



November 21, 2019

Northwestern Indiana Regional Planning Commission
Attention: Ms. Lisa Todd
6100 Southport Road
Portage, Indiana 46368
ltodd@nirpc.org

**Subject: Response to Request for Qualifications
USEPA Brownfield Grant Environmental Consulting Services
19-16 USEPA Brownfield Assessment Grant**

Dear Ms. Todd:

Congratulations on being awarded a United States Environmental Protection Agency (USEPA) Brownfields Coalition Assessment Grant. We know that competition was fierce for this funding, and we are pleased that the USEPA is clearly as excited about the potential good that can be achieved for your community as you are. Enclosed for your review please find the EnviroForensics, LLC (EnviroForensics) submittal to provide environmental services to the Northwestern Indiana Regional Planning Commission (NIRPC) for your recently awarded USEPA Brownfields Coalition Assessment Grant. We have thoroughly reviewed the *Request for Qualifications (RFQ)* issued by NIRPC on October 21, 2019 and based on our review, we can state that EnviroForensics is uniquely and unequivocally qualified to provide the services that you have requested.

EnviroForensics has a long history of providing environmental investigation and remediation services to municipalities, developers, private partnerships, landowners, legal counsel, and businesses. We pride ourselves on our ability to undertake challenges involving financing and tight development time frames to turn contaminated – real or perceived – properties into economically contributing assets. Moreover, EnviroForensics has an excellent working relationship with the Indiana Department of Environmental Management (IDEM), the Indiana Finance Authority (IFA), and the USEPA which is important when regulatory approval is required for legal protections and project funding. EnviroForensics also has excellent working relationships with many lending institutions and have been able to concisely communicate the environmental issues while providing thorough and pragmatic solutions, giving lenders and investors comfort that Brownfield properties can be redeveloped into viable, productive assets and not languish as burdensome liabilities.

Our project team will be led by Ms. Michele Murday, a City of Hammond native who has returned home to Northwestern Indiana to open our local EnviroForensics regional office in Hammond, which is located within the project area. As such, Ms. Murday is committed to providing responsive, locally knowledgeable consulting services as a vested citizen and throughout the duration of this grant implementation she will be able to draw upon the resources of our entire professional staff at EnviroForensics.

While we pride ourselves first and foremost on our technical expertise and business acumen, our unique



differentiating quality is our ability to find funding to assist in paying for environmental investigation and remediation through Insurance Archeology. Our services include finding and bringing to bear the historical insurance of former owners and operators that caused the environmental contamination and, as such, we have had tremendous success pursuing parties responsible for contamination and leveraging historical insurance to fund environmental investigations and cleanups. Our ability to find and leverage historical insurance funding provides an extra layer of value to municipalities that have been awarded assessment grants. Insurance Archeology services can be paid for out of assessment grant proceeds, and when historical insurance assets have been identified, the potential Insurance recovery can be built into planning models for future remediation and property development. Since our inception in 1996, EnviroForensics has used this model to work with municipalities, small businesses, developers, and private property owners to restore the value of contaminated properties. At any one time we are working on over 120 properties where we are using old insurance policies to fund all or part of the cleanups or recover the remediation costs.

We are excited about having the opportunity to work with you and the NIRPC team on this USEPA Brownfields Coalition Assessment Grant. We have truly enjoyed our relationship with NIRPC over the years and look forward to providing a tangible demonstration of our technical skills, our ability to deliver a product on time and under budget, and our ability to bring alternate funding sources to difficult projects.

We look forward to meeting you in the near future to discuss this work in greater detail.

Sincerely,

EnviroForensics, LLC

A handwritten signature in black ink that reads "Michele Murday".

Michele Murday
EnviroForensics, LLC
Northwest Indiana Branch Manager
mmurday@enviroforensics.com

A handwritten signature in black ink that reads "Morgan E. Saltgiver".

Morgan E. Saltgiver, LPG
EnviroForensics, LLC
Director of Brownfields and AgriBusiness
msaltgiver@enviroforensics.com



Response to Request for Qualifications:

USEPA Brownfields Grant Environmental Consultant Services

Reference: 19-16 US EPA Brownfields Assessment Grant

Issued November 21, 2019



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Independent Price Determination

- A. By Submission of these Qualifications and Fee Schedule, the Respondent certifies and, in case of a joint proposal, each party thereto certifies as to its own organization, that in connection with this submission:
1. The fees in the proposal have been arrived at independently, without consultation, communication or agreement for the purposes of restricting competition, as to any matter relating to such prices with any other Respondent, or with any competitor; and
 2. Unless otherwise required by law, the fees which have been quoted in the proposal have not been knowingly disclosed by the Respondent, and will not knowingly be disclosed by the Respondent prior to award directly or indirectly to any other Respondent, or to any competitor; and
 3. No attempt has been made or will be made by the Respondent to entice any other person or firm to submit or not submit a proposal for the purpose of restricting competition.
- B. The undersigned certifies that they are authorized by the Respondent's organization to decide as to the services and fees being offered in this submission, and that they have not participated and will not participate in any action contrary to "A-1, 2, and 3" above.

A handwritten signature in black ink, appearing to read "Morgan E. Saltgiver".

Morgan E. Saltgiver, LPG (IN #2266)
EnviroForensics LLC
Director of Brownfields and AgriBusiness
317-556-1986 direct
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Introduction to EnviroForensics

Established in 1996, EnviroForensics, LLC (EnviroForensics) is a full-service environmental consulting and engineering firm with experience in site investigation and remediation, litigation support, confidential Insurance Archeology®, land-use planning, and development coordination. We are headquartered in Indianapolis with branch offices located in Hammond and Evansville, Indiana; Louisville, Kentucky; and Waukesha, Wisconsin. Our team is comprised of expert engineers, geologists, project managers, scientists, and insurance archeologists who offer dynamic leadership and innovative solutions to meet our clients' needs.

EnviroForensics has assembled a strategic project team from our qualified staff to support the Northwestern Indiana Regional Planning Commission (NIRPC) with the implementation of your awarded United States Environmental Protection Agency (USEPA) Brownfields Coalition Assessment Grant for the Greater Northwest Indiana Brownfield Coalition (Coalition). EnviroForensics has selected Ms. Michele Murday, Northwest Indiana Branch Manager for EnviroForensics and Northwest Indiana native, as the designated project manager to support NIRPC in your for fulfilling the Cooperative Agreement (CA) and Work Plan obligations of the USEPA Brownfields Coalition Assessment Grant.

Ms. Morgan Saltsgiver, Director of Brownfields and AgriBusiness of EnviroForensics, and Mr. Steve Henshaw, Chief Executive Officer (CEO) of EnviroForensics will provide senior level, Brownfields experience and strategic input. Project team members will also include geologists / scientists, engineers, as well as vapor intrusion and risk assessment specialists as required. All of the services requested by requested services are within the core technical work that EnviroForensics performs on a daily basis. EnviroForensics' technical environmental consulting group consists of some of the industry's top experts and project managers, who provide high quality scientific work products and sound strategic advice. EnviroForensics will work by your side to help ensure compliance with all aspects of the USEPA Brownfields Coalition Assessment Grant activities.

EnviroForensics differentiates itself from other consulting firms through our ability to provide in-house Insurance Archeology®. This unique service can directly add value by locating and leveraging historic insurance policies that can supplement existing funding for environmental investigation and remediation projects. ***Since its inception in 1996, PolicyFind has identified and secured over \$4 billion in insurance funding for our clients!***

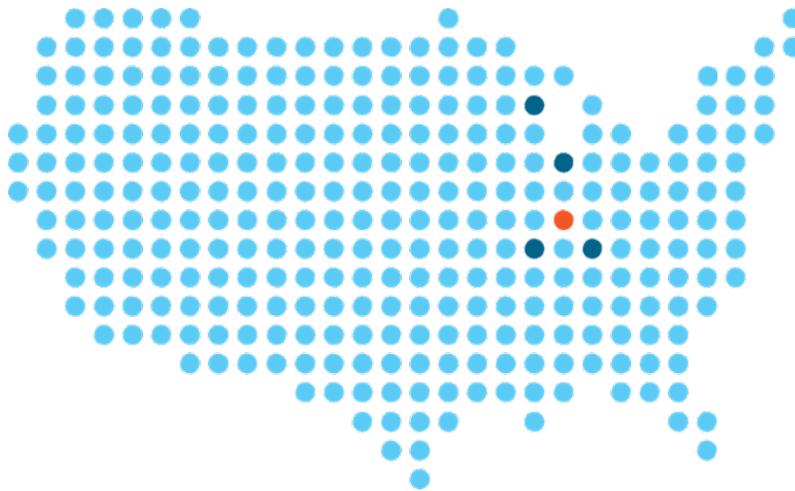
The USEPA Brownfields Coalition Assessment Grant presents a unique opportunity to achieve your community's goals of promoting health and welfare, increasing opportunities for economic development, and implementation of sustainable development tools.

Given the local vestment and experience of EnviroForensics' staff, EnviroForensics has the understanding and qualifications needed to be NIRCP's partner during the implementation of the cooperative agreement with the USEPA. As with each of EnviroForensics clients' projects, EnviroForensics uses a project approach rooted in the goals of the community, with direct and frequent communication with the client, and by assisting them to meet or exceed the regulatory requirements of your CA with the USEPA.

All in all, EnviroForensics brings a modern and fresh perspective to the scope of services requested as part of your USEPA Brownfields Coalition Assessment Grant and will remain available to assist NIRPC and your communities with any Brownfields-related issue that arises during the implementation of the USEPA Brownfields Coalition Assessment Grant activities. EnviroForensics will commit our staff resources at any level, including Director and Executive personnel, to draw upon the right expertise and experience available from our team as we collaborate for the success of this project.

Geographic Locations

EnviroForensics maintains offices in Hammond, Indianapolis, and Evansville, Indiana; Louisville, Kentucky; and Waukesha, Wisconsin:



Staff, Availability, and Financial Stability

EnviroForensics maintains a full-time technical staff of 48 individuals. Our technical staff is comprised of degreed, licensed, and experienced geologists, engineers, project managers, scientists, and insurance archeologists. In addition, EnviroForensics employs 12 full-time office staff members that are responsible for accounting, accounts payable and receivable, human resources, marketing, and sales. EnviroForensics provides numerous internal trainings for business and technical growth and continuously aims to promote from within. Our culture has resulted in a steady core of experienced employees, strong internal rapport, and minimal employee turnover.

Our staff has capacity and availability to fully commit to NIRPC-related work in a timely manner as requested and needed.

EnviroForensics has provided environmental consulting services since 1996 and is actively seeking to grow our offerings and to continue to invest in the communities where we work and live. Our Hammond, Indiana office location is situated near the heart of the Greater Northwest Indiana Brownfield Coalition (Coalition) and we have had the pleasure of providing environmental consulting services in Northwest Indiana for many years.

EnviroForensics maintains in-house equipment to service the anticipated scope of work. Such equipment includes vehicles, photoionization detectors, digital cameras, water level indicators, survey equipment, field soil and groundwater sampling equipment, personal protective equipment, laptop computers, cell phones, and associated office support equipment. The local office can draw upon the equipment resources from several additional regional offices, and EnviroForensics has the financial resources and established delivery systems/vendor relationships that allow us to purchase and rent additional equipment on an expedited basis if the need arises.

Disadvantaged Business Enterprise Status

Although not a disadvantaged business enterprise (DBE) company, EnviroForensics is a Small Business that strives to incorporate DBE contractors and suppliers into our work plans and projects. EnviroForensics will continue this practice during the implementation of work associated with the USEPA Brownfields Coalition Assessment Grant for NIRPC.

EnviroForensics will make our best effort to reach out to and include DBE contractors and suppliers in our procurement activities and will document these efforts whenever subcontracted services are procured on the provided DBE Subcontractor Performance Forms. In addition, and if requested, EnviroForensics can assist NIRPC with the preparation and submittal of semi-annual and annual DBE reporting if required by the terms and conditions of the CA with the USEPA.

Brownfields Support Capabilities and Services

EnviroForensics understands that a flexible, creative, and innovative approach for Brownfields redevelopment will be critical for success and maximum return for NIRPC's projects. EnviroForensics has successfully partnered with municipalities, developers, the USEPA, the Indiana Department of Environmental Management (IDEM), the Indiana Finance Authority (IFA) along with the project stakeholders to promote the marketing and redevelopment of numerous Brownfield properties throughout Indiana. We understand that successful marketing and redevelopment of real or perceived contaminated properties located in areas of existing infrastructure can provide a dynamic stimulus to the local economy by sparking job creation, affordable housing, and increased tax revenues.

EnviroForensics' Brownfields redevelopment services includes the development of strategies and tools for evaluation of project critical issues, such as market trends, demographics, land use options, infrastructures and construction, investment requirements, government incentives, available financing, and expected returns. We have experience working with development, real estate, and legal professionals to help our clients create a beneficial reuse plan for their Brownfields. As an example, EnviroForensics is currently working with the City of Wabash, Indiana on redevelopment and beneficial reuse plans for a 30-acre, environmentally-impacted, former industrial property that will ultimately be used for residential purposes.

EnviroForensics has direct experience developing unique scopes of work based on unique project characteristics and future land use. Thoughtful scopes of work are necessary to evaluate the potential risks associated with environmental contamination, and if risk is identified, thoughtful management strategies area designed so that redevelopment activities can proceed. Simply put, EnviroForensics starts and finishes our projects with the "end in mind." EnviroForensics has worked collaboratively with municipalities and

developers that have acquired known-impacted properties with the intention to redevelop these blighted properties into economically viable properties in accordance with IDEM requirements. Our “end in mind” approach allows us to work alongside architectural and developer teams to creatively address impacts so that regulatory requirements can be proactively fulfilled concurrently with the conceptual development plan and without project disruption.

Every Brownfield property is unique. Understanding and embracing the uniqueness of these properties permits an opportunity to provide a collaborative and creative strategy while leveraging our ability to locate and leverage historic insurance policies to increase available funding mechanisms beyond grant funding. Several of the redevelopment strategies that EnviroForensics has employed on past projects include:

- Brownfields inventory development and ranking;
- Corridor study, ranking and prioritization;
- Land use planning and zoning entitlements;
- Permitting;
- Environmental claims management;
- Environmental liability transfer;
- Cost recovery services that provide reimbursement for unrealized historical financial assets (i.e. insurance policies, viable responsible parties); and
- Investors who buy contaminated properties.

Technical Team and Capabilities

EnviroForensics is comprised of expert engineers, scientists, and insurance archeologists who offer dynamic leadership and innovative solutions to our projects. Currently, EnviroForensics’ employs five Indiana Professional Engineers (PEs), 11 Indiana Licensed Professional Geologists (LPGs), and five Certified Hazardous Materials Managers (CHMMs). These experienced professionals are supported by our junior level geologists, engineers, and scientists. EnviroForensics has the staffing resources and expertise needed to provide solutions that are tailored to each client’s individual needs and circumstances.

EnviroForensics has assembled a strategic project team from our qualified staff to support NIRPC with the implementation of your USEPA Brownfields Coalition Assessment Grant. EnviroForensics has selected Ms. Michele Murday, Northwest Indiana Branch Manager for EnviroForensics as the designated project manager for fulfilling your CA with the USEPA and Work Plan obligations of the USEPA Brownfields Coalition Assessment Grant. Ms. Murday will draw from EnviroForensics’ proposed project team to participate as their individual expertise is needed. Ms. Morgan Saltgiver, Director of Brownfields of EnviroForensics, and Mr. Steve Henshaw, CEO of EnviroForensics will provide senior level, Brownfield experience and strategic input.

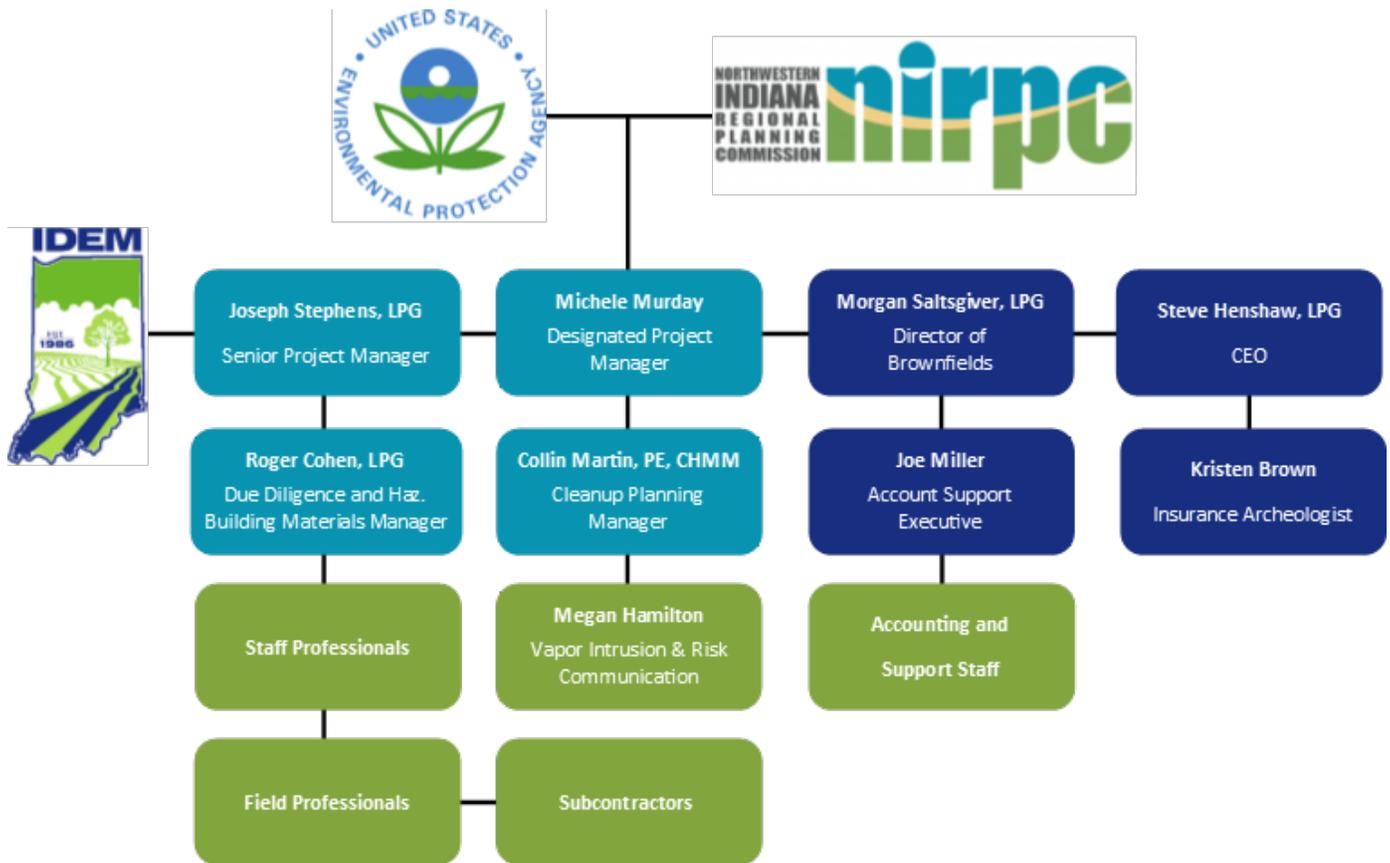
EnviroForensics works within the processes and requirements of the USEPA, the IDEM, and the IFA. Our entire technical team is Occupational Safety and Health Administration (OSHA) 40-hour Hazardous Waste Operations and Emergency Response (HAZWOPER) certified and we place health and safety as a top priority for our project teams, clients, the surrounding community, and other project stakeholders. In addition to the aforementioned certifications and licenses, EnviroForensics’ technical and insurance archeology staff

has the following licenses and specialties:

- Certified Residential Radon Measurement and Mitigation Providers
- Licensed Asbestos Building Inspectors
- Licensed Asbestos Management Planners
- Licensed Asbestos Project Designers
- Licensed Lead Inspectors
- Licensed Underground Storage Tank (UST) Decommissioning Specialists
- Licensed Water Well Drillers
- Certified Wastewater Operator, Class B
- Zoning and Entitlement Specialists
- Excess Liability Trust Fund Claims Specialists
- Grant Writing and Administration Specialists
- Insurance Archeologists
- Claims Specialists
- Environmental Liability Specialists
- Property Transaction Specialists

Meet the Team

EnviroForensics has assembled the following key team members to provide the best service to NIRPC. As stated above, additional team members may be utilized to participate in project-specific conditions if their individual expertise is required. A proposed organizational structure for implementation of this project with the key team members is presented below.



Key Project Personnel

An introduction to our proposed project personnel is provided below and resumes are provided in Appendix A.



Michele Murday

Northwest Indiana Branch Manager, EnviroForensics

mmurday@enviroforensics.com

Previously, Michele Murday was located in the Indianapolis office of EnviroForensics; however, she saw a need and desire for environmental consultants in Northwest Indiana and moved home to open EnviroForensics' Northwest Indiana Branch. Ms. Murday has a vested interest in the community and is an active participant in the region's economic growth and revitalization. Ms. Murday's knowledge and passion for cleaning up "her portion of the world" and desire to make her home the pride of Indiana makes her the best fit for the designated manager for this project. Ms. Murday's extensive geology background and strengths of her colleagues provides her with the best team to implement and maximize resources necessary for utilizing the grant funding for Lake, Porter, and LaPorte counties.

Ms. Murday has 6+ years of experience in environmental consulting with a focus on investigation and remediation projects involving dry cleaners and petroleum impacts. Her experience includes preparing three-dimensional site visuals, environmental remediation, geologic and hydrogeologic data collection, data analysis and interpretation, reporting on all phases of projects from investigations through closure, proposal scoping and budgeting, project management, due diligence research, vapor intrusion assessments, and risk communication with property owners. Her previous field experience includes plume investigation, delineation, and remediation at dry cleaner/chlorinated solvent and petroleum impacted facilities. Ms. Murday has employed remediation techniques including soil excavation, chemical injections, soil mixing, multi-phase extraction systems, and sub-slab depressurization systems. She has also worked closely with clients and subcontractors, as well as state and federal regulators.



Morgan E. Saltsgiver, LPG

Director of Brownfields and Agribusiness, EnviroForensics

msaltsgiver@enviroforensics.com

Morgan Saltsgiver is an LPG with 16+ years of experience in the environmental industry specializing in providing Brownfields Redevelopment, AgriBusiness, and traditional environmental consulting services to her clients. Ms. Saltsgiver assists her clients with using alternative funding sources for their redevelopment and environmental issues, including historical insurance policies, Federal and State Brownfields grants, and state trust funds. Saltsgiver works alongside PolicyFind and brings valuable insight to brownfield redevelopment and potential collaboration between municipal brownfield projects and PolicyFind.

Ms. Saltsgiver's educational background in geology provides a strong basis for geological

and hydrogeological interpretations of contaminant migration through subsurface media and the development of conceptual site models used to develop the path forward towards redevelopment and regulatory closure for each project site. Saltsgiver maintains a working rapport with project managers at the IDEM, the IFA, and the USEPA, and all other project stakeholders to facilitate productive cooperation and momentum on her projects. In her previous role as Environmental Services Manager at different firm, Ms. Saltsgiver and her staff worked with several USEPA Brownfields Assessment Grant recipients to implement and manage the Scopes of Work, prepare Quality Assurance Project Plans (QAPPs), and to update the ACRES, BiT, and compliance aspects of her client's CAs with the USEPA.



Stephen Henshaw, LPG
Chief Executive Officer, EnviroForensics
shenshaw@enviroforensics.com

Entrepreneur and expert on environmental liability, Steve Henshaw is an LPG and has 30+ years facilitating the transaction of contaminated properties for clients. Working with buyers, sellers, municipalities, banks holding chattel paper on nonperforming loans, and tax delinquent properties, Mr. Henshaw uses historical general liability insurance policies to find the funding to pay for environmental investigations, cleanups, and associated legal fees. Mr. Henshaw holds professional geology registrations in numerous states.

As CEO, Mr. Henshaw has served as a client and technical manager on hundreds of projects associated with site characterization, remedial design, remedial implementation and operation, litigation support, and insurance coverage matters for municipal, public, and private clients on redevelopment sites. Mr. Henshaw founded EnviroForensics in 1996 and built it into a nationally recognized environmental consulting and insurance archeology firm. He started Stratified Management Group to acquire contaminated properties and The Cordillera Group to manage environmental claims for his clients and properties.



Joseph Stephens, LPG
Senior Project Manager, EnviroForensics
jstephens@enviroforensics.com

Joseph Stephens is an LPG with more than 20+ years of experience in environmental consulting with a focus on Brownfield redevelopment, environmental due diligence, as well as site investigation and remediation. Mr. Stephens operates out of EnviroForensics' Louisville, Kentucky office and works directly with municipalities, developers, attorneys, and all other project stakeholders.

Mr. Stephens has performed and managed numerous Phase I and Phase II Environmental Site Assessments, subsurface investigations, and subsurface contaminant delineation and remediation projects at various types of facilities in various types of geologic settings for various clients. He also has extensive experience in conducting environmental assessments of properties undergoing acquisition, divestiture, or refinancing. His experience includes technical direction of project teams, including engineers, geologists, industrial hygienists, and field and laboratory technicians, while maintaining specific

quality control and standardization protocols. In addition to his LPG in Indiana, Mr. Stephens is a Professional Geologist (PG) in Kentucky, Tennessee, and Washington State. He has a Master of Business Administration (MBA) from the University of Louisville.



Kristen Brown
Director of Operations, PolicyFind
kbrown@policyfind.com

Kristen Brown brings 15+ years of research and managerial experience in insurance archeology and investigative journalism. The investigative, organizational and detail-oriented skills forged in her years of journalism serve as extremely valuable assets in the uncovering of historical insurance coverage for PolicyFind's clients. Ms. Brown has represented PolicyFind across the United States and has successfully located evidence of liability insurance coverage on 150+ projects on behalf of municipalities, manufacturers, dry cleaners, property owners, developers, attorneys, insurance companies, and companies going through mergers and acquisitions. Ms. Brown also works on behalf of policyholders defending against environmental, toxic tort and asbestos exposure claims.



Roger A. Cohen, LPG
Due Diligence Manager, Project Manager, EnviroForensics
rcohen@enviroforensics.com

Roger Cohen is an LPG and has 10+ years of environmental consulting experience specializing in environmental and real estate due diligence, site investigation, and remediation. Mr. Cohen has worked on varying projects including performing investigation and remediation of sites impacted with petroleum and chlorinated contaminants, metals, and pesticides and herbicides to industrial hygiene impacts such as asbestos, lead-based paint, and mold. He has facilitated regulatory closure and redevelopment of sites across Indiana through the IDEM Voluntary Remediation Program (VRP), State Cleanup, Leaking Underground Storage Tank (LUST), Resource Conservation and Recovery Act (RCRA), Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), and Brownfields programs.

Mr. Cohen works with banks, real estate developers, and local and state government officials to evaluate environmental risk, determine pathways to redevelopment, and assist in finding alternative funding sources such as historical insurance policies, tax credits, federal and local Brownfield grants, and state trust funds.



Collin Martin, PE, CHMM
Senior Engineer, EnviroForensics
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Collin Martin is a PE and CHMM with 12+ years of experience in environmental consulting with a focus in cleanup plan development, cost-to-closure evaluations, high-resolution site investigation, remedial technology assessment, and system engineering design and remediation implementation oversight. Mr. Martin has experience with multiple phases

of site development including due diligence, compliance audits, site investigation, remediation, regulatory negotiation, and site closure practices. He has designed and implemented a variety of remedial technologies during site cleanups, from removal (focused source excavation and underground storage tank removals), mechanical (air and ozone sparging, soil vapor extraction, multi-phase extraction, and soil mixing), chemical (chemical oxidant injection, permeable reactive barriers, and reductive dechlorination amendments), development of site-specific closure values, and the placement of engineering and institutional controls on the way to achieving regulatory approval for site closure.

Mr. Martin has experience in conducting historic documentation and regulatory file reviews, forensic investigation design, reserve estimating, claim coverage evaluation, multi-party incurred cost allocating, settlement and litigation support and third-party oversight. He has interfaced and negotiated with property owners, local government officials, insurance carrier groups, attorneys and other stakeholders.



Megan Hamilton, EnviroForensics

Vapor Intrusion and Risk Communication Specialist, EnviroForensics

mhamilton@enviroforensics.com

Megan Hamilton has 20+ years of experience in environmental regulatory oversight and consulting, with a focus on risk assessment/communication and vapor intrusion expertise. She spent 15 years with the IDEM and was the main author of the state's current Vapor Intrusion Guidance. Hamilton develops, helps implement, and oversees the Vapor Intrusion investigations and mitigation for all of EnviroForensics' projects.



Mr. Joe Miller, EnviroForensics

Account Support Executive

jmiller@enviroforensics.com

Joe Miller brings 15+ years of account management and environmental due diligence experience. He has a background in geology, is a licensed mitigator, and understands the technical aspects of contaminated sites as well as the associated business liabilities. As an Account Support Executive, Miller conducts preliminary assessments and provides proven solutions to private business owners, small and large manufacturing facilities, municipalities, and redevelopment coalitions.

Key Subcontractors and Qualifications

Several phases of the scope of work for this USEPA Brownfields Coalition Assessment Grant will include subcontractors who will assist NIRPC and EnviroForensics with the implementation of key tasks. EnviroForensics will make efforts to engage DBE contactors for these tasks. However, if unavailable, we will prioritize local, vested companies to assist as required. Several possible subcontractors that we have developed relationships of over the years include the following:

Microbac Laboratories, Inc. (Microbac) – A full-service laboratory specializing in environmental analytical testing of water, soil, air, waste, and specialty contaminants located in Merrillville, Lake County, Indiana. The Merrillville Microbac location is currently an IDEM-approved wastewater and stormwater laboratory, and is an Indiana State Department of Health-approved drinking water laboratory. Additionally, the Merrillville Microbac location is certified by the National Environmental Laboratory Accreditation Program (NELAP); however, IDEM does not require or recognize this certification to perform environmental laboratory services for soil, groundwater, waste, or vapor.

EnviroForensics has relied on Microbac for years to provide us with complete and defensible laboratory data to support our clients and our projects. They offer courier services that can cut down on our time spent delivering samples to their laboratory and they can ship sampling containers and coolers to each project site or to our office as needed. Our contact is Mr. Ron Misiunas, Director Upper Midwest Region, telephone 219-769-8378, email ron.misiunas@microbac.com

EnviroDynamics LLC (EnviroDynamics) – An environmental drilling and probing company with 25+ years of providing service to northern Indiana and located in Hebron, Lake County, Indiana. EnviroDynamics is a licensed water well driller for environmental, geophysical, and geotechnical needs. The EnviroDynamics team can support EnviroForensics with soil sampling, direct-push investigations, monitoring well installation, hollow-stem augering, and soil gas sampling point installation activities. They are a trusted partner of ours and EnviroForensics has worked with EnviroDynamics for many years on dozens of projects in northern Indiana. Our contact is Mr. Rob Mores, Head of Operations, telephone 219-313-4135, email envirodynamics@netnitco.net.

Environmental Data Resources, LLC (EDR) - Established in 1990 to provide environmental consultants with quality historical property research and current environmental data for use in due diligence evaluations in accordance with ASTM International E1527-13, Section 8.3. EDR's services include aerial photography and map research (including fire insurance maps), city directories and corridor research, database reports, and chain of title reports. EnviroForensics has a great working relationship with EDR and they are a trusted partner for us when performing Phase I ESAs and other due diligence projects. Our contact at EDR is Mr. Robert Glaze, Account Manager, telephone 203-783-0318, email rglaze@edrnet.com.

Ground Penetrating Radar Solutions, LLC (GPRS) – GPRS provides utility locations services to supplement the public locate required by state law to verify the location of underground utilities. Their services include utility locates on private property of soil, water, electrical and sewer lines, location of buried piping, and underground storage tanks. EnviroForensics has worked on hundreds of projects throughout the Midwest with GPRS. The local contact is Mr. John Lause, telephone 312-485-7725, email John.Lause@gprsinc.com.

Pine Environmental Services, LLC (Pine) – Pine is a provider of rental equipment for environmental monitoring equipment, sampling and safety supplies, and non-destructive testing and visual inspection instruments. We have partnered with Pine for many years to provide us with short- and long-term rentals and sales of field screening equipment, water quality meters, vapor monitoring, personal protective equipment (PPE) sales, and single use sampling supplies. Our local contact is Mr. Dave Dafoe, Technical Sales Representative, telephone 317-238-3441, email ddafoe@pine-environmental.com.

Liquid Waste Removal, Inc. (LWR) – LWR was established in 1985 and provides full-service waste management services. EnviroForensics has partnered with LWR on dozens of projects and EnviroForensics relies on them to provide compliant waste transportation, disposal, drum removal, vacuum truck, roll-off box, and tank cleaning services for our clients. Our contact at LWR is Mr. Alex Uecker, Sales Representative, telephone 317-881-9754, email aeucker@liquidwasteremoval.com.

Evaluations of Cost Efficiencies

EnviroForensics works closely with the IFA's Indiana Brownfield Program to assist with securing funding for cleanup planning and cleanup implementation through various grants, including the Petroleum Orphan Sites Initiative (POSI) Grant and through the Revolving Loan Fund (RLF), which offers low- or no-interest funding for remedial activities to qualified entities. These additional sources of funding can be used to supplement your USEPA Brownfields Coalition Assessment Grant funding and can help you address more properties.

On a task-specific and project management level, EnviroForensics actively seeks out and, when possible, implements efficiencies by grouping project site visits, ordering multiple database research reports to maximize discounts, and scheduling with subcontractors to perform work on multiple sites during the same mobilization. These efforts can reduce subcontracted costs and time spent (i.e., direct labor costs) while ultimately expediting each project, thereby reducing total project cost.

In addition, during the Brownfields inventory process, EnviroForensics suggests performing an initial desktop survey of each site to determine if historical insurance policies may be available to supplement or replace Brownfields Coalition Assessment grant funding for a site. If a site is determined to potentially have historical insurance coverage and is a favorable (high-priority) site for redevelopment, EnviroForensics and NIRPC can discuss performing insurance archeology to identify and locate the historical policies. These efforts, if requested, can be completed using the USEPA Brownfields Coalition Assessment Grant funds already awarded to NIRPC.

If viable historic insurance policies are identified for a site, EnviroForensics would initiate a discussion with NIRPC to present the possible inclusion of newly viable funding options. This could include a scenario where the your USEPA Brownfields Coalition Assessment Grants might be preserved for use on other sites, and historical insurance assets be used at the sites for which they have been identified. This will help NIRPC to maximize and most efficiently use their assessment grant funding for use on sites where no other alternatives are possible and to possibly increase the number of sites to be assessed using the USEPA Brownfields Coalition Assessment Grant funding.

Firm Qualifications and Experience

Although EnviroForensics has not provided USEPA Assessment Grant implementation services in the past five years, the services that we routinely provide to our municipal clients, including inventory development and management, Phase I ESAs, Phase II ESAs, redevelopment planning, cleanup planning, alternative funding, and regulatory liaison services, in support of their Brownfields redevelopment efforts are the same as the services requested by NIRPC in support of the USEPA Brownfields Coalition Assessment Grant. EnviroForensics has continued success in assisting our clients with long-term Brownfields redevelopment projects, obtaining external funding sources for investigation/cleanup/redevelopment efforts, and connecting municipalities with developers, investors, and other stakeholders to ensure the success of the project. We firmly believe our capabilities align strongly with NIRPC's requested services.

EnviroForensics and our staff have prepared dozens of QAPPs for our client's projects to ensure that the data collected during sampling activities is valid, usable, defensible, and meets USEPA standards. These QAPPs have all been prepared in accordance with *USEPA Requirements for Quality Assurance Project Plans* (USEPA, 2001) and *Guidance for Quality Assurance Project Plans* (USEPA, 2002), and have been approved by the USEPA.

Technical and Project Experience

Company Name: The City of Hammond Department of Planning and Development
Contact Person: Ms. Africa Tarver, Director of Planning and Development
Telephone: 219-853-7310
Dates of Project: October 2018 – present
Describe Service: EnviroForensics provides program management services and serves as the liaison between the City of Hammond Department of Planning and Development and its project contractors. EnviroForensics manages projects, evaluates budgets, reviews contracts and invoices, interfaces with regulatory agencies and provides insight to Hammond on major projects. EnviroForensics routinely performs Phase I ESAs, Phase II ESA, Brownfields redevelopment consulting services, land-use planning, and cleanup planning. Currently, EnviroForensics is facilitating the transaction of a Hammond-owned property to a new owner for redevelopment into a commercial laundry service by providing both parties with a Phase I ESA, subsurface investigations, and Comfort Letter requests to the IFA. Please note that EnviroForensics has not provided the City of Hammond with the USEPA Brownfields Coalition Assessment Grant implementation services; however, the services EnviroForensics provides to the City in support of their Brownfields redevelopment efforts are comparable to the services requested by NIRPC.

Company Name: City of Franklin, Indiana
Contact Person: Mayor Steve Barnett
Telephone: 317-736-3602
Dates of Project: August 2018 – present
Describe Service: EnviroForensics has been retained by the City of Franklin to serve as its environmental liaison and technical expert in assessing environmental contamination identified within the City limits. EnviroForensics works closely with the Mayor, the economic development corporation, and the community development corporation to evaluate soil, groundwater and soil

gas data and to interface with the regulatory agencies conducting oversight of parties that caused the environmental contamination. EnviroForensics regularly participates in meetings with the Mayor, his staff, the community, and private property owners to discuss current and future redevelopment projects. Please note that EnviroForensics has not provided the City of Franklin with the USEPA Brownfields Coalition Assessment Grant implementation services; however, the services EnviroForensics provides to the City in support of their Brownfields redevelopment efforts are comparable to the services requested by NIRPC.

Company Name: City of New Albany, Indiana
Contact Person: Mr. Josh Staten, Director of the Redevelopment Commission
Telephone: 502-741-3908
Dates of Project: September 2018 – present
Describe Service: EnviroForensics serves as the City of New Albany’s go-to consultant for its environmental consulting needs. EnviroForensics regularly performs Phase I ESA, Phase II ESA, redevelopment planning, cleanup planning, and cleanup implementation activities for the City, and serve as the liaison between the City and the IDEM. EnviroForensics is currently assisting the City with two Brownfields redevelopment projects that will ultimately be mixed-use properties and have brought multiple developers to the City to discuss redevelopment options. Please note that EnviroForensics has not provided the City of New Albany with the USEPA Brownfields Coalition Assessment Grant implementation services; however, the services EnviroForensics provides to the City in support of their Brownfields redevelopment efforts are comparable to the services requested by NIRPC.

Company Name: City of Lebanon, Indiana
Contact Person: Mr. Ben Bontrager, Director of Planning
Telephone: 765-482-8845
Dates of Project: August 2018 – present
Describe Service: The City of Lebanon facilitated the acquisition of contaminated property with EnviroForensics and an investor group. The site included a 180,000 square-foot building located on five acres. The soil and groundwater beneath the building are contaminated with solvents. The property transaction was completed in September 2018 and since that time the site soil and groundwater has been delineated, the asbestos in the building was removed and the building was demolished.

The developers are pursuing the former owners for reimbursement of the cleanup costs. EnviroForensics is working on completing the remedial work plan, as well as providing litigation support to legal counsel.

The new development will consist of a 75,000 sq. foot office and manufacturing facility. The City is working with the developer to provide Tax Increment Financing (TIF) for the new development and Industrial Recovery Tax Credits (DINO) are being pursued through the IFA.

Company Name: Evansville Economic Improvement District
Contact Person: Mr. Joshua Armstrong, Director

Telephone: 812-604-5138
Dates of Project: September 2018 – present
Describe Service: EnviroForensics was retained by an investor that purchased a former industrial dry cleaner building built in the early 1900s. This historical building, located in the downtown TIF district, is undergoing adaptive reuse as an office complex while EnviroForensics conducts remedial actions necessary to get the site through the regulatory closure process. EnviroForensics is currently remediating the property and anticipates obtaining regulatory closure in 2021.

Company Name: Riverside Towers LLC
Contact Person: Mr. Brandon Denton
Telephone: 502-767-1280
Dates of Project: January 2018 – present
Describe Service: EnviroForensics facilitated redevelopment of the former Tower Tack Manufacturing site located in Madison, Indiana. Operations began in the early 1900s manufacturing nails and tacks and ended in early 2000s. The facility, covering one full city block became dilapidated and received the attention of several investigatory Brownfields grants through the City of Madison.

EnviroForensics was contracted by the property owner to work collaboratively with the prospective owner and developer of the facility, Denton Floyd Real Estate Group of Louisville, Kentucky. EnviroForensics conducted the site investigation and remedial activities in a compressed time frame, to allow for the financing and construction time constraints to be met. The development, known as Riverside Tower, is a senior housing project on the west end of Historic Madison. This project served as a bookend to the City's larger redevelopment plans and was instrumental in the City being awarded a prestigious Stellar Grant.

In under one year, EnviroForensics received an IDEM Comfort Letter, got the site accepted into the IDEM VRP, completed the site investigation, submitted a Remediation Work Plan (RWP). Formal site closure is expected in early 2020.

Company Name: Elkhart Redevelopment Commission
Contact Person: Mr. Adam Fann
Telephone: 574-294-5471
Dates of Project: October 2015 – present
Describe Service: The facility operated as a carriage manufacturer from 1897 to about 1932, a mobile home and trailer manufacturer from 1935 to the late 1960s, and as a warehouse from the 1960s until 2001. Paints, lacquers, foaming agents, resins, adhesives, and machining solvents were handled at the site and caused soil and groundwater contamination.

The City of Elkhart acquired the property in mid-2015 as part of a city-wide effort to rehabilitate dilapidated brownfield sites and to redevelop the sites for the benefit of its citizens. As part of the City's rehabilitation efforts, EnviroForensics was engaged to characterize site impacts and to develop a quantifiable regulatory closure strategy so that a settlement could be negotiated

between the City and the former occupant's insurance carriers. After settlement, EnviroForensics was contracted to enroll the site into IDEM's VRP and complete the IDEM requirements necessary to obtain a Certificate of Completion and Covenant Not-to-Sue signed by the Governor. The site was enrolled in late 2017 and the Remediation Completion Report and Request for Closure was submitted in September 2019.

Company Name: Armstrong Richard Properties LLC
Contact Person: Ms. Darci Thomas
Telephone: 317-643-2026
Dates of Project: September 2015 – present
Describe Service: Baycote was an old plating company that went into bankruptcy and left thousands of gallons of plating waste in a decrepit building. The USEPA was brought in to remove the liquid waste and during this removal action a cloud of toxic gases was created that forced the evacuation of the neighborhood. The building stood vacant for several years.

EnviroForensics brought a local developer to the City of Mishawaka and worked with St. Joseph County to obtain the rights to the property. EnviroForensics managed the demolition of the building and conducted site investigations to determine the extent of the environmental problem. EnviroForensics also located Baycote's old insurance policies and these policies will be used to pursue cost recovery for the money required to clean up the site. The developers are currently assembling a neighboring piece of property and plan on building a structure that can be marketed to the local community for manufacturing.

Project Understanding

EnviroForensics understands NIRPC has been awarded \$452,750 in Hazardous Substance Assessment Grant funds and \$147,250 in Petroleum Assessment Grant funds. The CA and these funds will be used to evaluate existing Brownfield properties in Lake, Porter, and LaPorte Counties. The properties will be evaluated to determine the presence of environmental contamination (if any) and, if impacted, develop strategies that will allow for appropriate re-use of the properties and revitalization of the community. If awarded, *our goal is to maximize grant fund dollars by efficiently performing the required technical tasks while at the same time seeking out alternative funding sources to supplement NIRCP grant funds.*

From project inception to final reporting activities, EnviroForensics considers communication to be the key ingredient to effective project management. As such, EnviroForensics commits to holding regular calls, meetings, and correspondence with NIRPC and USEPA staff throughout the duration of the grant-related activities. Prior to starting work on a site or a task, we develop a budget for each phase of the work and have our USEPA Assessment Grant Project Manager review with our designated project team expert (due diligence, engineering, insurance archeology, etc.) prior to submittal to NIRPC.

Our team is focused on clear and consistent communication from the onset of project work to promote coordination, teamwork, and the most efficient use of time. We seek out and implement efficiencies by grouping project site visits together, ordering multiple database research reports together to maximize discounts, and scheduling with drillers to perform work on multiple sites during the same mobilization to

receive lower rates. We carefully track the budgets of each phase for each project site separately and in real-time through our time and billing manager software (Ajera). By having access to the current budget status, EnviroForensics can discuss budget efficiencies and suggested budget updates with NIRPC as they occur in order to fully utilize grant funds.

EnviroForensics will work by your side to help ensure your compliance with all aspects of the USEPA Brownfields Coalition Assessment grant work. USEPA Assessment Grants present a unique opportunity to achieve your community's goals of promoting health and welfare, increasing opportunities for economic development, and implementation of sustainable development tools. EnviroForensics will partner with NIRPC to achieve your desired community-specific outputs and outcomes. Given the experience of EnviroForensics' staff, EnviroForensics has the qualifications and understanding to work closely as partners with NIRPC during the implementation of the cooperative agreement with the USEPA. As with each of EnviroForensics clients' projects, EnviroForensics uses a project approach rooted in the goals of the community, with direct and frequent communication with the client, and by assisting them to meet or exceed the regulatory requirements of your CA with the USEPA.

Project Approach

Community Outreach and Participation Activities

We find that the community outreach task during the administration of USEPA Assessment grants can be one of the most effective tools for a municipality to use. By soliciting input from the community, from stakeholders, and from the people who will truly feel the impact of redevelopment efforts, you are empowering the members of your community to be a part of the process and a part of the solution.

In our experience, meetings related to Brownfields projects are where significant ideas, objectives, and concerns are raised and vetted. We are well-versed in this process and we understand that the most important part of this process is developing a thorough understanding of the issue at hand by listening, and then delivering the technical advice and expertise that is being sought by the team. If public awareness, environmental justice, or private landowner involvement issues arise, EnviroForensics includes a member of our risk communication team to assist NIRPC providing an expert's opinion regarding the interplay between the public and the project. We have found this component of our Brownfields work to be invaluable for helping to achieve our clients' redevelopment objectives.

Inventory and Eligibility Determination Activities

The Inventory and Prioritization phase of the work will involve the identification of potential Brownfield sites within NIRPC's selected focus areas. The approach to this phase will include holding meetings with NIRPC staff, communicating via phone interviews and meetings with local regulatory staff and economic development leaders, reviewing of databases (including IDEM, public tax parcel, aerial photographs, city directories, and EDR reports), and performing drive-by inspections of sites under consideration.

All sites under consideration will be logged into the Brownfield Inventory Tools (BIT) database (or alternate database if preferred) and scored according to NIRPC's specific project needs/goals as defined in your USEPA Brownfields Coalition Assessment Grant Application. Key identifiers, including existing known/perceived environmental conditions, and current/historic ownership information (from public

parcel data), will be entered into the database for each potential site. EnviroForensics will work with NIPRC, the IFA's IBP (for petroleum sites), and the USEPA (for hazardous sites) to determine the eligibility and priority of each site on the inventory list. Additionally, this data can be used for future area-wide Brownfields planning and can be used to enhance future assessment and cleanup grant applications by demonstrating the extent of Brownfields challenges within your community.

Preparation of a Quality Assurance Project Plan

The QAPP is the backbone of the technical portion of all USEPA Brownfields Assessment grant work and preparing a project-specific QAPP is pivotal to the overall success of NIRPC's grant administration. The QAPP outlines and describes the project team, sampling methodologies, data validation frequencies, and serves as the overall technical reference document for the work.

Prior to performing any hazardous/petroleum materials or environmental media sampling, EnviroForensics will prepare and submit a project-specific QAPP to present our plan to ensure that the data collected during sampling activities is valid, usable, defensible, and meets USEPA standards. The QAPP will include descriptions of the role and responsibility of each member of the project team (including laboratories) and will present policies and procedures put in place to ensure compliance with quality assurance standards (including data validation options). The QAPP will be prepared in accordance with *USEPA Requirements for Quality Assurance Project Plans* (USEPA, 2001) and *Guidance for Quality Assurance Project Plans* (USEPA, 2002), and will be submitted to NIRPC and the USEPA in draft for review and comment prior to finalization. Throughout the duration of the project, the QAPP may need to be updated to ensure project objectives are being met with defensible data. This is why we consider the overall project QAPP to be a living document that needs to be understood by the entire project team and updated when conditions change. EnviroForensics can provide an example QAPP to the NIRPC if requested.

Phase I Environmental Site Assessments

After properties are selected for Phase I ESAs, EnviroForensics will prioritize and schedule to meet NIRPC demands. At EnviroForensics, Phase I ESA inspections are performed by project staff that are recognized as environmental professionals, and Phase I ESAs are performed in accordance with ASTM E 1527-13 and the USEPA's All Appropriate Inquiry (AAI) rule. The objective of the Phase I ESA is to permit the user of the report to satisfy the requirements to qualify for the innocent landowner, contiguous property owner, or bona fide prospective purchaser (BFPP) limitations on CERCLA liability and will constitute "all appropriate inquiry into the previous ownership and uses of the property consistent with good commercial or customary practice" as defined in 40 Code of Federal Regulations (CFR) 312. ***While meeting all ASTM and AAI requirements, our Phase I ESA commitment to our clients is "no surprises"*** EnviroForensics will not wait until the Phase I ESA report is finalized before communicating our findings to our clients. The following will be performed during Phase I ESAs:

- Coordinating the completion and return of a User Questionnaire for the site to avoid a possible future determination that all appropriate inquiry is not complete;
- Conducting a reconnaissance survey of the site and surrounding areas to collect observations related to unusual discolorations, evidence of spills or waste disposal activities, evidence of storage tanks (both above and below ground), and to determine surrounding land use; Conducting historical document reviews including previous environmental investigation data/reports, tax

assessment records, historical maps and aerial photographs, and other publicly-available documents;

- Conducting interviews with current, and if applicable, previous owner/occupants;
- Reviewing available regulatory agency records regarding the site and surrounding properties, including city directories, Sanborn fire insurance maps, EDR files, and soil/geology surveys, where applicable; and
- Preparing a Phase I ESA Report to include the findings of the site reconnaissance and record review activities. The Phase I ESA report will provide opinions concerning Recognized Environmental Conditions (RECs) as defined per ASTM E1527-13 and will be signed by an EP.

Preparation of Sampling and Analysis Plans

Prior to the initiation of the Phase II ESA work, EnviroForensics personnel will prepare and submit a site-specific QAPP Addendum (if necessary) and a Sampling and Analysis Plan (SAP) to all stakeholders in draft for review and approval. This SAP document will include the proposed site-specific plan for sampling environmental media, and will include sampling locations, the number and depth of proposed samples, laboratory analytical procedures, anticipated quality assurance sampling plans, and any other information not included in the Project-Wide QAPP.

Phase II Environmental Site Assessments

A Phase II ESA is typically performed to identify the presence of and determine the nature and extent of RECs identified during the Phase I ESA process. At EnviroForensics, before the Phase II ESA scope of work is developed, EnviroForensics begins by discussing the potential concerns identified during the Phase I ESA and the desired end use of the subject property with the client. ***Our Phase II ESA process is designed to directly assess environmental concerns by assessing whether those concerns would impede future end use of the site, not to create an unfocused and unnecessarily costly study.***

As such, site-specific Phase II scopes of work will be developed by an EnviroForensics project manager in conjunction with NIRPC personnel to investigate certain conditions associated with a property in accordance with IDEM Remediation Closure Guide (RCG) standards. Phase II ESAs typically include physical sampling of suspected contaminated media (soil, surface water, groundwater, building materials, and vapors). Phase II investigations will likely also include both public and private utility locating activities and geophysical surveys to locate buried tanks and other subsurface features at the site that may provide preferential exposure pathways.

Prior to mobilization to the site, EnviroForensics will prepare a site-specific Health and Safety Plan (HASP) in accordance with our company policies and 29 CFR 1910.120. The HASPs will include information about the physical, chemical, and biological hazards anticipated to be encountered and required personnel training and documentation and will be reviewed by our internal Health and Safety Coordinator prior to use. Through our comprehensive Health and Safety Program managed by our Health and Safety Coordinator, the services EnviroForensics will provide to NIRPC will be performed with safety as the number one priority for our employees and the public.

It is EnviroForensics' company policy that Phase II ESAs and plans are developed and overseen by an LPG, and field work is performed by a degreed geologist and/or licensed professional geologist. The drilling

activities will be performed by subcontracted water well drillers licensed through the Indiana Department of Nature Resources (IDNR) as required by Indiana Code 25-39 (“Water Well Drilling and Pump Installer Law”), and all groundwater monitoring wells will be installed in accordance with 312 Indiana Administrative Code (IAC) 13 (“Water Well Construction Rule”). Soil and groundwater samples will be collected by experienced EnviroForensics personnel in accordance with our Standard Operating Procedures (SOPs) which will be included in the project-specific QAPP for reference. Laboratory analytical services, including the analysis of soil, solid, water, air, vapor, asbestos, or other environmental media will be performed by an Indiana-based laboratory who specializes in environmental media sampling. Because there are no laboratory certification requirements for non-drinking water laboratories in Indiana, we can competitively bid the required analytical services needed for this work to remain cost-effective. The Phase II ESA process typically includes the following tasks:

- Evaluating RECs and potential RECs from previous Phase I ESA reports, other existing reports, or an analysis of past site usage for assessment needs;
- Completing chemical inventory lists for potential investigation chemicals of concern a list of potential chemicals of concern;
- Preparing a site-specific SAP;
- Preparing a site-specific HASP;
- Locating public and private utilities, and a ground-penetrating radar (GPR) survey, if warranted;
- Advancing soil borings to facilitate soil classification, screening, and sample collection using direct-push techniques;
- Installing temporary or permanent monitoring wells to facilitate the collection of groundwater characterization and sampling;
- Collecting soil, groundwater, and other environmental media samples for laboratory analysis;
- Drumming of soil cuttings, well development water, and other investigation-derived waste (IDW) in 55-gallon drums for characterization and off-site disposal in accordance with local, State, and Federal requirements; and
- Preparing a Phase II ESA Report to document the field activities and laboratory analytical results, and to present a summary of and conclusions regarding the results of the Phase II ESA. Similar to a Phase I ESA report, Phase II ESA reports will also be provided to NIRPC in draft for review and comment prior to finalization.

Baseline Environmental Assessments

In Indiana, the IFA issues both Comfort Letters and Site Status Letters to parties who wish to establish potential future regulatory liability before purchasing or selling a property. These are prepared in a similar manner to Baseline Environmental Assessments (BEAs) in other states. In Indiana, a comfort letter is issued to a party or entity that qualifies for an applicable exemption to liability found in Indiana law or application of an IDEM enforcement discretion policy. A comfort letter is typically requested by an entity prior to their purchase of a property (typically by a bone fide prospective purchaser) and the request is required to be accompanied by a valid (non-expired) Phase I ESA Report, along with any and all other available environmental data pertaining to the property. Following review, the IFA will issue a Comfort Letter and draft Environmental Restrictive Covenant (ERC) (if needed) that is required to be recorded on the deed of the property.

Site status letter requests follow the same process as the comfort letter requests but are intended for use by an existing property owner who did not contribute or cause contamination on the site. Both comfort and site status letters can be a valuable part of the redevelopment of properties identified to be addressed using NIRPC's USEPA Brownfields Coalition Assessment Grant.

Hazardous Building Material Surveys

EnviroForensics has fully capable and licensed staff in Indiana available to provide additional environmental and hazardous material sampling services such as the evaluation of asbestos, lead-based paint, and indoor air concerns, as well as wetland delineation and other services as necessary to progress the development of a particular site. These services can be provided at the time of the site reconnaissance of the Phase I ESA or Phase II ESA activities, which will result in a reduction of overall project assessment costs.

Cleanup and Redevelopment Planning

Data from the Phase I and Phase II ESAs will be reviewed in conjunction with the anticipated future use of each site to facilitate the preparation of a conceptual site model (CSM) and redevelopment plans. ***This is a collaborative process: A thorough understanding of the intended future use of the site is needed so that the CSM, reuse plans, and redevelopment plans are focused and usable documents.*** The CSM ultimately will provide a summary of the potentially complete human exposure pathways to the contamination identified during the Phase II ESA and investigation activities. Prior to planning cleanup alternatives, an evaluation to determine if any data gaps exist will be performed to determine if additional investigation data is needed to develop a Remedial Action Plan (RAP). A feasibility analysis will then be prepared to present a summary of remedial alternatives available to eliminate all human exposure pathways and to meet the redevelopment goals of the specific site, along with the anticipated effectiveness and cost of each option. It has been our experience that during this process, any potential funding that may be acquired could become part of the remedial funding process ultimately expediting redevelopment and re-use of the property.

Depending on the community needs and the proposed future development of a property, EnviroForensics can design appropriate cleanup plans using multiple technologies that are best suited to the existing conditions of the site and to the redevelopment plans. These plans can be designed and implemented in conjunction with new development and construction at a property to alleviate development delay concerns. EnviroForensics is familiar with and has experience with most remedial methods, including soil excavation and off-site disposal, land farming of soil (ex-situ soil treatment), in-situ soil vapor extraction, groundwater extraction and treatment, *in-situ* air and ozone sparging, *in-situ* biological treatment, *in-situ* chemical oxidation, *in-situ* thermal treatment, monitored natural attenuation/risk-based analysis, free product removal, and vapor intrusion mitigation.

Our remedial engineering team has performed enough long-term cost estimating to amass an inhouse database of remedial unit-costs for nearly any kind of cleanup activity in any type of geologic setting. All are based on actual subcontractor costs, not merely academic endeavors, as relied upon by some consultants tasked with estimating future environmental costs. In many cases, our clients request post-settlement, fixed-fee contracts for implementation of remediation activities based upon our cost to closure estimates, and EnviroForensics has the confidence in our own remediation planning and cost estimating to take them on.

Often, the results of the Phase I ESA, the Phase II ESA, and other investigation activities indicate that no additional work is required and that the site is ready for redevelopment planning. At this point, EnviroForensics can prepare a Request for Comfort Letter (on behalf of prospective purchasers), a Request for Site Status Letter (on behalf of the current property owner), a No Further Action Request Letter (for sites that are currently enrolled in an IDEM-regulated program (i.e. VRP, State Cleanup Program, or LUST), or can work with potential purchaser's lending institutions to provide a quantification of potential liabilities.

EnviroForensics can efficiently transition a site from a Brownfield concern to a viable, economically productive operating facility. During this process, we can prepare necessary applications to obtain a General Liability Clarification Letter on behalf of prospective owners or developers, to alleviate potential liabilities with ownership. EnviroForensics stands ready to support NIRPC in the selection of approved contractors to complete remediation at the sites and can prepare contract documents and bid specifications for submittal to subcontractors to facilitate remediation planning. The funds allocated for this task will be utilized to prepare an Analysis of Brownfield Cleanup Alternatives (ABCA) and/or a Remedial Action Options Report (RAOR) along with plans and specifications. The ABCA and the Design Reports will be submitted to NIRPC in draft prior to finalization.

Project Reporting Activities

EnviroForensics can assist NIRPC with the preparation and submittal of USEPA-required project reporting, including the following:

- **Program Management:** EnviroForensics will manage all technical and budgetary aspects of grant-related activities using a combination of our internal project budget tracking system (Ajera software), along with budget spreadsheets that will be kept updated and provided on a regular basis to NIRPC.
- **Scheduled Communication:** EnviroForensics will schedule, facilitate, and attend/participate in regularly-scheduled calls, meetings, and site visits with NIRPC and the USEPA as necessary throughout the duration of the grant-related work activities.
- **ACRES Reporting:** Following the completion of project phases for each site, EnviroForensics will update the Assessment, Cleanup, and Redevelopment Exchange System (ACRES) database as required.
- **Quarterly Reporting:** EnviroForensics will prepare and submit quarterly reports to NIRPC to document the work activities performed during the previous quarter, work activities planned for the next quarter, and a summary of the budget status.
- **Project Completion Reporting:** Following completion of all grant-related work activities, we will prepare and submit a Final Project Completion Report to NIRPC to summarize all work activities performed and the final budget status for the grant.

Cost and Schedule Estimates

The cost and schedule estimates presented in the following tables are based on our recent costs and schedules for projects completed within the last calendar year. If awarded, each task will be calculated based on site-specific considerations and presented to NIRPC before costs are incurred. Tasks that cannot

be anticipated at this time, such as assisting NIRPC with community outreach and participation activities, will be discussed prior to expending effort and a cost estimate will be presented based on labor rates (presented in the following section) and estimated time to complete. No costs will be incurred without NIRPC authorization.

Task 1 – Implement USEPA Brownfields Coalition Assessment Grant

	Estimated Schedule	Estimated Cost
Assist NIRPC in designing and conducting community outreach and participation activities	As requested	To be determined
Prepare an approved QAPP	40 hours	\$5,000 labor
Prepare USEPA Hazardous Substance and IFA Petroleum Site Eligibility Determinations	As needed	To be determined
Prepare SAP	24 hours	\$3,000 labor per SAP
Conduct Phase I ESA per ASTM E1527-13	10 days	\$1,500 - \$2,000
Conduct Phase II ESA per ASTM E1903-97	20 days	\$5,000 - \$10,000
Comfort and Site Status Letter Requests (BEAs)	As requested	\$1,500 labor
Conduct hazardous materials, asbestos, and / or lead-based paint assessments	15 days	\$3,000 - \$6,000
Conduct cleanup and redevelopment planning	As requested	\$5,000 labor per plan
Assist with project reporting	As requested	To be determined

Task 2 – Assist in Managing a USEPA Cleanup Grant

	Estimated Schedule	Estimated Cost
Design and evaluate the feasibility of environmental response actions	As requested	To be determined
Prepare appropriate site-specific environmental response plan and coordinate IDEM involvement	As requested	To be determined

Additional EnviroForensics Value-Added Tasks: Insurance Archeology

	Estimated Schedule	Estimated Cost
Initial Insurance Archeology Desktop Survey	As requested	\$0
Insurance Archeology Search and Report	As requested	\$5,000 per site

Fee Schedule

EnviroForensics has established a special unit cost fee structure for NIRPC to maximize the value of funds that will be earmarked for environmental matters. Work activities will be performed on a time and materials basis in accordance with the rates presented below:

Designated Staff Hourly Labor Rates

Stephen Henshaw, Principal Manager\$ 180 / hour
 Morgan Saltgiver, Director of Brownfields\$ 145 / hour

Joseph Stephens, Senior Project Manager	\$ 135 / hour
Michele Murday, Project Manager	\$ 115 / hour
Roger Cohen, Project Manager	\$ 115 / hour
Megan Hamilton, Vapor Intrusion Specialist	\$ 115 / hour
Kristen Brown, PolicyFind Senior Investigator	\$ 160 / hour
Staff Professional	\$ 95 / hour
Field Professional	\$ 85 / hour

General Labor Rates

Principal Manager	\$ 180 / hour
Director or Chief	\$ 145 / hour
Senior Project Manager	\$ 135 / hour
Project Manager	\$ 115 / hour
Staff Professional	\$ 95 / hour
Field Professional	\$ 85 / hour
Technician	\$ 80 / hour
Administrative	\$ 60 / hour
Drafting / Computer-Aided Design Drafting	\$ 85 / hour
Vapor Intrusion Specialist	\$ 115 / hour
Health and Safety Specialist	\$ 115 / hour
Compliance Specialist	\$ 115 / hour
PolicyFind Investigator – Travel Time	\$ 90 / hour
PolicyFind Senior Investigator	\$ 160 / hour
PolicyFind Staff Investigator	\$ 115 / hour

Expenses

Subcontractor Handling Fee	Cost + 10%
Expenses and Rental Equipment	Cost + 10%
IDEM Invoicing	Cost
Copies (black and white / color)	\$ 0.25 / \$ 0.40



Insurance

EnviroForensics carries and maintains insurance compliant with or exceeding the minimum scope and limits presented in your August 16, 2019 Request for Qualifications. We would be happy to provide proof of insurance to NIRPC within ten working days of notification of intent to enter into a contract.

APPENDIX A
Project Team Resumes