

# ASSESSMENT WORKPLAN

*Stafford, Town of*  
**Workplan for CERCLA Section 104(k) Assessment Cooperative Agreement**  
**Period of Performance: 7/1/2019 - 9/30/2022**

## **1. GOAL 1: Core Mission**

### **Objective 1.3 Revitalize Land and Prevent Contamination**

#### **CFDA: 66.818 Assessment, Cleanup, and Revolving Loan Fund Grants**

**OBJECTIVE:** The Small Business Liability Relief and Brownfields Revitalization Act (SBLRBRA) was signed into law on January 11, 2002. The Act amends the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA), as amended, by adding Section 104(k). Section 104(k) authorizes the U.S. Environmental Protection Agency (EPA) to provide funding to eligible entities to inventory, characterize, assess, conduct planning related to, remediate, or capitalize revolving loan funds for, eligible brownfield sites. The Brownfields Utilization, Investment, and Local Development (BUILD) Act of March 2018 reauthorized and amended the Brownfields provisions of CERCLA. Pursuant to these provisions, EPA conducts annual Brownfields grant competitions. Recipients are selected from proposals prepared in accordance with the “Proposal Guidelines for Brownfields Multipurpose, Assessment, Revolving Loan Fund, and Cleanup Grants,” and submitted in a national competition. The City of Stafford, CT, as a general purpose unit of local government, was selected for Assessment funding in the FY 2019 competition.

*Between 1870 and 1920 Stafford become one of the largest industrial communities in the region; numerous mills and factories were established with residential areas situated within their circumference. However, once the majority of these industries closed down in the following years, they left behind abandoned and underutilized properties and Stafford experienced significant economic hardship. As of today, many of the previously industrial buildings are abandoned or underutilized, bringing blight and imposing environmental and health risks to Stafford residents. The two main areas to be targeted by this project are the center (Downtown) and the North East part of the Town.*

*The funds from this grant will help to transform currently blighted areas within the Town of Stafford into clean public spaces that the whole community can take pride in. Through community engagement efforts, the public will gain knowledge about the brownfield sites affecting their community. These funds will allow us to identify and quantify the contaminants that exist within these brownfield sites so that they can eventually be remediated and redeveloped with additional leveraged funding. The assessment, cleanup, and redevelopment of brownfields will act as a catalyst for the area’s revitalization and lead to sustainable development of Stafford. Stafford’s overarching goals are to preserve attractiveness of the community, increase growth of employment and tax base, and improve the overall quality of life of its residents.*

*To develop an inventory of brownfield properties, a brownfield steering committee – comprised of project partners, staff, stakeholders, residents, and civic leaders – will be created to establish needs, prioritize sites and communicate progress.*

Cooperative agreement funding will be used to cover the costs of activities at or in direct support of brownfields sites as defined under CERCLA 101(39). The overall coordination of the cooperative agreement will be carried out by the *Project Manager and Grants & Marketing Specialist*, assisted by the *Chief Financial Officers* and the *City Attorney*, with technical assistance and oversight to be performed by a Qualified Environmental Professional (QEP) and the VCP.

**2. FUNDING:       \$221,000 Hazardous Substances; \$79,000 Petroleum**

**3. BUDGET**

Hazardous Substance Budget	Task 1 Oversight & Project Coordination	Task 2 Outreach and Community Involvement	Task 3 Site Assessments	Task 4 Market Analysis and Reuse Planning	Total
Personnel					
Fringe Benefits					
Travel	\$3,000				\$3,000
Equipment*	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Supplies		\$7,000			\$7,000
Contractual	\$1,000		\$202,000	\$8,000	\$211,000
Other: Meeting Expenses					
Total Direct					
Indirect Costs					
Total	\$4,000	\$7,000	\$202,000	\$8,000	\$221,000

Petroleum Budget	Task 1 Oversight & Project Coordination	Task 2 Outreach and Community Involvement	Task 3 Site Assessments	Task 4 Market Analysis and Reuse Planning	Total
Personnel					
Fringe Benefits					
Travel	\$2,000				\$2,000
Equipment*	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Supplies		\$4,000			\$4,000

Contractual	\$1,000		\$64,000	\$8,000	\$73,000
Other: Meeting Expenses					
Total Direct					
Indirect Costs					
Total	\$3,000	\$4,000	\$64,000	\$0	\$79,000

\* EPA defines equipment as items that cost \$5000 or more. Items costing less than \$5000 are considered supplies.

#### 4. WORKPLAN TASKS

##### Task 1: Oversight and Project Coordination

Task 1 – Cooperative Agreement Oversight Subtasks	Anticipated Outputs (projected activities, deliverables, reports) and Anticipated Outcomes (projected results, effects, improvements)	Anticipated Accomplishment Date(s) (Month/Year)	Actual Accomplishment Date(s)
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<p><b>Obtain QEP and legal services:</b></p> <ul style="list-style-type: none"> <li>• Prepare Request for proposals/ qualifications, evaluate applications, conduct interviews, hire qualified environmental professional (QEP)</li> <li>• Conduct annual performance evaluations on QEP</li> <li>• Obtain legal services for title searches, regulation interpretations, etc.</li> <li>• Attend national brownfields conferences and training opportunities.</li> </ul>	<p>Outputs:</p> <ul style="list-style-type: none"> <li>• RFP/RFQ; documentation of meeting of open competition; contract for scope of services</li> <li>• Performance evaluation reports, and applicable corrective actions</li> </ul> <p>Outcomes:</p> <ul style="list-style-type: none"> <li>• High quality products and services to meet project needs</li> <li>• Maintain a high level of work effort</li> </ul>	12/31/19	
<p><b>Reporting:</b></p> <ul style="list-style-type: none"> <li>• Prepare MBE/WBE semi-annually, and FFR form at the end of the reporting period</li> <li>• Enter site data in ACRES</li> <li>• Prepare Quarterly Reports via ACRES</li> <li>• Prepare final report and grant closeout material</li> </ul>	<p>Outputs:</p> <ul style="list-style-type: none"> <li>• Quarterly reports and other forms; updated ACRES database; final report and closeout forms</li> <li>• “Success Story” fact sheets</li> </ul> <p>Outcomes:</p> <ul style="list-style-type: none"> <li>• Regular communication of project status and next steps; current database for congressional reporting</li> </ul>	1/30/20 ACRES updates and Quarterly reports every quarter; MBE/WBE forms 3/30 & 9/30; SF425 FFR annually by 10/30	
<p><b>Records:</b></p> <ul style="list-style-type: none"> <li>• Maintain grant files</li> <li>• Maintain site project files</li> <li>• Maintain financial records</li> </ul>	<p>Outputs:</p> <ul style="list-style-type: none"> <li>• Accurate and complete files suitable for audit purposes</li> </ul> <p>Outcomes:</p> <ul style="list-style-type: none"> <li>• High quality project records reflective of the work performed</li> </ul>	12/31/19 and thereafter	
<p><b>Requests for Reimbursements or Advances</b></p>	<p>Outputs:</p> <ul style="list-style-type: none"> <li>• Forms submitted to Las Vegas for payment</li> </ul> <p>Outcomes:</p> <ul style="list-style-type: none"> <li>• Reduce unliquidated obligations</li> </ul>	1/30/20 and thereafter	
<p><b>Training:</b></p> <ul style="list-style-type: none"> <li>• Attend EPA Brownfields Conferences and other related workshops</li> </ul>	<p>Outputs:</p> <ul style="list-style-type: none"> <li>• Attend Brownfields conference in Los Angeles, CA</li> <li>• Revitalizing New England: Brownfields Summit 2020</li> </ul> <p>Outcomes:</p> <ul style="list-style-type: none"> <li>• Improve Brownfields knowledge and expand networking opportunities</li> </ul>	12/13/19  10/8/20	

Task 2 – Outreach and Community Involvement Subtasks (Commitments)	Anticipated Outputs (projected activities, deliverables, reports) and Anticipated Outcomes (projected results, effects, improvements)	Anticipated Accomplishment Date(s) (Month/Year)	Actual Accomplishment Date(s)
<ul style="list-style-type: none"> <li>Establish Brownfields steering committee</li> <li>Confirm CBO commitments included within proposal</li> </ul>	Outputs: <ul style="list-style-type: none"> <li>Bi-monthly meetings, meeting agendas, attendance lists and meeting notes</li> <li>Commitments from CBOs</li> </ul> Outcomes: <ul style="list-style-type: none"> <li>An active workgroup establish BF needs, prioritize sites and communicate progress.</li> </ul>	6/30/20	
<b>Develop Marketing Materials:</b> <ul style="list-style-type: none"> <li>Create a concentrated outreach program by conducting surveys, hosting public outreach events, and distributing maps and information about all related activities.</li> <li>Update staffordct.org &amp; social media</li> </ul>	Outputs: <ul style="list-style-type: none"> <li>Color brochures/FAQ maps; create; 1 easy to navigate and attractive website page</li> </ul> Outcomes: <ul style="list-style-type: none"> <li>Up-to-date marketing tools to promote project work and disseminate information</li> </ul>	7/30/20	
<b>Implement outreach strategy in target areas:</b> <ul style="list-style-type: none"> <li>Meet w/ key partners/local community organizations and/or attend local town selectman meetings</li> <li>Disseminate project-related communications in local paper/post, in Town Hall/Community Center and via town-wide email</li> </ul>	Outputs: <ul style="list-style-type: none"> <li>Give BF presentations at quarterly meetings</li> <li>quarterly ads/postings in local target areas</li> </ul> Outcomes: <ul style="list-style-type: none"> <li>Improve community knowledge on BF issues and identify potential BF sites</li> </ul>	9/30/20	
<b>Hold local public meeting on Phase II sites:</b> <ul style="list-style-type: none"> <li>Discuss Phase II results, and potential cleanup and redevelopment plans</li> </ul>	Outputs: <ul style="list-style-type: none"> <li>Quarterly public meeting, presentation materials, attendance list</li> </ul> Outcomes: <ul style="list-style-type: none"> <li>Encourage public participation and support of BF project(s) going forward</li> </ul>	12/31/20	

Task 3 - Site assessments Subtasks (Commitments)	Anticipated Outputs (projected activities, deliverables, reports) and Anticipated Outcomes (projected results, effects, improvements)	Anticipated Accomplishment Date(s) (Month/Year)	Actual Accomplishment Date(s)
<b>Site inventory:</b> <ul style="list-style-type: none"> <li>Conduct Phase I, Phase II Environmental Site Investigations, hazardous building material assessments, and remedial action plans for some of the sites.</li> <li>Enter sites on GIS mapping tool</li> </ul>	Outputs: <ul style="list-style-type: none"> <li>GIS map of potential BF sites</li> </ul> Outcomes: <ul style="list-style-type: none"> <li>Graphical capturing of BF sites for planning and marketing work</li> </ul>	12/31/20	

Task 3 - Site assessments Subtasks (Commitments)	Anticipated Outputs (projected activities, deliverables, reports) and Anticipated Outcomes (projected results, effects, improvements)	Anticipated Accomplishment Date(s) (Month/Year)	Actual Accomplishment Date(s)
<b>Site prioritization and eligibility determination:</b> <ul style="list-style-type: none"> <li>• Convene steering committee meeting to rank and prioritize sites</li> <li>• Choose initial sites for Phase I investigation</li> <li>• Evaluate site access issues</li> <li>• For each selected site, provide site eligibility information to EPA (or state) for review</li> <li>• Obtain EPA (or state) approval for Phase I</li> </ul>	Outputs: <ul style="list-style-type: none"> <li>• Planning meetings; # eligible sites identified in initial inventory search</li> <li>• Estimate # additional eligible sites identified during remainder of grant</li> </ul> Outcomes: <ul style="list-style-type: none"> <li>• Brownfields sites identified with the highest redevelopment and community benefit potential in target area(s)</li> </ul>	9/30/20	
<b>Area-Wide Planning:</b> <ul style="list-style-type: none"> <li>• Identify a brownfield-impacted area (neighborhood, district, city block, etc.)</li> <li>• Develop strategies for the reuse of existing infrastructure in the area</li> </ul>	Outputs: <ul style="list-style-type: none"> <li>• Produce an area-wide plan for the brownfield impacted area</li> <li>• Create a set of area-wide strategies for assessment, cleanup and reuse measures</li> </ul> Outcomes: <ul style="list-style-type: none"> <li>• Future uses of at least 2 properties in the area wide plan have been identified</li> <li>• Next steps to implement the plan have been identified</li> </ul>	12/31/20	
<b>Phase I investigations:</b> <ul style="list-style-type: none"> <li>• Conduct planning meeting with QEP to discuss approved sites</li> <li>• QEP obtains access agreement and performs Phase I investigation</li> <li>• QEP submits draft Phase I report to project team members</li> <li>• Team reviews/comments on draft Phase I</li> <li>• QEP submits final Phase I report to project team members</li> </ul>	Outputs: <ul style="list-style-type: none"> <li>• Planning meetings</li> <li>• # 1 Phase I Report</li> <li>• updated ACRES database</li> </ul> Outcomes: <ul style="list-style-type: none"> <li>• # High potential Brownfields site assessed through Phase I</li> <li>• Total acres assessed through Phase I</li> </ul>	9/30/20	

Task 4 – Market Analysis and Reuse Planning. Subtasks (Commitments)	Anticipated Outputs (projected activities, deliverables, reports) and Anticipated Outcomes (projected results, effects, improvements)	Anticipated Accomplishment Date(s) (Month/Year)	Actual Accomplishment Date(s)
<b>Phase II preparation:</b> <ul style="list-style-type: none"> <li>• Meet with steering committee to review Phase I results and project direction</li> <li>• Obtain EPA approval to proceed with Phase II</li> <li>• Meet with QEP to Plan Phase II</li> <li>• Encourage QEP to maximize efficiencies and minimize negative impacts of site assessments by incorporating green and</li> </ul>	Outputs: <ul style="list-style-type: none"> <li>• Project planning meetings</li> <li>• 1 approved generic QAPP</li> <li>• 2 sites approved for Phase II investigation</li> </ul> Outcomes: <ul style="list-style-type: none"> <li>• 2 high priority sites identified for further investigation and potential redevelopment</li> </ul>	12/31/20	

<b>Task 4 – Market Analysis and Reuse Planning. Subtasks (Commitments)</b>	<b>Anticipated Outputs (projected activities, deliverables, reports) and Anticipated Outcomes (projected results, effects, improvements)</b>	<b>Anticipated Accomplishment Date(s) (Month/Year)</b>	<b>Actual Accomplishment Date(s)</b>
<p>sustainable remediation (GSR) techniques that are applicable to Phase II assessment activities</p> <ul style="list-style-type: none"> <li>• QEP submits EPA approved generic QAPP w/ updated organization chart</li> <li>• Conduct a reuse plan or market analysis for two of the sites.</li> </ul>			
<p><b>Phase II investigation:</b></p> <ul style="list-style-type: none"> <li>• QEP submits draft site-specific QAPP addendum to project team for review and comments</li> <li>• EPA/state approval is obtained and QEP submits final site-specific QAPP addendum to team</li> <li>• QEP performs field work according to plan</li> <li>• Grantee monitors site work and communicates any concerns with EPA/state</li> <li>• Grantee tracks green and sustainable site assessment efforts used during Phase II investigations</li> <li>• QEP submits draft Phase II report to project team for review and comments</li> <li>• QEP submits final Phase II report to project team</li> <li>• Project team &amp; steering committee evaluate Phase II findings, and implement additional Phase II investigations as appropriate to delineate extent of contamination</li> </ul>	<p>Outputs:</p> <ul style="list-style-type: none"> <li>• 2 approved site-specific QAPP Addenda (delineating extent of site contamination on 1 Brownfield site)</li> <li>• Phase II report(s) documenting the results</li> <li>• Updated ACRES database</li> <li>• Green and sustainable efforts reported in quarterly reporting</li> </ul> <p>Outcomes:</p> <ul style="list-style-type: none"> <li>• 2 high priority sites with complete Phase II assessments that are ready for cleanup and reuse planning</li> <li>• Total acres assessed through Phase II</li> <li>• Greener and more sustainable site assessment techniques utilized</li> </ul>	3/31/21	
<p><b>Cleanup &amp; reuse planning:</b></p> <ul style="list-style-type: none"> <li>• Throughout Phase II process, strategize with steering committee on reuse plans for the site</li> <li>• Conduct marketing to leverage developer/lender interest in the property</li> <li>• Meet with QEP to develop draft cleanup alternatives and remediation plans for the site</li> <li>• Incorporate GSR principles/techniques into Analysis of Brownfields Cleanup Alternatives (ABCA)</li> <li>• Perform public outreach and involvement in cleanup and reuse planning</li> </ul>	<p>Outputs:</p> <ul style="list-style-type: none"> <li>• 3 or more internal cleanup and reuse planning meeting(s)</li> <li>• Draft cleanup alternatives plan</li> <li>• Draft remedial action plan</li> <li>• GSR language in ABCA</li> <li>• updated ACRES database</li> <li>• 1 public meeting on project results</li> <li>• Potential for developer / lender workshop and transaction forum</li> </ul> <p>Outcomes:</p> <ul style="list-style-type: none"> <li>• 2 property assessed through cleanup and reuse planning, and ready for cleanup and redevelopment</li> <li>• Acres ready for cleanup &amp; redevelopment</li> </ul>	6/30/21	

Task 4 – Market Analysis and Reuse Planning. Subtasks (Commitments)	Anticipated Outputs (projected activities, deliverables, reports) and Anticipated Outcomes (projected results, effects, improvements)	Anticipated Accomplishment Date(s) (Month/Year)	Actual Accomplishment Date(s)
	<ul style="list-style-type: none"> <li>• Greener and more sustainable plans for cleanup</li> </ul>		

## 5. QUALITY ASSURANCE

Prior to undertaking Phase II assessments, the Town of Stafford will prepare and submit a Quality Assurance Project Plan (QAPP) which meets the approval of U.S. EPA Region I Brownfields Program. The QAPP will describe the project, the sampling and analytical strategies, and the methods and procedures that will be used in all Phase II assessments. QAPP approval will be obtained prior to performing any field activities.

### PRE-AWARD COSTS

The Town of Stafford requests the approval of pre-award costs for this cooperative agreement. It is estimated we will need \$10,000 to do the following activities: Hire a Qualified Environmental Professional (QEP).

## 6. Attachment 1

Budget detail follows