifications

- M Eng, Civil and Environmental Engineering:  
Portland State University
- BS, Biology:  
Portland State University

#### Licenses/Registrations

- Professional Civil Engineer,  
Oregon, No. 79060PE
- Professional Civil Engineer,  
Washington, No. 50320

#### Certifications

- 40-Hour HAZWOPER and 8-Hour Refresher Training
- FAA Remote Pilot, No. 4409652.

# Joshua Elliott, PE

## SENIOR ENGINEER

Mr. Elliott has 16 years of civil and environmental engineering consulting experience, including environmental site remediation design; habitat restoration design; hydrologic and hydraulic modeling; environmental permitting; stormwater and wastewater conveyance and treatment design; solid waste services; site layout, grading, and paving design; and construction administration. Mr. Elliott is an experienced project manager who has guided several large and complex projects through design to completion. Mr. Elliott takes pride in his work to enhance communities and improve the health of our environment.

## RELEVANT PROJECTS

### Remedial Design and Environmental Permitting for a Utility Company, Eugene, Oregon

Mr. Elliott was the design engineer for the remediation of a former manufactured gas plant site. The remediation included two design efforts: upland remediation and riverbank biostabilization. The upland remediation required the excavation and off-site disposal of highly concentrated MGP residuals associated with former plant structures, as identified in the Record of Decision. The upland remediation design also included extension of the existing asphalt cap to cover the entire site and the design of a vegetated stormwater treatment facility to treat stormwater from this new impervious area. The bank stabilization design effort included hydraulic analysis of the Willamette River along the site, using HEC-RAS, and the prediction of anticipated scour conditions on and adjacent to the bank under a range of flows. The bank stabilization design included the use of a reinforced bank toe along with a densely planted vegetative matrix extending upslope into a disturbed upland bench. The application of a bioengineered design solution provides long-term bank stability and enhanced riparian habitat. Mr. Elliott was the lead for federal and state permitting of the bank stabilization design, which included a Joint Permit Application. Construction was completed in fall 2019 and the site was purchased by the City of Eugene in 2021. The City of Eugene is currently constructing an intersection and parking area at the site for which MFA is providing environmental assistance/construction oversight.

### Sediment Remediation Design for the Oregon Department of Environmental Quality, Portland, Oregon

Mr. Elliott is the project manager for design and permitting of the remediation of polychlorinated biphenyls and lime-contaminated sediment in the Columbia Slough at the Pacific Carbide site. The remedial alternative selected by the DEQ includes the placement of an organoclay reactive core mat over more-impacted sediments and the placement of an amended sand cap over less-impacted sediments. Cap placement will require mitigation for fill in the

# Joshua Elliott, PE

floodplain by shoreline excavation and riparian corridor habitat restoration. The 90% design has been completed and construction is expected in summer 2024.

## **Remedial Design and Construction Oversight for a Port Authority, Ridgefield, Washington**

Mr. Elliott prepared a feasibility study, work plan, permit documents, and final design bid documents for remediation of a former wood-treating site impacted primarily with pentachlorophenol, metals, and dioxins. The project included excavation and off-site disposal of over 5,000 cubic yards of highly contaminated soil, regrading and placement of a clean soil cap over 21 acres of the site, building demolition, concrete slab processing, replacement of the existing stormwater system and outfalls, and roadway and public access improvements. The grading plans met several design objectives: achieving a cut-and-fill balance with prior work completed in the floodplain, raising the developable area above the 100-year flood elevation, increasing public access to the on-site riverfront by reducing the bank slopes, balancing contaminated soil cut and fill such that all soils remained on property under the clean cap, and providing stormwater drainage. The project moved over 35,000 cubic yards of contaminated soil from the riverbank to the upland portion of the site and used over 90,000 cubic yards of clean soil as a cap. In addition, the project included nearly 3,800 feet of paved multiuse trails and, to meet city standards, a complete redesign of the main road onto the port's property.

## **Sediment Remediation Design and Construction Oversight for a Port Authority, Ridgefield, Washington**

Mr. Elliott was the design lead and construction oversight project manager for two sediment remediation projects in Lake River and Carty Lake, which are both adjacent to a former wood-treating facility. The designs included extensive digital terrain modeling of in-water surfaces, including sand, bank stabilization materials, and dioxin-contaminated sediment requiring precision dredging. The permitting effort involved extensive coordination with federal, state, and local jurisdictions to address in-water construction, construction on federal land, archaeological concerns, potential impacts to endangered species, potential exposure of humans and the environment to contaminants, and construction within shorelines or in city-identified critical areas. Construction is complete, and postconstruction monitoring and maintenance are ongoing.

## **Groundwater Treatment System for a Port Authority, Portland, Oregon**

Mr. Elliott provided engineering support for the overall design of a system to treat groundwater dewatered as part of a large infrastructure project. Groundwater was contaminated with commingled aviation fuels (jet and gasoline) and required treatment prior to discharge to surface water under the port's NPDES permit. Groundwater treatment rates were up to 1,300 gallons per minute. Treatment units included weir tanks for coarse/bulk sediment removal, bag filters for further removal of turbidity/polishing, and redundant activated carbon vessels (arranged in lead and lag configuration). The system was operated and sampled to ensure discharge of water with no detectable petroleum, as demonstrated through laboratory analyses.

## **Dredge and Shoreline Improvements Design for a Marine Contractor, Longview, Washington**

Mr. Elliott was the project manager for design and permitting to dredge 50,000 cubic yards of sediment to improve access to the client's existing waterfront facility. The client had purchased the site and submitted permit documents prepared by another consultant to dredge the access channel and install a large bulkhead to expand site operations; however, the project ran into regulatory hurdles due to its complexity and to stringent shoreline codes. The MFA team was contracted to develop a permitting path forward, which included decoupling individual elements of the project. Mr. Elliott led the characterization of sediment to be dredged in the access channel (the client's highest priority), and permits were received for this work in 2021. The initial dredging has been completed, with ongoing maintenance dredging performed as needed. Mr. Elliott also led the development of a mitigation strategy to navigate the shoreline codes and allow construction of the bulkhead. A shoreline conditional use permit was obtained for the project in fall 2021; construction of the bulkhead was delayed due to high steel prices but is expected to begin in late 2023.



# Matt Hoffman

## SENIOR PLANNER

Mr. Hoffman has nearly 20 years of experience advising public and private clients on real estate matters related to land use planning, development economics, and real estate strategy. Combined with this expertise, his technical dexterity, background in environmental science, and experience in public finance and public engagement are instrumental in providing actionable guidance about predevelopment feasibility and alternatives analysis, market analysis, economic development and marketing strategies, and acquisitions and dispositions. Mr. Hoffman's education and professional experience have been intentionally steered toward facilitating brownfield redevelopment. From his educational pursuits—where he blended finance, environmental studies, and urban planning—to his professional experience focused on predevelopment feasibility, real estate economics, and data analytics, Mr. Hoffman has used his skills to understand the risks and opportunities with brownfields to develop actionable plans for communities across Washington. He advises on regulatory and policy modifications and loves to help answer questions such as “Have land—what should we do with it?” and “Need land—where can we get it?”

[mhoffman@maulfoster.com](mailto:mhoffman@maulfoster.com)  
206.556.2028

### Qualifications

- MUP, Urban Planning; Concentration in Real Estate: University of Washington
- BS, Environmental Studies & Applications; BA, Finance; Specialization, Environmental Economics: Michigan State University

## RELEVANT PROJECTS

### **Hillyard Industrial Area Master Plan, Spokane, Washington**

Mr. Hoffman managed the market assessment and redevelopment prioritization strategy for the approximately 500-acre Hillyard industrial area in Spokane. Historically, the area was developed around a railyard. The area has struggled since the closure of the Hillyard facility, but, with construction of the North Spokane Corridor has come increased development potential. Mr. Hoffman developed employment growth projections for the area based on land use to inform the potential impact on public investments, performed a market analysis to identify emerging opportunities, and developed a financial feasibility analysis to support land use policy and economic policy decisions.

### **Spalding Industrial Park Action Plan, Grants Pass, Oregon**

Mr. Hoffman led the feasibility assessment and implementation strategy for a 78-acre industrial complex within the city. The project included stakeholder engagement, coordination with business owners and developers, and the development of an infrastructure gap assessment. Based on demand and estimated site development costs in the phased site plan, Mr. Hoffman identified funding sources and evaluated financing strategies including tax-increment financing to develop a road map to inform the city's investments in this area.



# Matt Hoffman

## **Brownfield Knowledge Base, Vancouver Housing Authority, Clark County, Washington**

MFA is developing a web-based platform that the Vancouver Housing Authority (VHA) will use to identify and prioritize potential brownfield properties for affordable housing development. The focus of VHA's efforts is along transit corridors. The Brownfield-Affordable Housing Knowledge Base captures federal- and state-listed facilities along with sites that may be brownfields based on land use. It also uses land use, assessor, demographic, school, and health indicator data to identify areas where residential development is permitted and where affordable housing is suitable. The knowledge base also allows VHA to identify potential sites and track progress. Brownfield sites identified by VHA may be assessed further using funding from an EPA Assessment Coalition Grant managed by VHA, Clark County, and the City of Vancouver or the Washington Department of Ecology Affordable Housing Cleanup Grant program.

## **Redevelopment Strategy for a Former 50-Acre Mill and Log Export Site, Wrangell, Alaska**

MFA was hired by the City and Borough of Wrangell, Alaska, to evaluate the redevelopment potential of a former 50-acre mill and log export facility on Shoemaker Bay. Mr. Hoffman led the redevelopment strategy in evaluating the future use of the site, identifying obstacles to redevelopment, developing a phased redevelopment strategy, and drafting the market assessment and potential demand of the phased redevelopment.

## **SWIFT Center Redevelopment and Funding Plan, Sedro-Woolley, Washington**

Mr. Hoffman is working with the Port of Skagit County in its effort to revitalize the Sedro-Woolley Innovation for Tomorrow (SWIFT) Center, a historical 225-acre campus that was originally designed by the Olmsted Brothers firm. Because of its distinct architectural character and carefully designed landscape, the facility is listed on the National Register of Historic Places. Mr. Hoffman led the initial market analysis that informed the development program and recently assisted with the strategy and narrative for the port's successful pursuit of a \$4.1 million U.S. Economic Development Administration (EDA) Economic Adjustment Assistance (EAA) planning grant. Mr. Hoffman is currently assisting the port with a business plan for the renovation of the historical Coleman building, a 16,000-square-foot building that will support businesses focused on agriculture and environmental innovation and technology that does good things for the world. This business plan will be included in the port's EDA EAA grant application for the renovation of this building, which MFA is also supporting.

## **Interbay Armory Relocation and Redevelopment Planning, Seattle, Washington**

Mr. Hoffman led a multidisciplinary team working to understand regulatory and policy frameworks, physical site conditions, and community sentiment toward redevelopment scenarios and implementation plan paths for the relocation and reuse of the 25-acre National Guard Interbay Armory in the Ballard/Interbay neighborhood of Seattle. Mr. Hoffman led the development of reuse scenarios that included industrial, multifamily, commercial, and civic uses. The project reached a key milestone in November 2019, when a final report, including the Interbay Public Development Advisory Committee's recommendations and implementation plan, was given to the legislature and the Office of the Governor. In 2022, House Bill 1173 was passed. With the Governor's signature, the Ballard-Interbay State Lands Development Authority may be established to oversee and manage the redevelopment of the property to best suit the community.

## **Columbia Business Park Feasibility Assessment, North Bonneville, Washington**

Mr. Hoffman is leading a feasibility study and implementation strategy of redevelopment potential of a 40-acre industrial property in Skamania County. The study takes a strategic approach to evaluating market opportunities and managing risk. The planning process includes a demographic and industry assessment to identify potential users and a market assessment to evaluate the real estate potential on the site. This study will be combined with the infrastructure needs and land use policy and regulation assessments to provide recommendations for a public-investment strategy that diversifies risk and allows for phased development.



# Abbi Russell

## SENIOR COMMUNICATIONS SPECIALIST

For 17 years, Ms. Russell has been helping public agencies, private companies, and communities talk about projects and initiatives of all sizes. She works in concert with clients and partners to identify authentic pathways to engagement, develop effective work plans in alignment with grant and regulatory requirements, and create two-way communications that build relationships and lead to constructive outcomes. Her experience is wide-ranging and includes brownfields, environmental remediation, public health and safety, crisis communications, economic development, and construction projects.

arussell@maulfoster.com  
360.433.0223

### Education

- Bachelor of Arts in Public Affairs, Washington State University Vancouver

## RELEVANT PROJECTS

### **Wastewater Lagoon Reuse Feasibility Study, City of St. Helens, Oregon**

Ms. Russell developed a communications and community engagement plan to support a feasibility study determining the viability of filling the city's wastewater lagoon near the Columbia River, enabling redevelopment and job creation at the city's former working waterfront. Ms. Russell obtained and organized a variety of information and stakeholder feedback to develop a strategic communications and community engagement plan to address challenges, engage the public in two-way dialogue, and lay the foundation for the success of the study and of a potential future waterfront project.

### **Manufactured Gas Plant Remediation, Eugene Water and Electric Board, Eugene, Oregon**

Ms. Russell developed communications strategy, tactics, and messaging for EWEB as the utility remediated a former manufactured gas plant site on the Willamette River. Working together with staff from EWEB, the Oregon DEQ, and MFA engineers and scientists, Ms. Russell developed talking points, materials, and signage to communicate information about the remediation, including odors associated with excavation work. The materials were not hazardous in low concentrations, but the odor could still be detected. The communications strategy and materials were designed to notify nearby businesses and residents about odors before excavation began and provide resources in case people had concerns or questions. The strategy also recommended that EWEB reach out proactively to local news media to share information about the project and potential odor. Due to these proactive measures and EWEB's outreach work in the community, EWEB received no complaints during material excavation and the project had balanced, factual coverage in local media.

# Abbi Russell

## **Public Participation Support, Downtown Camas Association, Camas, Washington**

Ms. Russell managed a project to provide integrated facilitation, community engagement, communications, and planning and environmental advising services in support of the Downtown Camas Association's (DCA) Public Participation Grant. The grant helped the DCA involve its community in future cleanup of legacy contamination at the paper mill adjacent to downtown Camas. MFA helped form a Community Advisory Group, analyzed Environmental Justice needs near the project site, developed and implemented a strategic communications and community engagement plan, and drafts and delivers communications materials in coordination with the Washington State Department of Ecology. MFA's assistance helps ensure the CAG and community members have access to and understand the process, get their input included at key milestones, have their questions answered, and are well-positioned to meaningfully participate in public comment periods and future land use decisions.

## **Industrial Way/Oregon Way Interchange Stakeholder Engagement and Communications, Washington State Department of Transportation, Vancouver, Washington**

Ms. Russell led efforts to align the priorities and needs of multiple interested parties as the Washington State Department of Transportation (WSDOT) designed the Industrial Way/Oregon Way Interchange project. She worked closely with WSDOT to interview municipal partners, businesses, and railroad organizations that have an interest in the project's design and outcomes; plan, coordinate, and facilitate group meetings to discuss and align priorities; synthesize input from interested parties into the design; inform key parties and legislators about progress, challenges, and opportunities; and apply for Federal Rail Administration dollars to support project costs. This work resulted in continued transparency around the project and process, more alignment between agency requirements and the community's needs, and a design concept for the interchange that was well-endorsed by multiple interested parties.

## **Strategic Communications Services, City of North Bend, North Bend, Washington**

Ms. Russell supported the City of North Bend in strategic communications as the city communicated with its council and community about proposed options for a future water system that would serve the residents of North Bend and unincorporated King County. Ms. Russell advised the mayor, city staff, and the project team about messaging, tools, and timing for sharing complex technical information with a variety of interested parties, including ratepayers, regulatory agencies, legislators, and news media.

## **Port of Ridgefield Communications Support, Ridgefield, Washington**

MFA works as an extension of Port of Ridgefield staff to provide consistent, creative communications support as the port informs and educates its community about its role and mission and seeks to engage residents in port projects. Ms. Russell developed a strategic communications plan for the port and works as part of a consultant team to strategize, coordinate, create, and distribute content across the port's communications tools. As the port's focus on developing its remediated waterfront grows, Ms. Russell helps keep the past and future of the site at the forefront to boost awareness of and support for rebuilding Ridgefield's working waterfront.

## **Petrichor Broadband Communications and Government Relations Support, Colfax, Washington**

Petrichor Broadband is a publicly owned corporation formed by six public ports in Washington, with the mission of connecting underserved communities to broadband to help improve economic and community outcomes. Ms. Russell advised Petrichor, its Executive Council, and the project team on strategic approaches, tools, and tactics to broadly communicate Petrichor's work, recognize its partners, and advocate for public funding for broadband infrastructure.

## **Terminal 1 Waterfront Redevelopment Project, Port of Vancouver USA, Vancouver, Washington**

With a former employer, Ms. Russell led communications for the port's waterfront redevelopment project at its original marine terminal on the Columbia River. The site is awash with local history and culture while occupying a location that is physically prominent, environmentally sensitive, and key to the community's economic future. Ms. Russell developed communications plans to reach and engage multiple audiences, including the public, businesses, elected officials, partners, and news media; developed content for the web, collateral materials, presentations, and more; managed extensive media relations; and provided strategic communications guidance to staff and leadership.

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# **Appendix B**

## Insurance Documentation



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
4/21/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> USI Insurance Services NW PR 601 Union Street, Suite 1000 Seattle, WA 98101		<b>CONTACT NAME:</b> Please See Below	
		<b>PHONE (A/C, No, Ext):</b> 206 441-6300	<b>FAX (A/C, No):</b> 610-362-8530
		<b>E-MAIL ADDRESS:</b> Seattle.PLRequest@usi.com	
		<b>INSURER(S) AFFORDING COVERAGE</b>	<b>NAIC #</b>
		INSURER A : Crum & Forster Specialty Insurance Co.	44520
		INSURER B : Allied World Assurance Co (US) Inc.	19489
		INSURER C : SAIF Corporation	36196
		INSURER D : Hartford - WC Multiple Issuing Cos	00914
		INSURER E : Ohio Casualty Insurance Company	24074
		INSURER F :	
<b>INSURED</b> Maul Foster & Alongi, Inc 109 E 13th Street Vancouver, WA 98660			

**COVERAGES**                      **CERTIFICATE NUMBER:**                      **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> BI/PD Ded:15000 <input checked="" type="checkbox"/> WA Stop Gap GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	X	X	EPK143621	04/25/2023	04/25/2024	EACH OCCURRENCE    \$2,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)    \$50,000
							MED EXP (Any one person)    \$5,000
							PERSONAL & ADV INJURY    \$2,000,000
							GENERAL AGGREGATE    \$5,000,000
							PRODUCTS - COMP/OP AGG    \$5,000,000
							<b>Stop Gap/EL</b> \$1,000,000
E	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY	X	X	BAO2463043972	04/25/2023	04/25/2024	COMBINED SINGLE LIMIT (Ea accident)    \$1,000,000
							BODILY INJURY (Per person)    \$
							BODILY INJURY (Per accident)    \$
							PROPERTY DAMAGE (Per accident)    \$
							\$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR	X	X	EFX122739	04/25/2023	04/25/2024	EACH OCCURRENCE    \$5,000,000
B	<input checked="" type="checkbox"/> EXCESS LIAB <input checked="" type="checkbox"/> CLAIMS-MADE	X	X	03133581	04/25/2023	04/25/2024	AGGREGATE    \$5,000,000
	DED <input checked="" type="checkbox"/> RETENTION \$0						<b>Total Limit</b> \$10,000,000
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED?    Y/N <input checked="" type="checkbox"/> N		X	781107 (OR)	10/01/2022	10/01/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER    E.L. EACH ACCIDENT    \$1,000,000
D	(Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		X	52WEGRR1259 (AOS)	10/01/2022	10/01/2023	E.L. DISEASE - EA EMPLOYEE    \$1,000,000 E.L. DISEASE - POLICY LIMIT    \$1,000,000
A	Professional Liability Incl. Pollution		X	EPK143621	04/25/2023	04/25/2024	\$5,000,000 per claim \$5,000,000 aggregate

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
**Proof of Insurance.**

<b>CERTIFICATE HOLDER</b>  Sample Insurance Certificate	<b>CANCELLATION</b> SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE  <i>Jan A. Ryan</i>

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# **Appendix C**

## Current Rate Schedules



## SCHEDULE OF CHARGES

### PERSONNEL CHARGES

Principal .....	\$245 - 260/hour
Senior.....	\$160 - 230/hour
Project.....	\$160 - 185/hour
Analyst .....	\$155 - 165/hour
Superintendent .....	\$150 - 165/hour
Staff .....	\$140 - 160/hour
Graphic Design.....	\$135 - 145/hour
Technician .....	\$120 - 150/hour
Administrative Support .....	\$115 - 125/hour

Depositions and expert witness testimony, including preparation time, will be charged at 200 percent of the above rates.

Travel time will be charged in accordance with the above rates.

### SUBCONTRACTORS

Charges for subcontractors will be billed at cost plus 15 percent.

### EXPENSES

Charges for outside services, equipment, and facilities not furnished directly by Maul Foster & Alongi, Inc. will be billed at cost plus 10 percent. Such charges may include, but shall not be limited to the following:

Printing and photographic reproduction	Rented equipment
Rented vehicles/mileage	Shipping charges
Transportation on public carriers	Meals and lodging
Special fees, permits, insurance, etc.	Consumable materials

### DIRECT CHARGES

Charges for specialized software modeling and equipment are as specified in the scope of work.

Field equipment rates are set forth in the Field Equipment Rate Schedule.

The rates for document production are set forth in the Document Production Rate Schedule.

### RATE CHANGES

Schedule of Charges are subject to change without notice.

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MAUL FOSTER ALONGI

Vancouver WA | Seattle WA | Bellingham WA | Portland OR | Lake Oswego OR | The Dalles OR | Coeur d'Alene ID | Kellogg ID

[www.maulfoster.com](http://www.maulfoster.com)





## Memorandum

**To: MCEDD Executive Committee**  
**From: Jessica Metta, Executive Director**  
**Date: September 26, 2023**  
**Re: Emergency Action Plan**

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### **Request**

Adopt the Emergency Action Plan as presented.

### **Overview**

Our insurance provider Special Districts Association of Oregon (SDAO) offers up to a 10% discount on our insurance each year for completing certain activities. This year's focus is on emergency planning/preparedness. Activities included staff reviewing training on a Business Preparedness Plan and Emergency Action Plan, completing an Emergency Plan Checklist, and having an adopted plan in place in regards to Emergency Preparedness.

The Board previously adopted an Emergency Succession Plan, and staff had internally created an Emergency Action Plan. The SDAO materials helped us strengthen the Emergency Action Plan, which is presented here for feedback and adoption as requested by SDAO. We also completed SDAO's Emergency Preparation Guide as a helpful tool for us in planning for emergencies. We will be training staff on these documents and will have copies readily available in the Break Room.

## **Mid-Columbia Economic Development District Emergency Action Plan**

Although Mid-Columbia Economic Development District takes precautions to prevent them, emergencies do occur. When they do, they require quick, correct and decisive responses. Employees have been informed of the company's planned response to emergency situations, and they are expected to adhere to these guidelines.

The elements of this plan, as required by 29 CFR 1926.35 and ORS 437-002-0042(2), are as follows:

- I. Emergency Evacuation Plan
- II. Assembly Points for Building Evacuations, Accounting for Employees
- III. Shelter-in-Place, Lockdowns
- IV. Communication Plan without Cell Service or Electricity
- V. Rescue and Medical Duties
- VI. Means of Reporting Emergencies
- VII. Company Representative(s) Responsible for Plan
- VIII. Critical Operations or Processes
- IX. Emergency Contacts
- X. Directions from Building to Nearest Hospital

*For additional information, please see the Emergency Preparation Guide.*

### **I. Emergency Evacuation Plan**

Building occupants will evacuate the building from the closest door and/or the safest door depending on the emergency. Options include:

- The front entrance facing Chenoweth Loop Rd to the North of the building
- One of two rear doors in the back of the building facing South.

In the event of an evacuation, the following will occur:

- The Finance Manager (or Loan Fund Manager if in the office) will lock the fireproof file cabinets in the Loan Fund Manager's office and bring out the keys. The keys are hanging in the top lock of each cabinet.
- The Finance Manager will make sure the safe is locked.
- The Finance Manager will take the spare key box in the Executive Director's office.
- The Transportation Operations Manager (or Field Supervisor if the TOM is not in the office) will take the vehicle spare key box in the TOM's office.
- The Transportation Operations Manager (or Field Supervisor if the TOM is not in the office) will shut the door of the Janitor's closet where flammable cleaning products are stored.

### **II. Assembly Points for Building Evacuations, Accounting for Employees**

Employees and any guests or contractors shall meet at the designated Assembly Points so that they can be accounted for by the highest-level position present. If it is determined that anyone is

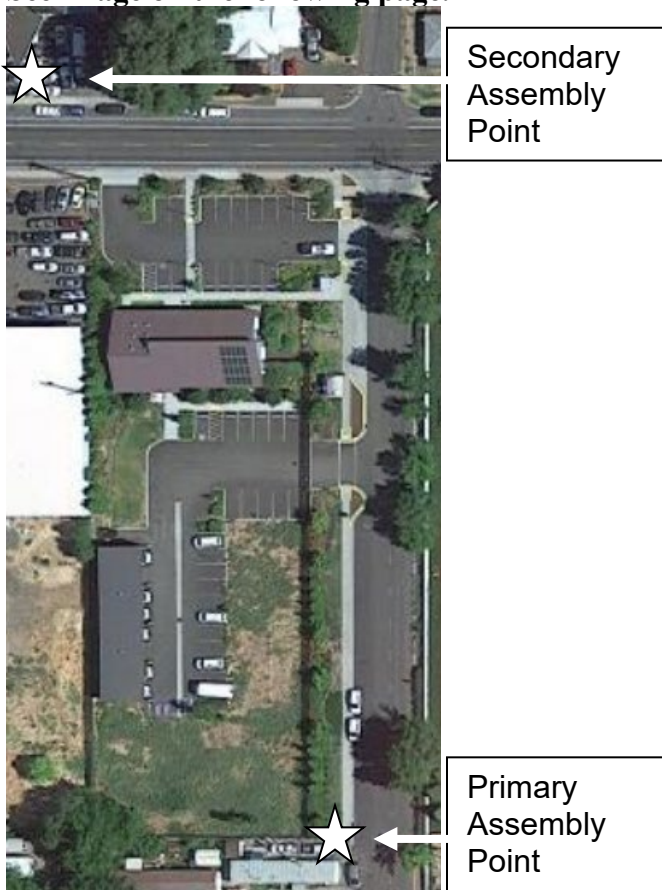
missing, the responding emergency agency will be notified. The agency also will be informed about the last approximate whereabouts of missing employees.

The Assembly Points are:

- If safe, the Primary Assembly Point for all employees is on West 7<sup>th</sup> Street at the property border near the mobile home park.
- If a safe location is needed for those exiting the front and the rear of the building, employees exiting the rear will meet at the Primary Assembly Point noted above and those exiting the front will meet at the Taco Food Truck across Chenowith at the Secondary Assembly Point.

During an evacuation, entry to the facility will not be permitted until an "all clear" has sounded.

See image on the following page.



### III. Shelter-in-Place, Lockdowns

If Management determines that sheltering in place is the appropriate response to an emergency, everyone in the building will be told and will remain in the building. Employees not in the building will be notified to shelter-in-place by email, text or phone call.

If a Lockdown is necessary to protect those in the building from a threat outside of the building, Dispatch will lock the front door and everyone will assemble in the Janitor's Closet.

#### **IV. Communication Plan without Cell Service or Electricity**

If the District were to experience an emergency that eliminates cell service and electricity, all employees should return to their homes if it is safe, or shelter-in-place if it is not, and wait for further instructions.

#### **V. Rescue and Medical Duties**

No employees have been specifically trained to rescue and/or attend to injured employees. Our employees will rely on paramedics or other emergency rescue teams. If needed, a first aid kit is available in the Janitor's Closet.

#### **VI. Means of Reporting Emergencies**

- When a fire or emergency occurs, it is our intention to notify all employees.
- The first call will be made to the local fire department by using 911. Emergency telephone numbers are included in this plan.
- A human voice will be used to notify those in the building by whoever first notices the fire/emergency.
- All employees not in the building will receive a phone call from their supervisor.

#### **VII. Company Representative(s) Responsible for Plan**

The Office Administrator is the responsible person to contact with any questions regarding this plan and is responsible for reviewing it annually for updates. If additional information is needed, the Executive Director should be contacted. The Executive Director will ensure that all employees understand it and follow it. All new employees will be informed about this plan by the Finance Manager and told where it will be kept. A current copy of this plan is kept in the Break Room.

Name: Jessica Metta, Executive Director  
Emergency Phone: 541-399-1033  
Office Phone: 541-296-2266 x1001  
Email: [jessica@mcadd.org](mailto:jessica@mcadd.org)

Name: Tanya Hoiseth, Office Admin  
Emergency Phone: 209-601-2277  
Office Phone: 541-296-2266 x1010  
Email: [officeadmin@mcadd.org](mailto:officeadmin@mcadd.org)

#### **VIII. Critical Operations or Processes**

The Executive Director will determine what critical operations or processes that must be shut down during an evacuation and who will shut them down. The Executive Director will ensure that emergency shutdown procedures are posted for critical operations and work processes.

Critical operations or work processes that must be shut down during an evacuation are: ***None at this time.***

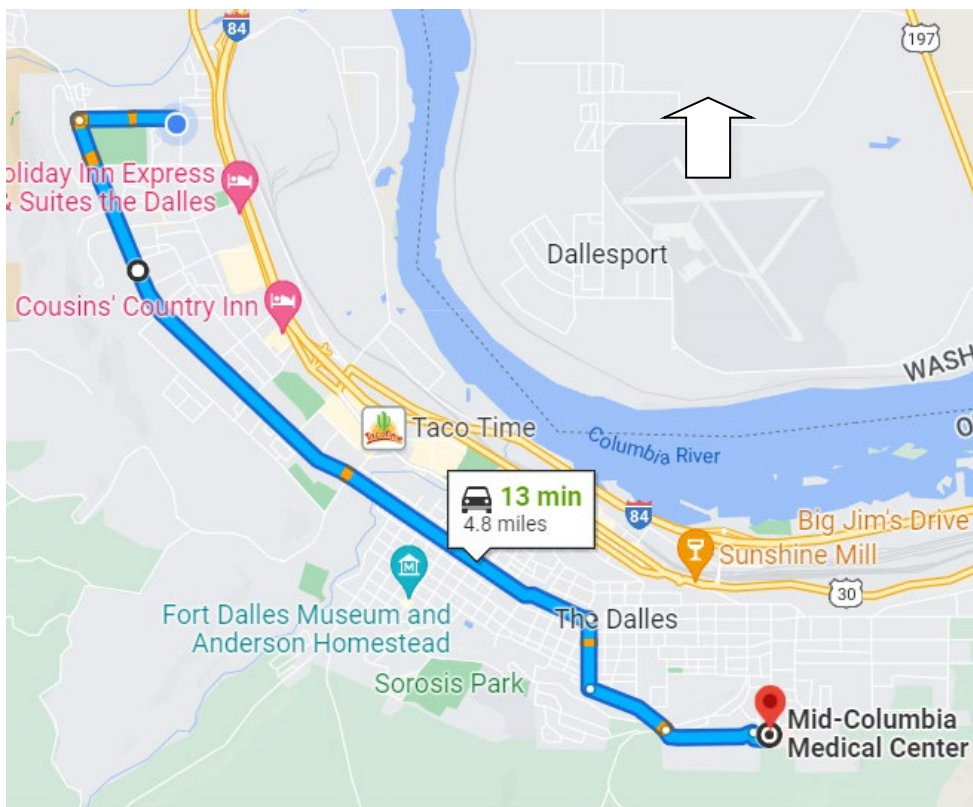
If an identified critical operation or process cannot be shut down or requires a substantial time delay to shut down, the Executive Director must be notified when possible, with the full explanation of the situation.

### IX. Emergency Contacts

- Emergency Telephone: 911
- MCEDD Building Address: 802 Chenoweth Loop Rd, The Dalles, OR 97058
- MCEDD Main Telephone: 541-296-2266
- Local Police Telephone: 541-296-2233
- Local Fire Telephone: 541-296-9445
- Local Paramedics Telephone: 541-296-9445
- Local Hospital Address: 1700 E 19<sup>th</sup> St, The Dalles, OR 97058
- Local Hospital Telephone: 541-296-1111

### X. Directions from Building to Nearest Hospital

Make your way to 10<sup>th</sup> St, Head East on 10<sup>th</sup> St, Turn Right onto Kelly Ave, Turn Left onto E 16<sup>th</sup> Place, go straight through the intersection at Dry Hollow Rd, slight Left onto E 19<sup>th</sup> St, Hospital will be on your Right in 394 ft / Mid-Columbia Medical Center



**For additional information,  
please see the Emergency Preparation Guide.**

## Memorandum

**To: MCEDD Executive Committee**

**From: Jessica Metta, Executive Director**

**Date: September 26, 2023**

**Re: Business Oregon Rural Opportunity Initiative Grant Application**

---

### Request

Approve submission of an application to the Business Oregon Rural Opportunity Initiative (ROI) grant.

### Overview

MCEDD has been the recipient of two Business Oregon Rural Opportunity Initiative (ROI) grants in the past. These projects have been able to build out innovation-focused business events, an entrepreneurial ecosystem assessment, make improvements to MCEDD's business lending application, and even hosted the Gorge Pitch Fest in June 2023, among other activities. Because we have utilized funding from the contract for the Wasco County Economic Development Commission as match, the work has largely been focused on Wasco County.

From Business Oregon: "The Rural Opportunity Initiative (ROI) is Business Oregon's strategic effort to empower rural communities to support entrepreneurs and small business growth. Through financial support, innovative partnerships, network expansion, and access to business development resources, ROI helps strengthen and consolidate entrepreneurial ecosystems within and across Oregon's rural communities, with a particular emphasis on diverse populations and low-income people."

The latest ROI grant application was opened in September with an October 27 deadline. We are beginning work on an application that would again focus primarily on Wasco County but could include pieces to benefit Sherman and Hood River Counties as well. While still being refined, elements could include a bigger and better Pitch Fest, feeder events to the Pitch Fest, other entrepreneurship networking events, and assistance to help get businesses get online (websites/ Google profile/ social media). The last round of ROI funding provided a grant to help the co-working space in Maupin, Maupin Works, get started. We are also in conversations with the team around that effort to see how we could combine into one MCEDD-led application covering Wasco County that would support their program, as recommended by Business Oregon.

Match sources most likely would be our county economic development services contracts with Wasco County and Sherman County, and any match contributed by the Maupin Works group. The totals are still in development.

Staff requests an initial approval to submit an application and can provide greater details soon as the application comes into focus.