

**New Opportunities Economic Development Corporation
EPA Environmental Clean up Grant Proposal:
0 Cherry Street, Waterbury CT**

January 10, 2014

DRAFT

Threshold Criteria

1. Applicant Eligibility

- a. New Opportunities Economic Development Corporation is a 501 (c)(3)
- b. New Opportunities Economic Development Corporation purchased the 0 Cherry Avenue from North Square Development Corporation on October 1, 2010 via a quit claim deed.

2. State Letter

See Appendix A – letter Connecticut Department of Energy and Environmental Protection

3. Site Eligibility and Property Ownership Eligibility

Site Eligibility

- a. The Project Site is located at 0 Cherry Avenue in Waterbury, Ct. The current owner of the property is New Opportunities Economic Development Corporation.
- b. a) 0 Cherry Avenue has hazardous substances.
b) The 0.21 acre Cherry Ave site and several surrounding properties were developed with its current configuration during the late 1800s and early 1900s as part of a larger factory complex used for watch and clock manufacturing. 0 Cherry Avenue contains one 2 ½ story brick building built in the 1890s that covers approximately 8,500 square feet. The remainder of the Site is paved. The building was historically used as an office building associated with the Waterbury Clock Company, then later as a Fire Department headquarters, laboratory, social club and bakery. Since the late 1970s, the building has been vacant.
c) 0 Cherry Avenue was included in the City of Waterbury CT, Waterbury Development Corporation application for cleanup assessment that was approved in FY 2009 by EPA, (# BF96111001) and as such has been approved for Phase 2 Cleanup Funding. Funding from EPA paid for a Phase I and II for 0 Cherry Avenue. Findings from these reports identify that due to a long history of manufacturing, a varied listing of hazardous materials contamination exists on site. Areas of remediation include, but are not limited to the following:
A Hazardous Building Materials Assessment was completed on The Site in April 2010. Because of the deteriorated condition of the building, materials sampling was limited to the lower roof and exterior of the windows. Asbestos was detected in both the window caulk and roofing materials (tar and flashing). Based on the information available from the adjacent properties there will be concentrated areas of work in the basement as well as on the 2nd story of the building.
Groundwater - Monitoring well study done not adequate for full characterization; **Radium, Lead and Asbestos** not part of the scope of work
d) This property has a long history of industrial use. This use has resulted in the contamination identified on the property.
- c. 0 Cherry Avenue is not listed on the National Priorities List; not subject to unilateral administrative orders, court orders, administrative orders on consent, or judicial consent decrees issued to or entered into by parties under CERCLA; and not subject to the jurisdiction, custody, or control of the United States government.

- d. 0 Cherry Avenue is not a site that requires a Properly Specific Determination as discussed in Appendix 1, Section 1.5 of the F11 Proposed Guidelines for Brownfield Cleanup Grants
- e. As part of New Opportunities, Inc due diligence prior to purchase 0 Cherry Street, it had access to a Phase I Environmental Site Assessment. The Phase I Assessment was funded by a EPA Brownfield Assessment Grant (# BF96111001) to the City of Waterbury includes the north properties of 0 Cherry Avenue, 39 Cherry Avenue, 177 Cherry Street and 215 Cherry Street, Waterbury CT. This report was prepared by Leggette, Brashears & Graham, for New Opportunities Economic Development Corporation and the Waterbury Development Corporation dated June 2010. The Phase II ESA from this Project was complete and submitted in November of 2011.

Property Ownership Eligibility

- f. New Opportunities Economic Development Corporation is not a potentially responsible party that would be liable for contamination at the property under CERCLA Section 107(a) because it qualifies as a bona fide potential purchaser under CERCLA Sections 101(40) and 107(r). As required by CERCLA Sections 101(40)(A) and (B), respectively, all disposal of hazardous substances at the property occurred before it purchased the property, and it made all appropriate inquiries into the previous ownership and uses of the property in accordance with generally accepted good commercial and customary standards and practices. In particular, prior to purchasing the property, the applicant had access to the studies described above. New Opportunities has also complied with all other applicable requirements under CERCLA Section 101(40) and 107(r).
- g. 0 Cherry Avenue has no known ongoing or anticipated environmental enforcement actions.
- h. Information on Liability and Defense Protections
 - i. 0 Cherry Avenue was transferred by North Square Development Inc. to New Opportunities Economic Development Corporation. The transfer occurred on October 1, 2010. Ownership is fee simple title. New Opportunities, Inc. is the sole member/shareholder of the New Opportunities Economic Development Corporation and North Square Development Inc.
 - ii. All disposal of hazardous substances at 0 Cherry Avenue occurred before New Opportunities Economic Development Corporation took title of the property. New Opportunities Economic Development Corporation did not cause or contribute to any release of hazardous substances at the site. At no time have we arranged for the disposal of hazardous substances at the site or transported hazardous at the site.
 - iii. Initial Pre-Purchase Inquiries by New Opportunities took place as follows:
 - 1. Prior to New Opportunities Economic Development Corporation purchasing 0 Cherry Avenue, a Phase I ESA was funded by EPA Brownfield Assessment Grant # BF96111001. This Grant was awarded to the City of Waterbury and completed by Leggette, Brashears & Graham, Inc. This 0 Cherry Avenue Phase I Assessment also included the adjacent sites identified as 39 Cherry Avenue, 177 Cherry Street and 215 Cherry Street which are all incorporated in master plan for redevelopment. This report was completed in June of 2010;
 - 2. Also included in this Phase I Assessment was a Quality Assurance Project Plan outlining the scope of the Phase II Investigation that was approved by the USEPA on July 28, 2010;

3. In accordance with the Phase I Assessment Quality Assurance Project Plan, a Phase II Assessment of 0 Cherry Avenue, 39 Cherry Avenue, 177 and 215 Cherry Street was completed by Leggette, Brashears & Graham, Inc. in November of 2011.
 4. Establishment Determination and Environmental issues Review of 0 Cherry Avenue, 39 Cherry Avenue and 200 Cherry Street, 204 Cherry Street and 215 Cherry Street were prepared by Haley & Aldrich.
 - iv. 0 Cherry Avenue is vacant and not in use.
 - v. New Opportunities Economic Development Corporation will comply with all land-use restrictions and institutional controls; Assist and cooperate with those performing the cleanup and provide access to the property; comply with all information requests and administrative subpoenas that have or may be issued in connection with the property; and provide all legally required notices. The property has been fenced to reduce any off site access to the property.
4. **Clean-Up Authority and Oversight Structure**
- a. New Opportunities Economic Development Corporation will participate in the State of CT, Department of Environmental Protection State Voluntary Response Plan. In addition, we will secure additional technical expertise consistent with the competitive procurement provisions of 40 CFR 30 prior to the beginning of Cleanup activities. All activities undertaken as part of the cleanup activities will comply with all applicable federal and state laws and ensure that the cleanup protects human health and the environment. We continue to be in communication with –representatives of the Connecticut Department of Environmental Protection.
 - b. If during the course of cleanup activities, it becomes necessary to access adjacent or neighboring properties to conduct cleanup, perform confirmation sampling, or monitor offsite migration of contamination, permission will be obtained in writing from the property owner. Landowners and tenants of adjacent properties will be kept abreast of clean-up work through a quarterly meetings and mailings.
5. **Cost Share**
- a. NOEDC is planning to request a hardship for the cost share requirement
 - b. A hardship waiver is being requested for 20% cost share.
6. **Community Notification**
- A Public Meeting was hosted by New Opportunities Economic Development Corporation on January 16, 2014 from 4:30 - 6:00 p.m at New Opportunities, Inc., a draft plan was posted on the website and available for pick-up and/or viewing. (Please find a copy of the Public Notice as Appendix B)

Ranking Criteria for Cleanup Grant

1. Community Need

New Opportunities Economic Development Corporation is the economic development corporation for New Opportunities, Inc. New Opportunities, Inc. [NOI] is the federally designated anti-poverty agency for the northwest corner of Connecticut. NOI is the 4th largest employer in the City of Waterbury, and has an annual grant driven budget of approximately \$43,740,000. All services are targeted to improve the quality of life of the low income and elderly. Waterbury is the fifth largest city in Connecticut and second largest in New Haven County with a population of 110,366¹. It is known as the Brass City as it was the leading manufacturer of brassware in the United States in the early part of the 20th century. Many sites are contaminated with heavy metals and other byproducts of the brass and metals industries. Former service stations and closed vehicle repair centers add to the blight. The contaminated land and abandoned buildings serve not only as an eye sore, but as a public and environmental safety risk. These areas can contain health threatening things like lead, asbestos and vermin. Waterbury Brownfield's are more often located in our dense poverty stricken population, areas that can use economic investment, housing and job creation among other things. The poverty rate exceeds 30 percent in inner-city neighborhoods where there are more than 50 Brownfield's and a concentration of minority residents.

Comment [j1]: Make Sure % add Up

The city's unemployment rate has exceeded the state rate for the last nine years. Waterbury's number of employed residents has steadily declined since the last mill closed in 1970.

As of November (2013) Waterbury's unemployment rate was 11.5%² according to Department of Labor statistics which remains the highest in the state for over a decade. The city of Waterbury has developed a strategic plan to revitalize and remediate Brownfield's around the city and is a partner with us in our efforts. Through these concerted efforts and strong partnership with the city of Waterbury, the Waterbury Development Corporation, the Waterbury Regional Chamber of Commerce, and the Naugatuck Valley Council of Governments, the city has realized noticeable improvements. To keep this momentum going we need additional assistance to help revitalize Waterbury from the estimated 200 Brownfield's.

1a. Health, Welfare and Environment

The located area of the targeted Brownfield is in one of Waterbury's highest minority populations and the highest poverty rates. In Connecticut, 10.9 percent of state residents — or 390,297 — had incomes under the federal poverty level, up from 10.1 percent in 2010. Nationally, 20.8 percent had incomes below the federal poverty level 2011, up from 20.1 percent in 2010. Waterbury has the fourth largest poverty rate in the State of Connecticut at 20.9 percent in 2011. Growing poverty will only widen the achievement gap and

Comment [j2]: Target # for Neighborhood

¹ <http://quickfacts.census.gov/qfd/states/09/0980000.html>

² <http://www1.ctdol.state.ct.us/lmi/laus/lmi123.asp>

leave us ill-equipped to compete in the global economy; remediating these Brownfield's can help push us in the right direction.

neighborhoodscout.com	Cherry St. neighborhood	Connecticut	National average
Violent crime comparison	6.17	2.83	4.7
Property crime rate comparison	47.11	26.37	34.3
Crimes per square mile	19.7	46	49.6

Not only are these buildings an eye sore, but can be safety risks such as building debris from deterioration and vandalism. This area is not only a home to Brownfield's, but to schools, churches, community centers...a place where families reside. According to the 2011 Connecticut Economic Resource Center town profile, 26% of Waterbury's population is under the age of 18 and 30% is over the age of 50, this means that the most sensitive populations account for 56% of the total population in the city. These populations often have higher rates of health issues such as lead poisoning, asthma, and other chronic illnesses. The 2012 CT Asthma Surveillance report showed that Waterbury had the 4th highest rate for hospitalizations due to asthma between 2005 and 2009. Between those years Waterbury had 1,499 hospitalizations which is 28% per 10,000 people for adults and children. Data from the health department shows that a majority of the health and welfare issues are from the targeted inner city neighborhoods with a higher density of families living in poverty. Attached as appendix XXX is a map that was created by The New York Times titled "Mapping Poverty in America"³. On this map you will see that the Cherry Street neighborhood (census tract 3501) has 59.2% of the people living under the poverty line.

Comment [j3]: Use table from Grant

Comment [j4]: Specific population disproportionate burden/impact targeted health due to..

1b. Financial Need

Currently the racial makeup of the city of Waterbury is; 65.3% Caucasian, 16.8% African American, 2.5% Asian, 0.3% Native American and 15.03% Multi-Racial. The Hispanic population was calculated as a separate number and includes all Hispanic race/ethnicities and is listed as any race. The total Hispanic population was tabulated at 30,115 persons in the city of Waterbury, which is 28% (Town Profile. CT Department of Economic and Community Development. January 2012). Of these minorities, most live in the inner city of Waterbury where these Brownfield's are located. The American Community Survey data average of 2011 indicates that 22.5% of the families in the city of Waterbury are headed by females with no husband present; of that, 15.3% have children under 18 years old. This percentage is 9.7% higher than the State of Connecticut rate which is 12.8% of households headed by females.

Comment [j5]: Graphic ???

Comment [j6]: State & Local Health Report

Comment [j7]: Economic Impact of ?? Get them anecdotal.

In the Waterbury area, renters must make \$20.67/hr to afford a 2-bedroom apartment. If the renter earns minimum wage in Waterbury they would be forced to work around 100 hours per week, or 2-2.5 jobs, in order to afford either a 1 or 2-bedroom apartment. In order to afford these rents, residents of Waterbury on average devote 53 to 63% of their annual income to rent. This far exceeds the threshold number of 30% recognized by the National Low Income Housing Coalition (Out of Reach, 2012). The median household income is below average compared to the rest of the nation.

Household Income	Waterbury	Connecticut	United States
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³ <http://www.nytimes.com/newsgraphics/2014/01/05/poverty-map/>

Median Income	\$40,304	\$67,032	\$56,001
Per Capita Income	\$21,545	\$36,775	\$41,560

--American Community Survey 2012 estimates

Comment [j8]: Reduced Property Value

Unemployment has plagued as it has the rest of the United States, but unfortunately Waterbury and Connecticut as a whole, was hit at an alarming rate compared to the rest of the country.

CT Dept of Labor October 2012	Unemployment Rates
Waterbury	10.8%
State of CT	8.9%
United States	7.8%

Waterbury is considered a distressed municipality and is ranked 3rd only behind Hartford and New Haven according to the 2010 score card. With the current budget of the state, development on Brownfield's is very limited. Local funds are insufficient which is why we need help on the federal and state level.

Comment [j9]: Why, Need \$ to do project

Comment [j10]: Brownfield # of..

2. Project Description and Feasibility of Success

2a. Project Description

2a(i). The 0.21 acre 0 Cherry Ave site and several surrounding properties were developed with its current configuration during the late 1800s and early 1900s as part of a larger factory complex used for watch and clock manufacturing. 0 Cherry Avenue contains one 2 ½ story brick building built in the 1890s that covers approximately 8,500 square feet. The remainder of the Site is paved. The building was used as an office building associated with the Waterbury Clock Company, then later as a Fire Department headquarters, laboratory, social club and bakery. Since the late 1970s, the building has been vacant.

Comment [j11]: Have understanding – 1. Know site 2. Characterized Well 3. Reasonable Cleanup

Comment [j12]: Get art of ???

New Opportunities Inc. is located within a city block of 0 Cherry Avenuet. Over 24,000 households and 58,000 individuals, on an annual basis, receive services at the agency's main location of 232 North Elm Street.

The cleanup of the 0 Cherry Avenue site is part of an overall community revitalization strategy to be implemented in Waterbury's North End. Three properties (39 Cherry, 177 Cherry, and 215 Cherry) which are located both adjacent and on the same block as this site location have been awarded funds under the EPA Cleanup (Project #BF-96146101). One of these properties will host a state of the art aquaponics facility which includes the production of locally grown seafood and vegetables. This site will provide workforce training for aquaculture employees as well as those who will be processing and harvesting the seafood and vegetables. There is also potential to expand the operation into one of the other properties being remediated as part of the Cherry Street project. The 0 Cherry Avenue site is being proposed to serve as the kitchen facility and restaurant in this revitalization effort. This project will also include a workforce training component for community residents in the culinary arts and service management industries. By partnering with the Northwest Regional Workforce Investment board there will be opportunities for certificate training programs and hands on occupational training within the facility.

Due to the scope of work that needs to be accomplished with the building from both the remediation and rehabilitation sides, work will be phased. Phase 1 will be the creation of an urban kitchen facility. This will include the construction of a full service kitchen including prep areas for seafood and produce. Phase 2

will the creation of a restaurant facility which will provide jobs in the service industry and will utilize a portion of the vegetables and seafood produced at the Aquaponic facility which will be housed in an adjacent building to this site. The facility will also rely upon local grocers for meats and produce to be utilized at the facility. To the extent possible, deconstruction will be utilized during any demolition and/or remediation activities. The intent is to have all redevelopment be sustainable development.

2a(ii). Describe the proposed cleanup plan, including specific institutional or engineering controls, and potential end use for the site

Based on Phase II investigations the following remediation will occur:

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A Hazardous Building Materials Assessment was completed on The Site in April 2010. Because of the deteriorated condition of the building, materials sampling was limited to the lower roof and exterior of the windows. Asbestos was detected in both the window caulk and roofing materials (tar and flashing). Based on the information available from the adjacent properties there will be concentrated areas of work in the basement as well as on the 2nd story of the building.

Groundwater - Monitoring well study done not adequate for full characterization; Radium, Lead and Asbestos not part of the scope of work

Underground storage tank – based on readings in adjacent properties - ETPH detected in soil samples above RDEC; VOCs detected; Free-phase petroleum measured; SVOC in groundwater above SWPC

All remediation will follow industry best practices and protocols. Environmental Land Use/Deed Restrictions as necessary when remediation is completed will be recorded on land records. For end use of site, please refer to 2a. Program Description.

2b. Budget for EPA Funding and Leveraging Other Resources

2b(i). New Opportunities Economic Development Corporation will utilize EPA funding to conduct cleanup activities at 0 Cherry Street, Waterbury CT. As such all expenses are allocated to contractual. The description of Tasks shows a breakdown of how the funds are allocated for specific activities within the Task.

PROJECT TASKS	Task 1	Task 2	Task 3	Task 4	Total
Personnel					
Fringe Benefits					
Travel					
Contractual – New Opportunities	13,000	3,250	\$181,250	2,500	200,000
Other - Legal Fees					
Fee State Clean Up Program		**			
Total	13,000	3,250	181,250	2,500	200,000
20% Cost Share- applying for waiver					

Comment [j13]: No assessment data gaps

Comment [j14]: Talk about Haley Ald. Procurement under Federal Acquisition Regs

Comment [j15]: Even though appealing for Waiver, in the event that we are not awarded, all \$40,000 under task 3

Task 1 – Cooperative Agreement Oversight - New Opportunities Inc, will be the fiduciary for this grant. NOI will provide program and fiscal reporting (2,500), staff will attend EPA & DEEP Brownfield Conference(s) (5,000), mileage for attending meetings (500). NOI will provide management oversight and contractor coordination necessary for the successful implementation of this grant.

Comment [j16]: Should ??

Task 2 – Enroll in State Voluntary Remediation Program - New Opportunities Economic Development Corporation will participate in the State Voluntary Remediation Program. The fee is \$3,250.

Task 3 – Abatement Activities (\$181,250) - includes all costs related to the planning, overseeing and documenting of cleanup activities that will be provided by a Consultant, as well as for remediation activities. Includes QAPP, & Health/Safety Plans.

Comment [j17]: Keep remediation but set simple

1. 2 nd Story of Building	\$39,250
2. Basement	\$76,250
3. 1 st floor	\$23,250
4. Reports and Regulatory Deliverables	\$42,500
Total	\$181,250.00

Comment [j18]: Mirror in section 2

Task 4 – Public Meetings and Community Involvement - Grant funds will be used to pay for notices of community meetings in the Waterbury Republican and for supplies necessary to promote and inform community engagement activities, and the publication of materials for distribution at these meetings. NOI will provide outreach and community involvement and engagement activities.

Comment [j19]: How cash share can be met – spread out between the ?? – Anticipation of additional State or local resources for cleanup costs.

2b(ii). Leveraging funds is inherent in the work done by New Opportunities. To date on this Project, assessment funds have been leveraged through the City of Waterbury, Waterbury Development Corporation, EPA Brownfield Assessment Grant (Project # BF9611100). This property is adjacent to and considered part of the Emerging Revitalization Plan of the Cherry Street Industrial Park, 16 Cherry Ave & 125 Maple Street properties that were awarded 1.4 million dollars from EPA for cleanup and part of the Conceptual Remediation Action Plan underway with funds from EPA for Phase 1, 2, and 3 Studies. 3 additional properties – 39 Cherry, 177 Cherry, and 215 Cherry have also been awarded \$200,000 in EPA funding (Project # BF-96146101) for cleanup for each site location. Going forward, leveraging funds and services can be accessed through:

Comment [j20]: Supplies should be included

Comment [j21]: Valley COG – Involving ?? Letter from COG/Art

Comment [j22]: Capability

Comment [j23]: Additional take ?? for Valley COG revolving loan Fund

Urban Sites Remedial Action Program - The purpose is to facilitate the transfer, reuse and redevelopment of potentially polluted commercial and industrial real property which otherwise would remain vacant and unproductive for the economy of the municipality, region and state. When necessary, the state can commit public funds to prepare the planning and implementation of the site remediation. These funds are intended as "seed capital" to expedite the project

Special Contaminated Property Remediation and Insurance Fund The purpose of the program is to encourage public and private partnerships to jointly investigate, remediate and redevelop underutilized commercial and industrial properties that remain vacant as a result of site contamination issues. The eventual remediation of any hazards and the reuse of the subject property is the ultimate goal of the program. Proposals will be reviewed for community and environmental impact, as well as economic feasibility. The reuse of the property induced by the project activities should represent a tangible improvement for the local community. Assistance is provided through low-interest loans that have a term of five years.

Federal Historic Preservation Grant - Initial research done as part of the Phase One indicated that the building complexes referred to as the "Clock Tower Properties" is included on the National Registry of Historic Buildings. Research is not completed to verify which properties, specifically this designation applies to. If 0 Cherry Avenue is part of this designation the ability to leverage historic preservation tax credits will be pursued.

Comment [j24]: Complaint with 106, mention mandatory DECD/COG

State Bond Funds - State Bond Funds have previously been made available to remediate the radium. Funds allocated were not sufficient. Collaboration will continue with the State Legislature and the CT Department of Environmental Protection to access additional funds to complete the radium abatement.

Comment [j25]: DECD as potential funding source

Project Outputs

- 1.) Site cleanup is completed and post-cleanup testing conducted on soil, air, and groundwater levels to demonstrate successful cleanup
- 2.) Analysis completed after cleanup which shows no adverse health risk/affects to surrounding area
- 3.) Report out to community in Quarterly neighborhood meetings regarding project progress and to address concerns during cleanup
- 4.) Community participation evidenced by neighborhood meeting attendance sheets, and meeting minutes

Project Outcomes

- 1.) 100% removal of hazardous material in targeted cleanup area
- 2.) Upon final completion of project an administrative report completed and certified by qualified environmental professional and shared with community members which outlines no health risk factors or contaminants due to cleanup activities
- 3.) Decrease in health risk factors for community including asthma, and lead poisoning
- 4.) Increase in number of persons trained in remediation cleanup activities

2c. Programmatic Capability and Past Performance

2c(i).Programmatic Capability

New Opportunities Economic Development Corporation, Inc. is a non-profit 501 c 3 corporation designed to hold properties and develop resources to create housing and sustain business opportunities for reclaimed urban properties which are in line with the strategies and community vision developed by New Opportunities, Inc.

New Opportunities, Inc. has formed the New Opportunities Economic Development Corporation to protect its assets from the potential financial risks associated with redevelopment activities on Brownfield properties. New Opportunities, Inc. will be the fiduciary and provide operational expertise, guidance and technical assistance needed throughout the completion of the cleanup project.

New Opportunities, Inc. is the federally designated anti - poverty agency for the City of Waterbury and 27 surrounding communities. As a Community Action Agency, the Board of Directors is legally required to have at least 1/3 of its members be representatives from the low-income community. This ensures that the low income have a voice in decision making for the services being provided in their communities. The Board of Directors will provide oversight to the EPA Cleanup Grant, in addition the community engagement required by the Grant.

The agency's mission is to improve the quality of life for economically disadvantaged individuals by providing the necessary resources to increase their standard of living, fosters self-improvement, maximize self-empowerment and increase economic self-sufficiency.

The current portfolio of services include direct subsidies for eligible customers for rent, and utilities; goods and services such as nutritional meals delivered to homes, meals provided at congregate sites, and summer food sites, Chore and Homemaker services, early childhood care, service opportunities for elders; case management services for specialized populations such as customers with HIV/AIDS, High Energy Users, families at imminent risk of an out of home placement, therapeutic foster care homes, homeless individuals and families, home bound elders, fathers, case management for general population including eviction mediation, information & referral, pre-application assistance for major DSS programs, assistance with negotiating application process for local/state/federal benefits, employment services in the areas of job development, assessment, ITA accounts, training, access to other WIA services, development of economic security through IDAs, household budget development, VITA, and budget counseling, and various housing opportunities such as weatherization, homeless shelter, transitional living, DOC Half-way house, rental subsidies, and specialized housing for persons with disabilities.

The project leadership for the oversight of this cleanup project will include - James H. Gatling, PhD. - President/CEO for New Opportunities, Inc.; Toni Hirst - Chief Administrative Officer for New Opportunities, Inc.; and Michael Riso - Chief Financial Officer for New Opportunities, Inc. **Dr. James Gatling** received his Ph.D in Business Administration from LaSalle University, his MBA in Management from the University of New Haven and a BA in Chemistry from Hampton Institute. He was awarded an Honorary Doctorate of Letters in Human Letters from the Teikyo Post University. After receiving his undergraduate degree he worked as a Production Scheduling Manger, Process Engineer and Research Chemist for nine years with Uniroyal Chemical Company. Through his leadership New Opportunities, Inc. has grown from a small agency consisting of 150 people with an annual budget of \$6 million to a high performance organization of over 550 people with an annual budget of over \$55 million. In addition he has led the agency's transition from a management control system of operation to a strategic management system which is focused on results based accountability. Building on the Strategic Plan message of "Building Relationships to End Poverty", the agency operates with the clear understanding that to be successful in any aspect of program activities, to ensure sustainability, everything accomplished must happen in relationship.

Dr. Gatling has been a prime mover in property acquisition including negotiations with City officials, Housing and Urban Development, and lien holders throughout the development of what is now the Green-Gutridge Terrace housing facility for disabled individuals. One of Dr. Gatling's significant accomplishments was his success in obtaining \$5,795,000 in revenue bond funding for a child development Center from the Connecticut Health and Education Facilities Authority - the first time a community based organization had sought to enter into a loan agreement with this state agency. His pioneering approach now serves as a model for other CBO's. Additional funding for this project was secured from the US Health and Human Services, Head Start Bureau, the State of CT Dept of Social Services and New Opportunities.

Ms. Toni Hirst is the Chief Administrative Officer for New Opportunities, Inc. and has an MS in Urban and Environmental Studies from Rensselaer Polytechnic Institute and a BA in Social

Science from Doane College. In this capacity Ms Hirst has developmental oversight and responsibility for ensuring program and fiscal compliance for grants and contracts administered by New Opportunities, Inc. Ms Hirst has over 15 years of hands on oversight responsibility for environmental and construction projects undertaken by NOI. Environmental projects encountered as part of renovation/new construction projects have ranged from UST removals, to lead and asbestos abatement, installation of a soil vapor extracting and air sparging system, installation of a vapor barrier as part of building construction and on-going of indoor air quality and ground water monitoring. In this capacity she works closely with Richard P. Standish, LSP, PG, LEP, Senior Vice President at Haley & Aldrich, Inc. as the NOI environmental consultant, and environmental legal counsel Ms. M. Anne Peters at Carmody & Torrance LLP. Given the nature of environmental issues in urban redevelopment, these individuals and disciplines are active members of any land development initiatives.

Mr. Michael Riso currently serves as the agency's Chief Financial Officer. He brings over 4 decades of experience in the field of fiscal management and accounting. He graduated with a B.S. in accounting from Sacred Heart University and is certified by both the Connecticut Society of CPA's and the American Institute of CPA's. He is responsible for the fiscal oversight and accounting for all agency programming. He was also named the CFO of the Year for 2008 for Medium NonProfits by the Hartford Business Journal.

The agency has an established history of working with local architectural firms, construction companies, and property management consultants who specialize in dealing with environmental issues. The agency has also garnered the support of the Waterbury Development corporation who has provided an outline of the priority issues that needs to be addressed during the project clean up.

2c(ii). Past Performance

1.) New Opportunities Economic Development Corporation, Inc is the current recipient of 3 EPA Clean Up awards for properties located on Cherry St. (Project #BF-96146101) These properties are 177, 39, and 215 Cherry St. NOEDC has selected a remediation contractor for these properties with remediation work to begin within the next six to eight weeks. These properties along with the 0 Cherry Avenue property are part of an overall community revitalization strategy being implemented for Waterbury's North End which includes the following community level impact:

1.) Economic impact - creation of social enterprises which produce employment, training, and wholesale products for market; 2.) Health impact - the production of locally grown seafood and produce of nutritional value and increased emphasis on fitness/movement; and 3.) Resource Impact - access to financial education services including credit counseling, microenterprise development, and Waterbury's revitalized downtown area including the Palace Theater, Waterbury Arts Magnet School, UCONN-Waterbury, and Post University.

2.) New Opportunities Economic Development Corporation, Inc is the current recipient of 3 EPA Clean Up awards for properties located on Cherry St. (Project #BF-96146101) These properties are 177, 39, and 215 Cherry St. NOEDC has selected a remediation contractor for these properties with remediation work to begin within the next six to eight weeks. New Opportunities, Inc. who will act as the fiduciary and is the sole member of the New Opportunities Economic Development Corporation has received other federal or non-federal assistance agreements. New

Opportunities Economic Development Corporation is the economic development conduit for New Opportunities, Inc.

Current and Prior Federally and Non-Federally funded assistance agreements –New Opportunities, Inc. who will serve as the fiduciary for the project currently manages over 60 contracts which cover both local, federal, and state funding streams. The agency has over a 4 decade history of managing contracts with multiple funding sources with unique reporting requirements. The following is a description of 3 of the agency's most recent agreements which outline the agency's ability to effectively manage projects which involve community level partnerships and the achievement of family and community level outcomes.

Weatherization Services – the agency received funding under the American Recovery and Reinvestment Act (ARRA) to provide 3 year oversight of a project that included a 40 town service area and the weatherizing of private residences, state subsidized housing, and state financed emergency shelters. This project included the management and oversight of both agency and private contractors. Services included the installation of energy efficient materials and conducting energy audits to assess heat loss.

One Stop Operations Centers – this is an annualized contract through the Connecticut Department of Labor which includes the provision of employment readiness and job training skill development for a 41 town region in Northern and Western Connecticut. New Opportunities, Inc. took over administration of the 3 Operations Centers in Waterbury, Danbury, and Torrington CT in 2003. The Operations centers target employment readiness services to adults, dislocated workers, and youth. These services include direct case management support for customers, enrolling customers into occupational training programs, and establishing relationships with local employers for employment placement. Programmatic reporting includes Semi Annual Reports which track individual level outcomes including completion of occupational training programs, employment placement, employment retention, and wage increases. Quarterly financial reports are submitted to the funding source. Additionally, community level data is gathered for each of the 3 offices regarding in-demand occupations, and employer needs. Partnerships include those developed with local employers, post-secondary institutions, and trade schools.

Greene-Gutridge Terrace Building - the agency was awarded funding through the United States Department of Housing and Urban Development for the development and construction of this 12 unit facility for persons with disabilities. The agency provided project management oversight during the planning and development phase along with the construction phase. The facility was completed in 2006 and began housing eligible customers. The agency is responsible for submitting annual Program Performance Reports and Financial reports which outline occupancy rates and program operating expenses. These reports are submitted to the funding source on an annual basis. The project includes an annual review/redetermination of the customer's physical status and a review of their responsibility to provide 30% of their income as program rent.

Adverse Audit Findings – New Opportunities, Inc. has not received any adverse findings on the agency's most recently audited financial statements. The agency has developed a risk mitigation plan which is proactive in nature and has specific procedures when areas of risk are identified and the development of corrective action plans to address these issues. The cornerstone of the agency's commitment to program monitoring and evaluation is the agency's Compliance

Department. The Department is responsible for the insuring that all of the agency's program are in compliance with contract requirements. This includes the tracking of programmatic and fiscal reporting for all of the agency's contracts. Another element of the compliance department's activities is to conduct a programmatic and fiscal review of all agency programs at the 6 month mark of the program's contract year. If warranted, monitoring is can be escalated to a monthly or quarterly basis.

New Opportunities, Inc. has a long standing history of being able to integrate new funding sources and reporting requirements into the organization's processes. This integration is achieved in partnership with the fiscal, administrative, and compliance departments upon notification of new funding awards. The fiscal department folds the new funding source into the agency's financial management system and can then provide summarized and detailed reporting of expenditure activity. A review of the new contract takes place within the agency's compliance department which includes an outline of both programmatic and fiscal reporting requirements along with project outcomes. The new funding source is added to the agency's internal contract document tracking sheet. A 30 day notification is e-mailed to both the fiscal and programmatic representatives responsible for reporting in advance of reporting deadlines. This insures that funder requirements are met and contractual outcomes are achieved. This partnership has allowed the agency to successfully adapt to any new funder's system of reporting.

Comment [j26]: Succession

Comment [j27]: State has a semi-privatization of LEP Role – Regulatory

3. Community Engagement and Partnerships

3a. As a community action agency, a federally designated anti-poverty agency we are mandated to include the poor and impacted communities on our Board of Director Governance Structure. At least 1/3 of our Board of Directors represents the low income communities of our service area and another 1/3 represent the public. All grants submitted by New Opportunities and our affiliates, ie New Opportunities Economic Development Corporation are reviewed and approved by the Board of Directors. The Board of Directors approved the purchase of 0 Cherry Avenue and is engaged in discussions related to the future utilization of the property.

A foundational partner of the Cherry Street Development Project is the Northwest Regional Workforce Investment Board. NRWIB is a current recipient of a Brownfields Job Training Grant. Discussion have taken place regarding the expectation that the NRWIB will provide job training activities for the brownfield remediation, as well as for reconstruction activities, and for the new businesses that will be located at the site. The two organizations have a long history of effective collaboration of workforce development projects. For example, the recently completed ARRA Weatherization Program hired staff directly from the successful graduates of the NRWIB Job Construction Funnel. Dr. Gatling sits on the Board of Directors for NRWIB and Ms Hirst is a member of the Advisory Committee for the Brownfield's Job Training Grant. When developing contracts for work to be bid as part of this project, wording will be included that the successful contractor will be required to hire locally and that NRWIB and their programs be the first source of hiring individuals for the project.

New Opportunities, Inc, will communicate the progress of our remediation activities through quarterly meetings of a Project Advisory Board, a quarterly newsletter to organizations and business in the area of the Project site, as well as six month community meetings. Spanish will be used as the primary second language for the distribution of meeting fliers, and a translator will be part of the community meetings. If due to community interest additional languages emerge, we will accommodate this by incorporating additional

translators and translations of community engagement materials. NOI has a weekly TV show on the local public access television channel. Two shows per year will have a segment that updates the community on the status of the Cherry Street Development Project.

Comment [j28]: What has happened to date

Comment [j29]: Web page, Link Video, continue enhancing

3b. Our commitment to community engagement goes deeper than this. New Opportunities, Inc. has a relationship with the State Department of Energy and Environmental Protection both in their capacity as a regulator and a grantee. In addition, NOI has worked with the CT DEEP as a regulator in the development and construction of a Child Development Center that had significant soil and ground water environmental issues, in the Radium Clock Tower Project and have in the past and are currently with on the matter of an UST. Building on a past of successful communication and team work, this relationship will move forward to the Cherry Street Development Project. This project will participate in the State Voluntary Remediation Program.

As a current operator of 3 publically funded childcare centers in Waterbury and as a contractor for the Low Income Weatherization Program, we work closely with the City Health Department in the area of pediatric health, as well as in the areas of lead paint abatement. We have not included the City Health Department in any planning conversations related to the this project, but will invite them to be a member of the Project Advisory Committee that will be formed to monitor the success and challenges of the Cherry Street Development Project.

Comment [j30]: LEP ?? this section

Dr. Gatling, the NOI President/CEO is integrated into the fabric of community decision making that surrounds Brownfield and Community Development decision making by sitting on the Board of Directors of the Waterbury Development Corporation, and serves as the President for the Greater Waterbury Chamber of Commerce. We clearly understand and will continue to inform and collaborate with local, state and federal level governmental and advocacy groups to ensure a successful remediation and development project.

3c. In the development of our project we have included the following key community based organizations who have provided letters of support.

Comment [j31]: Table should match letter

New Opportunities, Inc.	Serve as fiduciary; coordinate low income community; recruit low income participants for the NRWIB; services to support low income participants; grant writing and fund development
Northwest Regional Workforce Investment Board	Train low income participants
United Way of Greater Waterbury	Lead convener for coordinated social and economic development impact at risk community
Walnut Orange Walsh Neighborhood Revitalization Zone, Inc.	Recruit low income participants; community meetings
Waterbury Regional Chamber of Commerce	Advocate for Brownfield remediation; business development; education for business owners
Waterbury Development Corporation	Administrator for local municipal funding to support cleanup efforts and brownfield remediation. Support for community revitalization efforts.

4. Project Benefits

4a. Welfare and Public Health

The quality of life through the reduction of blight and environmental risks would increase immensely. The revitalization of this land can strengthen not only this community, but Waterbury as a whole. Remediation of these Brownfield's can increase community involvement and collaboration; people endorse the initiative and are more than willing to take control of improving and sustaining their own neighborhoods. Cleaning up these areas will ultimately decrease health problems related to exposure of toxins from the areas, reduce crime, increase better care of property appearances, improve the air quality, reduce rodent infestations, improve surface and groundwater and improve soil quality. During the cleanup on the Brownfield site under this grant, we will take every precaution to protect the community from any contaminants during the process and develop a health and safety plan. Area residents will be informed of the cleanup, the work area will be roped off and have signs, there will be staff who will protect the public from debris and equipment use, numbers for questions or concerns will be provided and hazardous materials will be disposed of properly.

Comment [j32]: Add in key contacts

Comment [j33]: Tie to community need

4b. Economic Benefits and/or Green space

The development of the remediated sites can increase economic activity such as increased employment, increased number of people moving to and working in Waterbury, increased tax base, and the revitalization of Waterbury. A bigger incentive for businesses is that the target Brownfield is at an optimal place near highways, and minutes from the bus and train station. Converting the Brownfield areas back into productive use will provide additional income and business tax revenues for the state. Not only will it create jobs for the individuals that are doing construction on the project and the businesses and or public services locating to the Brownfield, but in the areas of hazardous waste management. There is an immediate return on investment that occurs in a community once there is an influx of cash through an agreement/grant. This is commonly referred to as the multiplier effect. For an investment of \$200,000 with a non-profit, the money placed back into the community is equivalent to the award, \$200,000.

The economic benefits that will be realized from the remediation can be categorized in three general areas: Planning, Implementation and Sustainable

Planning - during the planning phase of the cleanup project the economic benefits include the creation of jobs to help with the site assessment, analysis of current conditions, development of plans for removal, and the assessment/analysis of community impact. The additional benefits include the empowering of the community members to become involved in a neighborhood development project. Community members are engaged during the development of the cleanup project and increase their knowledge regarding the harmful effects of Brownfield locations. Community members will take an active part in the revitalization of their neighborhood through attending public meetings and seeing their ideas incorporated into the cleanup plan.

Comment [j34]: Quantities/Estimates

Implementation - during the implementation phase of the cleanup project the economic benefits include the creation of new jobs for those who will oversee the cleanup and those who will be trained in remediation cleanup activities and be directly responsible for the removal activities. The community impact will be achieved through informing the cleanup neighborhood regarding the progress of the project and that the project is meeting it's identified benchmarks for cleanup efforts and that the efforts are being conducted in accordance with federal and state safety standards.

Sustainable - this project is part of an overall community revitalization strategy being implemented for Waterbury's North End which includes the following community level impact: 1.) Economic impact - creation of social enterprises which produce employment, training, and wholesale

products for market; 2.) Health impact - the production of locally grown seafood and produce of nutritional value and increased emphasis on fitness/movement; and 3.) Resource Impact - access to financial education services including credit counseling, microenterprise development, and Waterbury's revitalized downtown area including the Palace Theater, Waterbury Arts Magnet School, UCONN-Waterbury, and Post University.

4c. Environmental Benefits from Infrastructure Reuse/Sustainable Reuse

At a basic level the remediation for urban blighted properties returns underutilized, vacant, abandoned properties to property or open space that is productive and pleasing to the eye. When driving by 0 Cherry Avenue, one is reminded of times gone by when the property was the site of jobs and reflected community prosperity.

Comment [j35]: "Feel Good"

Successful contractors will be required to hire locally. As part of the remediation process all new jobs created will be first sourced with the Northwest Region Workforce Investment Board. Whenever possible all work on the done on the Cherry Avenue Development Project will be done in a manner to ensure that the demolition leads to minimal reconstruction. For example, if it is necessary to demolition a brick wall, if the brick are in an environmentally safe condition, effort will be made to have the brick prepared for use on-site or for salvage where the proceeds would be available to return to support the overall project costs.

Comment [j36]: Section 1 - what will happen?

Comment [j37]: Better use of existing ?? structure

Green technology will be used in the design of any new building or rehabilitation work that is done on 0 Cherry Avenue. The goal will be to have the building LEED certified. There are several non-economic impacts to consider for 0 Cherry Avenue. The area is demoralizing, and casts a significant shadow on the neighborhood. In addition, the desolate buildings on this block remind area residents of a time gone by where everyone knew at least one person working here. The goodwill and sense of rejuvenation that placing the area back in service cannot be measured.

Comment [j38]: Move to ??

4d. Tracking and Measuring Progress Consistent with ongoing practice at New Opportunities, a logic model is developed for each agreement/grant that delineates what input and outcomes will be tracked. The agency has a centralized Management Information System where this information will be automated to facilitate reporting purposes. Upon the signing of an Agreement, the Contract Compliance Manager will meet with the Project Manager and Chief Financial Order to review the Agreement and reporting requirements. Roles and responsibilities will be assigned. In cooperation with our Environmental Consultant a timetable will be established for the accomplishment of outcomes for both the Agency and remediation contractors. Monthly reports and Monthly meetings will be required. At the conclusion of any appropriate facet of the remediation, testing will be conducted to verify that the site reflects EPA and CT DEEP standards. Any reports required by EPA and/the CT DEEP to document and/or close out the remediation will be completed in a timely fashion.

Comment [j39]: Region One – Green Procurement